

ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
INFORMATIVE DOCUMENT RELATED TO THE 10th EXTRAORDINARY GENERAL ASSEMBLY MEETING
DATED 22.09.2023

The 10th Extraordinary General Assembly Meeting of our Company will be held in accordance with Article 409 of the Turkish Commercial Code No. 6102 at ASELSAN Akyurt Facility at the address of Çankırı Yolu 7. Km Akyurt / ANKARA, at 14:30 on 22.09.2023 Friday to negotiate the below-mentioned agenda and reach at a decision thereupon.

The General Assembly Meeting Informative Document, Letter of Proxy and the other documents and information required under the II-17.1 Regulation of Capital Markets Board will be made available for review by the shareholders at the Company headquarters and our web site at www.aselsan.com/en at least three weeks prior to the meeting. In accordance with the arrangements set forth by Capital Markets Board, the documents of the General Assembly Meeting with the documents mentioned above will be available at Public Disclosure Platform (KAP) and our web site at www.aselsan.com/en.

Our shareholders may attend the Extraordinary General Assembly Meeting in person or through their representatives physically or electronically. Attendance of our shareholders or their representatives in electronic media is possible with their secure electronic signature in accordance with the article 1527 of the Turkish Commercial Code numbered 6102 and Regulation Regarding Participation to General Assembly Meetings of Joint Stock Companies on Electronic Medium. Hence our shareholders, who will use Electronic General Assembly Meeting System, should login to Central Securities Depository Institution (MKK) e-MKK Information Portal, submit their contact information and possess secure electronic signature. It is not possible to attend the general assembly meeting in electronic media for shareholders or their representatives without logging in the e-MKK Information Portal and having secure electronic signature.

Our shareholders, who will not be able to attend the meeting in person, are required to arrange their proxies in accordance with the sample shown below or access the power of attorney template at the Company headquarters and our web site at www.aselsan.com/en, fulfill the requirements set forth in the Communiqué on Proxy Voting and Gathering Proxy by Call II-30.1 of Capital Markets Board and submit their signed and notary approved power of attorney.

Moreover, those shareholders or their representatives who want to attend General Assembly Meetings in the electronic environment must fulfill their liabilities in accordance with “Regulation Regarding Participation to General Assembly Meetings of Joint Stock Companies on Electronic Medium” published on 28.08.2012 in the Official Gazette numbered 28395 and “Communiqué on the Electronic General Assembly Meeting System Used in General Assembly Meetings of Joint Stock Companies” published on 29.08.2012 in the Official Gazette numbered 28396.

According to 415th article 4th clause of the Turkish Commercial Code numbered 6102, and 30th article 1st clause of the Capital Market Law numbered 6762; right of attending to the general assembly and voting is not dependent on keeping the share certificates. In this context, our shareholders are not obliged to block their shares in case of requiring to attend General Assembly.

It is duly submitted to inform our esteemed shareholders.

Kind Regards,

BOARD OF DIRECTORS

ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
AGENDA OF 10TH EXTRAORDINARY GENERAL ASSEMBLY MEETING
22.09.2023

- 1)** Opening, moment of silence, performing of the national anthem and appointment of the Chairman of the Meeting.
- 2)** Election of members of the Board of Directors and determination of their duty term.
- 3)** Wishes and recommendations.

LETTER OF PROXY
ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.

I hereby appoint _____ as my proxy in order to act on behalf of me, to vote, to make proposals and to sign the required documents in the 10th Extraordinary General Assembly Meeting of ASELSAN Elektronik Sanayi ve Ticaret A.Ş. to be held on 22.09.2023, at 14:30 at ASELSAN Akyurt Facility at Çankırı Yolu 7. Km Akyurt, Ankara.

Of Proxy (*);

Name Surname/Commercial Title:

The Republic of Türkiye Identification No/Tax No, Trade Registry and No, Turkish Central Registration System (MERSİS) No

(*)For foreign Proxies, if exist, the corresponding information must be submitted.

A) Scope of the Representative Power

For sections 1 and 2 given below, the scope of the representative power should be determined by choosing one of the options (a), (b) or (c).

1. About the Subjects of General Assembly Agenda;

- a) Proxy is authorized to vote according to his/her opinion.
- b) Proxy is authorized to vote on proposals of the company management.
- c) Proxy is authorized to vote in accordance with the instructions given below in table.

Instructions:

If the shareholder chooses option (c); the directives for each item of the agenda are given by choosing among the given alternatives (accept or reject) for the related item and if the alternative "reject" is chosen, the dissenting opinion shall be stated which should be written in -if exists- the minutes of general assembly.

	Agenda Items (*)	Accept	Reject	Dissenting Opinion
1)				
2)				
3)				

(*) Every each item of the agenda is listed in order. If the minority has a separate draft resolution, this will be stated additionally for/by assuring proxy voting.

2. Special instruction regarding the other subjects that may come up at the General Assembly Meeting and especially regarding the use of minority rights;

- a) Proxy is authorized to vote according to his/her opinion.
- b) Proxy does not have the power of representation on these issues.
- c) Proxy is authorized to vote in accordance with special instructions given below.

Special Instructions; If exist, the special instructions to be given by the shareholder to proxy are identified here.

B) Shareholder determines the shares to be represented by proxy through choosing one of the options below.

1. I approve the representation of shares specified below by the proxy.

a) Group:

b) Quantity-Nominal Value:

c) Has privilege in voting or not:

d) The ratio of specified shares to total shares/voting rights owned by the shareholder:

2. I hereby approve the representation of all my shares by proxy, which are in the list of attendants prepared by MKK one day prior to the general assembly.

Of the Shareholder:

Name Surname/Commercial Title (*):

The Republic of Türkiye Identification No. /Tax No, Trade Registry and No., Turkish Central Registration System (MERSİS) No.

Address:

Signature:

(*) For foreign shareholders, if exist, the corresponding information must be submitted.

Note: In case the Letter of Proxy does not bear a notarial attestation, a notarized Signatory Circular of the Principal shall be attached to the Letter of Proxy.

EXPLANATIONS IN SCOPE OF CAPITAL MARKET BOARD REGULATIONS

We hereby submit to your attention our notices and explanations to be made as per the Capital Market Law and notifications along with our comments with respect to the 10th Extraordinary General Assembly Meeting Agenda topics:

1) Total Number of Shares and Vote Rights Reflecting the Partnership Structure with the Number of Shares Representing the Preferred Share Group and Vote Rights, as of 18.09.2023:

OUR SHAREHOLDERS	GROUP A REGISTERED	GROUP A PERCENT AGE (%)	GROUP B REGISTERED	GROUP B PERCENTAGE (%)	TOTAL CAPITAL SHARE (TL)	PROPORTION IN CAPITAL (%)	VOTING RIGHTS (pcs) (Each with a 1 TL nominal value)
TURKISH ARMED FORCES FOUNDATION	2.421.818.181,82	100,00	961.484.316,02	44,97	3.383.302.497,84	74,20	2.421.818.181,82
LISTED ON BORSA ISTANBUL	0,00	0,00	1.176.697.502,16	55,03	1.176.697.502,16	25,80	0,00
TOTAL	2.421.818.181,82		2.138.181.818,18		4.560.000.000,00	100,00	2.421.818.181,82

OUR PRIVILEGED SHAREHOLDERS	GROUP A REGISTERED	VOTING RIGHTS (pcs) (Each with a 1 TL nominal value)
TURKISH ARMED FORCES FOUNDATION	3.383.302.497,84	3.383.302.497,84

In our company, the Board of Directors members, other than the independent members of Board of Directors elected according to the Regulations of Capital Markets Board, are elected among the Group A privileged shareholders or among the nominees designated by their side.

2) Information regarding administrative and activity changes that was made in the previous period or will be made in the following periods, which shall have a significant impact on our Company activities or on the activities of our affiliates and subsidiaries and the reasons of these changes:

There are no administrative and activity changes that was made in the previous period or will be made in the following periods, which shall have a significant impact on our Company activities or on the activities of our affiliates and subsidiaries.

3) Information regarding the written requests of the shareholders submitted to Investor Relations Department with respect to adding items to the agenda:

There are no such requests.

**DISCLOSURES WITH RESPECT TO THE AGENDA ITEMS
OF THE EXTRAORDINARY GENERAL ASSEMBLY MEETING DATED 22.09.2023**

1) Opening, moment of silence, performing of the national anthem and appointment of the Chairman of the Meeting.

Pursuant to the provisions of the Turkish Commercial Code numbered 6102 and the provisions of the "Regulation Regarding the Methods and Principles of the General Assembly Meetings of Joint Stock Companies and the Ministry of Customs and Trade Representatives who shall Attend These Meetings" which was published by the Ministry of Trade in the Turkish Republic Official Gazette numbered 28481 and dated 28.11.2012, the General Assembly elect the Chairman to conduct the meeting and the Vice Chairman, if deemed necessary. The Meeting Chairman forms the Chairmanship by assigning the secretary and, if sees necessary, the vote collector.

2) Election of the members of the Board of Directors and the determination of their duty term.

According to the Article 8 of the Articles of Association of ASELSAN, 6 members of the Board of Directors are elected by the General Assembly among the Group A preferred shareholders or the candidates nominated by them, and 3 independent members are selected under the regulations of Capital Markets Board. In this context, in accordance with the provisions of Articles of Association and the regulations of Capital Markets Board, an election shall be made for the election of the Board of Directors members within the nominees proposed by Turkish Armed Forces Foundation who owns Group A privileged shares with nomination privileges for Board of Directors.

Our company is in first group companies within the scope of the criteria defined in Communiqué on Corporate Governance, with the resolution of Capital Market Board (CMB) dated 08.01.2018 and numbered 1/6, thus, is subject to the principle defined by article 4.3.7 of Corporate Governance Principles, that the nominees for Independent Members of the Board of Directors shall be submitted to CMB's opinion.

The Nominee List of the Independent Members of the Board of Directors, which was submitted to the evaluation of CMB on 11.09.2023 is given below.

1. İbrahim ÖZKOL
2. Nurşen SARI
3. Salih KUL
4. Ebru TÜMER
5. İsmail ARI

Regarding the 5 Nominees of Independent Members of the Board of Directors, whom were submitted to their evaluation, CMB stated with their letter dated on 15.09.2023 that no opposing opinion shall be submitted.

3) Wishes and recommendations.

Annex-1: Nominee List For The Independent Members Of The Board of Directors

ANNEX-1: NOMINEE LIST FOR THE INDEPENDENT MEMBERS OF THE BOARD

CURRICULUM VITAE

Name, Surname : İbrahim Özkol
Date of Birth : 1 January 1962
Place of Birth : İzmir
Marital Status : Married

EDUCATIONAL BACKGROUND:

<u>INSTITUTION</u>	<u>UNIT</u>	<u>EDUCATION</u>	<u>YEARS</u>
Istanbul Technical University	Faculty of Aeronautics and Astronautics	Undergraduate	1981-1985
Istanbul Technical University	School of Foreign Languages- Department of English	English	1985-1986
Istanbul Technical University	Science, Engineering and Technology Institute-Aeronautics Program	Postgraduate	1986-1988
Istanbul Technical University	Science, Engineering and Technology Institute-Aeronautics Program	Doctorate	1988-1992

AREAS OF EXPERTISE

Computational Fluid Mechanics
Heat Transfer, Thermodynamics
Aircraft Structure Analysis, Dynamic
Analytical and Numerical Modeling
Airport Modeling and Planning
Optimization of profitability of airline companies established on a specific budget
Crew planning and optimization
Aircraft accidents
Maintenance optimization

WORK EXPERIENCE

Faculty of Aeronautics and Astronautics, Research Assistant

14 months practical work in CASA Aircraft Fabric:

- Classification of available aircraft information and resources by usage
- Making modifications according to customer demand on aircraft
- "Torsion-Box" analysis of the horizontal tail surface of the CASA-3000 aircraft
- Removal of CASA-3000 aircraft mid-frame analysis for optimum structure
- CATIA course
- Technical and Administrative Monitoring of the groups trained for 8 months in the CASA Aircraft Fabric

LANGUAGES:

- English
- Spanish

SCHOLARSHIPS:

- Undergraduate Scholarship - ISTANBUL Chamber of Industry
- Doctorate Scholarship - ISTANBUL Chamber of Industry
- Doctorate Scholarship - KOC Foundation

THESIS:

Undergraduate thesis: Analysis of Loop Motion

Thesis Executive: Prof. Ziya Gökalp Özelgin

Master Thesis: "Pre -Design of Light Aircraft"

Thesis Executive: Assoc. Prof. Dr. Süleyman Tolon

Doctorate Thesis: "Numerical Solution of 2-D Laminar Flow, Heat Generation and Forced Convection from Rectangular Blocks in a Narrow Channel"

Thesis Executive: Assoc. Prof. Dr. C. Ruhi Kaykayoğlu

ADMINISTRATIVE DUTIES and COORDINATORSHIPS

- 1) Vice Rector of Istanbul Technical University (2012-2018)
- 2) Istanbul European Coordinator of TUBITAK university students project competition (2017 --)
- 3) Istanbul European Coordinator of TUBITAK secondary education projects (2012--)
- 4) Founder and Coordinator of Airline Transportation Management Program (2013--)
- 5) Opening the master program named Composit and Structure between ITU and TAI (2017--)
- 6) İTÜ Aerospace Research Center Directorate (2017--)

COUNSELING and BOARD MEMBERSHIPS

- 1) Techno park Istanbul science and technology advisory board membership (2013--)
- 2) Istanbul Government University Industry Collaboration(KÜSİ) provincial representative of Ministry of Science Industry and Technology (2014-2018)
- 3) TAI general manager and R & D project consultancy (2016-2017)
- 4) İSPAK Istanbul transport, communication and security technologies San. ve Tic. A.Ş. R&D project consultancy (2016---)
- 5) TAI technology advisory board membership (2013---)
- 6) SAHA board membership (2017---)
- 7) Chairman of academic incentive committee (2016-2018)
- 8) ASELSAN Chairman of Board of Directors (March 2017 - April 2018)
- 9) ASELSAN Member of Board of Directors (April 2018--)

Statement of Independence

TO THE BOARD OF DIRECTORS OF ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
ANKARA

Date: 05/09/2023

With respect to the corporate governance principle numbered 4.3.6 of the Capital Markets Board's Communiqué on Corporate Governance numbered II-17.1, in order for me to be selected as an Independent Board Member of ASELSAN Elektronik Sanayi ve Ticaret A.Ş. (Company), I hereby agree, represent and undertake that I;

- k) do not have a relationship in terms of employment at an administrative level to take upon significant duty and responsibilities within the last five years, do not own more than 5% of the capital or voting rights or privileged shares either jointly or solely or do not have established a significant commercial relation between the corporation, companies on which the corporation hold control of management or significant effect and shareholders who hold control of management of the corporation or have significant effect in the corporation and legal entities on which these shareholders hold control of management and myself, my spouse and my relatives by blood or marriage up to second degree,
- l) have not been a shareholder (5% and more), an employee at an administrative level to take upon significant duty and responsibilities or member of board of directors within the last five years in companies that the corporation purchases or sells goods or service at a significant level within the framework of the contracts executed, especially on audit (including tax audit, statutory audit, internal audit), rating and consulting of the corporation, at the time period when the corporation purchases or sells services or goods,
- m) have professional education, knowledge and experience in order to duly fulfill the duties assigned for being an independent board member,
- n) will not be serving as a full time employee at public authorities and institutions after being elected, except being an academic member at university provided that is in compliance with the relevant legislation,
- o) am residing in Turkey in accordance with the Income Tax Law (I.T.L) dated 31.12.1960 and numbered 193,
- p) am capable to contribute positively to the operations of the corporation, to maintain my objectivity in conflicts of interests between the corporation and the shareholders, have strong ethical standards, professional reputation and experience to freely take decisions by considering the rights of the stakeholders,
- q) am able to allocate time for the corporation's business in order to follow up the activities of the corporation and duly fulfill the allocated duties,
- r) have not conducted membership of board of directors more than a term of six years in the last ten years,
- s) am not the independent member of the board of directors in more than three of the corporations as such; the corporation or the controlling shareholders of the corporation who hold the control of management corporations and in more than five corporations in total which are admitted to the trading on the exchange,
- t) have not been registered and announced as a board member representing a legal entity.

I hereby submit this to the knowledge of the Board of Directors, shareholders and all relevant parties.

Sincerely yours,


Prof. Dr. Ibrahim ÖZKOL

**CURRICULUM VITAE
NURŞEN (YILDIZ) SARI**



PERSONAL INFORMATION

Date of Birth : 25 / 07 / 1970
Place of Birth : Erzincan
Marital Status : Married
Foreign Language : English (KPDS Level A)

EDUCATION

2021 : Anadolu University Faculty of Open Education- History Program
PhD Education (2006) : İstanbul Technical University, Electronics and Communication Engineering Department
Master Education (1994) : İstanbul Technical University, Electronics and Communication Engineering Department
Bachelor of Science (1991) : Yıldız University, Kocaeli Engineering Faculty, Electronics and Communication Engineering Department

WORK EXPERIENCE

June 2021- *Independent Board Member, ASELSAN*

March 2015-- *Deputy General Manager : Engineering and Programs
C Tech Bilişim Teknolojileri Sanayi ve Ticaret A.Ş*

April 2001-February 2015 *Researcher - TÜBİTAK BİLGEM and MAM
SGKS-C4ISR MOS (Land Border Surveillance and Control System -
Command and Control, Computers, Communications, Intelligence,
Surveillance and Reconnaissance- Modeling and Simulation) Project
Uzun Ufuk-ADP (Uzun Ufuk- Research Support Project)*

		DATAS (Submarine Tactical Simulator) Project DAKA-Y (Acoustic Decoy and Jammers for Submarines-Software Units) Project
May 2013-Februray 2015		<i>Institute Deputy Director</i> : Underwater Defence and Acoustic Systems TÜBİTAK BİLGEM İLTAREN
September2008-May 2013		<i>Project Manager</i> (Chief Researcher) TÜBİTAK MAM/BİLGEM BTE DAKA-Y <i>Project</i> : MSB-ARGE DAKA <i>Main Contractor</i> : ASELSAN <i>Sub-Contractor and Sub-Project</i> : TÜBİTAK BİLGEM BTE and DAKA-Y Project
March 2009	2005-November	<i>Work Package Leader</i> (Senior Researcher) TÜBİTAK MAM BTE <i>Project</i> : DATAS Project <i>Main Contractor</i> : TÜBİTAK BİLGEM <i>Work Package</i> : SENKON (Sensors Console) Work Package
January 2003-July 2003		<i>Visiting Researcher</i> , NRL (Naval Research Laboratory) and Virginia Technical University, Alexandria USA <i>Research Topic</i> : Resource Management in <i>Multi Function Radar</i> (MFR) based on Agent-Based Modelling Methods
October 1998 – May 2001		<i>System Engineer</i> –STM A.Ş and Turkish Naval Research Center Command (Dz.K.K ARMERKOM) Electronic Warfare Research Group (EHAG) Radar Cross Section Measurement and Analysis in 8-18 GHz Band Naval Radars System Analysis
March 1997 - October 1998		<i>Software Design Engineer</i> , NETAŞ ARGE, Ümraniye, İstanbul.
February 1997	1992- March	<i>Research Assistant</i> , Kocaeli University Electronics and Communication Engineering Department

RELEVANT COURSEWORK

- **Basic Submarine Course, Sensors and Combat Management Systems**, Turkish Navy Submarine Education Center Command, Gölçük, [August-September 2005].
- **Land Border Surveillance and Control System: Field Survey Trip**, Şırnak, September 2003
- **"HF Surface Wave Radar and Related Signal Processing Techniques"** TÜBİTAK MAM Information Technologies Institute, Gebze [10-14 March 2002].
- **STAP (Space Time Adaptive Processing)**, NATO Lecture Series, İstanbul Technical University, Maslak [16-17 September 2002].

- "Multiple Target Tracking" ARMERKOM, Pendik, İstanbul [23-24 September 2002].
- British Aerospace Sea Eye (Radar Cross Section Measurement System) Software Maintenance Course- I (Sigma RCS C++ Source Code Course)- Naval Harp Okulu, Tuzla, İstanbul [5/11/1998-20/11/1998].
- British Aerospace Sea Eye (Radar Cross Section Measurement System) (Sigma RCS C++ Source Code Course) Dz.K.K. ARMERKOM, Gölcük, Kocaeli [5/06/1999-20/06/1999].
- Solaris 2.6.x System Administration Course- Gantek İstanbul [01/03/1999-05/03/1999].
- "Automatic Target Tracking", Washington DC, USA [24/05/1999-29/05/1999].
- "Antenna & RCS Measurement Workshop", Ohio State University, Columbus, Ohio, USA, June 2000.
- Advanced C++ ve UML, TÜBİTAK MAM BTE, Gebze, Kocaeli [15 Ekim-10 December 2003].
- "FP6 Project Proposal Writing", TÜBİTAK MAM Gebze, February 2005
- "Framework Program 6 Workshop", TÜBİTAK UME Gebze, March 2005.
- Project Management, Mentor, TÜSSİDE Gebze [28-30 April 2005 ve 06-07 May 2005].
- Where are we in the process of continuous evolution and change? TÜSSİDE, Gebze, [07-10 July 2005].
- Leadership and Management, SATEM MSB ARGE Ankara, June 2005.
- Body Language and Meeting Management Course, June 2011.
- Coaching and Mentoring in Management, May 2011.
- Interviewing Techniques, April 2011.

YAYINLAR

- Yıldız, N., "The Calculation of 2-D Lattice Parameters from Short Data Records", İTÜ Fen Bilimleri Enstitüsü, Master Thesis, June 1994.
- Yıldız, N. ve Kayran, A.H., "Modeling of Short Data Fields with 2-D Orthogonal Lattice Filters", 3. Sinyal İşleme ve Uygulamaları Kurultayı Bildiriler Kitabı, sf. 240-245, Ürgüp, Nevşehir, Nisan 1995.
- Yıldız, N.ve Kayran, A.H., "Modeling of 2-D Data Fields Using Orthogonal Lattice Filters", Elektrik Mühendisliği 6. Ulusal Kongresi, sf. 782-785, Bursa, Eylül 1995.
- Sarı, N., Sarı, F., Paker, S., Özden, M.T.ve Kayran, A.H., "Synthetic Aperture Radar Imaging Using 2-D Lattice Structures", SIU 2000, Antalya, Türkiye.
- Sarı, N., Sarı, F., Paker, S., Özden, M.T.ve Kayran, A.H., "Radar Imaging Using 2-D Lattice Filters", IGARSS (International Geoscience and Remote Sensing Symposium) 2000, Honolulu.
- Sarı, N. ve Kayran, A.H., "Two-dimensional ARMA Parameter Identification Using Two-channel AR Lattice Approach", IEEE SIU Conference, 2004, Kuşadası, Türkiye.

- Sarı, N. ve Kayran, A.H., "2D ARMA Parameter Identification Using A Hybrid Lattice Design", *IEEE International Conference on Acoustics, Speech and Signal Processing*, Philadelphia, PA USA, 18-23 Mart 2005, sf.(IV-109)-(IV-112).
- Sarı, N., Sarı, F. ve Kayran, A.H., "Simultaneous Identification of Image and Blur Parameters Using 2-Dimensional Hybrid Lattice Structures", *IEEE SIU Conference 2005*, Kayseri, Turkey, 16-18 May.
- Yıldız Sarı, N., "Two-dimensional ARMA Parameter Identification Using Two-channel AR Lattice Approach", İTÜ Fen Bilimleri Enstitüsü, PhD Thesis, Aralık 2005.
- Yıldız Sarı, N., "Two-Dimensional ARMA Parameter Identification Using Two-Channel AR Lattice Approach", *İTÜ Magazine/d Engineering*, Vol 6 No 4, August 2007.
- Haklıdır, M, Ülüg, U., Sarı, N., "Acoustic Decoy/Jammer Tactical Concepts for Submarines: A Simulation Case Study", *USMOS 2009, ODTÜ Ankara*.
- Sarı, N.ve Sarı, F., "Multi-Sensor Integration for Generating the Battlefield Tactical Picture", *IEEE SIU Conference, 2004*, Kuşadası, Turkey.
- Sarı, F., Sarı, N. ve Mili, L., "Modelling Sea Clutter with Gaussian Mixtures and Estimation of Clutter Parameters", *IEEE SIU Conference, 2004*, Kuşadası, Turkey.
- Sarı, F., Sarı, N. ve Mili, L., "Sea Clutter Parameter Learning for Adaptive Detection", *Radar 2004 Conference*, Toulouse, France
- Sarı, F., Sarı, N. ve Mili, L., "Fast Maximum Likelihood Sea Clutter Parameter Learning From The Output Of The Envelope Detector", *EUSIPCO 2005*, Antalya, Turkey.
- Acoustic Decoy/Jammer Tactical Concepts For Submarines: A Simulation Case Study, USMOS 2009, Mehmet Haklıdır, Ufuk Ülüg, Nurşen Sarı

AWARDS

- TÜBİTAK BİLGEM 2012 Best Research Group Award : DAKA-Y Project
- TÜBİTAK BİLGEM 2014 Best Product Development Award : DATAS Project
- Ship Survivability Solution Award 2010 Winner : DAKA-Y Project

Statement of Independence

TO THE BOARD OF DIRECTORS OF ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
ANKARA

Date: 04/09/2023

With respect to the corporate governance principle numbered 4.3.6 of the Capital Markets Board's Communiqué on Corporate Governance numbered II-17.1, in order for me to be selected as an Independent Board Member of ASELSAN Elektronik Sanayi ve Ticaret (Company), I hereby agree, represent and undertake that I:

- k) do not have a relationship in terms of employment at an administrative level to take upon significant duty and responsibilities within the last five years, do not own more than 5% of the capital or voting rights or privileged shares either jointly or solely or do not have established a significant commercial relation between the corporation, companies on which the corporation hold control of management or significant effect and shareholders who hold control of management of the corporation or have significant effect in the corporation and legal entities on which these shareholders hold control of management and myself, my spouse and my relatives by blood or marriage up to second degree,
- l) have not been a shareholder (5% and more), an employee at an administrative level to take upon significant duty and responsibilities or member of board of directors within the last five years in companies that the corporation purchases or sells goods or service at a significant level within the framework of the contracts executed, especially on audit (including tax audit, statutory audit, internal audit), rating and consulting of the corporation, at the time period when the corporation purchases or sells services or goods,
- m) have professional education, knowledge and experience in order to duly fulfill the duties assigned for being an independent board member,
- n) will not be serving as a full time employee at public authorities and institutions after being elected, except being an academic member at university provided that is in compliance with the relevant legislation,
- o) am residing in Turkey in accordance with the Income Tax Law (I.T.L) dated 31.12.1960 and numbered 193,
- p) am capable to contribute positively to the operations of the corporation, to maintain my objectivity in conflicts of interests between the corporation and the shareholders, have strong ethical standards, professional reputation and experience to freely take decisions by considering the rights of the stakeholders,
- q) am able to allocate time for the corporation's business in order to follow up the activities of the corporation and duly fulfill the allocated duties,
- r) have not conducted membership of board of directors more than a term of six years in the last ten years,
- s) am not the independent member of the board of directors in more than three of the corporations as such; the corporation or the controlling shareholders of the corporation who hold the control of management corporations and in more than five corporations in total which are admitted to the trading on the exchange,
- t) have not been registered and announced as a board member representing a legal entity.

I hereby submit this to the knowledge of the Board of Directors, shareholders and all relevant parties.

Sincerely yours,

Murat Sari
Murat Sari



SALİH KUL

Salih KUL was born in 1961 in Balıkesir. He completed his primary and secondary education in Balıkesir and high school education in Kuleli Military High School. In 1984, he graduated from the Turkish Military Academy - Electrical & Electronic Engineering as a Communications Lieutenant.

Following the Officer Basic Course in Electronic Information Systems School in 1985, he worked as a commander of the Land Forces Communications Corps and Communications Division and Communications Branch Manager Between 1985 and 1992.

He worked at the Aegean Army Electronic Warfare Battalion between 1993 and 1997, Electronic Warfare Division, and Battalion Operational Section Division, in General Staff Electronic Systems Command between 1997 and 2004. During this period, he was also appointed as Chief Commander of the Bosnia and Herzegovina Task Force and as Chief Communications Officer for one year.

Salih KUL worked as commander of Army Regional Combat System Battalion and Commander of TASMUS Battalion, upon the abolition of Army Regional Combat Battalion he organized the activities of establishment of the TASMUS Battalion between 2004 and 2006. He was the head of the Commission of Inspection of the Ministry of National Defense during the procurement of TASMUS Systems.

Between 2006 and 2012, he served as Branch Manager at the General Staff Electronic Systems Command department of senior officers and Electronic Regiment Commandership. After these duties, KUL was appointed as an Inspector in the Inspection Department of the Ministry of National Defense for one year, and was promoted a year early due to his professional achievements.

He retired from his duty as the Head of the Communication Electronic Systems Department of the Land Forces Command on 30 August 2015, to which he was appointed in 2013. Salih KUL has been a member of the Board of Directors since Ordinary General Assembly Meeting held on 26 April 2019.

Salih KUL is married with one child and speaks English.

Statement of Independence

TO THE BOARD OF DIRECTORS OF ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
ANKARA

Date: 05/09/2023

With respect to the corporate governance principle numbered 4.3.6 of the Capital Markets Board's Communiqué on Corporate Governance numbered II-17.1, in order for me to be selected as an Independent Board Member of ASELSAN Elektronik Sanayi ve Ticaret A.Ş. (Company), I hereby agree, represent and undertake that I;

- k) do not have a relationship in terms of employment at an administrative level to take upon significant duty and responsibilities within the last five years, do not own more than 5% of the capital or voting rights or privileged shares either jointly or solely or do not have established a significant commercial relation between the corporation, companies on which the corporation hold control of management or significant effect and shareholders who hold control of management of the corporation or have significant effect in the corporation and legal entities on which these shareholders hold control of management and myself, my spouse and my relatives by blood or marriage up to second degree,
- l) have not been a shareholder (5% and more), an employee at an administrative level to take upon significant duty and responsibilities or member of board of directors within the last five years in companies that the corporation purchases or sells goods or service at a significant level within the framework of the contracts executed, especially on audit (including tax audit, statutory audit, internal audit), rating and consulting of the corporation, at the time period when the corporation purchases or sells services or goods,
- m) have professional education, knowledge and experience in order to duly fulfill the duties assigned for being an independent board member,
- n) will not be serving as a full time employee at public authorities and institutions after being elected, except being an academic member at university provided that is in compliance with the relevant legislation,
- o) am residing in Turkey in accordance with the Income Tax Law (I.T.L) dated 31.12.1960 and numbered 193,
- p) am capable to contribute positively to the operations of the corporation, to maintain my objectivity in conflicts of interests between the corporation and the shareholders, have strong ethical standards, professional reputation and experience to freely take decisions by considering the rights of the stakeholders,
- q) am able to allocate time for the corporation's business in order to follow up the activities of the corporation and duly fulfill the allocated duties,
- r) have not conducted membership of board of directors more than a term of six years in the last ten years,
- s) am not the independent member of the board of directors in more than three of the corporations as such; the corporation or the controlling shareholders of the corporation who hold the control of management corporations and in more than five corporations in total which are admitted to the trading on the exchange,
- t) have not been registered and announced as a board member representing a legal entity.

I hereby submit this to the knowledge of the Board of Directors, shareholders and all relevant parties.

Sincerely yours,


Salih KUL

PROFESSOR EBRU TUMER

Ebru Tumer was born in Adana in 1973 and completed all her education there until her university education. She completed her undergraduate education at Istanbul University, Faculty of Economics, Department of Economics in 1994, and started her graduate education at Gebze Institute of Technology in the same year. Tumer started to work as a research assistant in the same university in 1996 and received the title of Doctor in 2002 by completing the Ph.D. in Business Administration. For a certain period of her graduate education she has been at Northeastern University in the USA for academic research. Tumer received the title of Associate Professor in 2009, and became a Professor in 2015. For the past five years she has been working as a Marketing Professor at the Gebze Technical University (GTU), Faculty of Business Administration. Her expertise and research interests lie in the area of strategic marketing management, sustainable and social marketing, integrated marketing communication, strategic brand management, and consumer behavior. Professor Tumer published numerous papers in international journals including high-impact journals such as *Journal of Business Research*. Besides, she contributed the Turkish literature by national papers. Professor Tumer also wrote chapters in some national and international books and participated a large number of national and international scientific conferences. She currently, lectures on the undergraduate, Masters and Ph.D. level courses and teaches marketing management, marketing communication, and consumer behavior.

In addition to her work in the field of marketing, Professor Tumer leads various activities within GTU to develop the entrepreneurship ecosystem. In this regard, she worked as a coordinator in the project "Creation and Execution of Entrepreneurship Certificate Programs in Universities" within the scope of Capacity Building for Innovation and Entrepreneurship Grant Programme supported by TUBITAK. Besides, since 2018, Professor Tumer has been the member of TOBB Kocaeli Women Entrepreneurs Council. Recently, within the scope of sustainability research, she has been coordinating a research project titled "Exploring the Barriers to Individual Recycling Behavior" which is supported by the TUBITAK 1001 program.

During certain periods of her career, she held various administrative positions in GTU, such as Dean of Faculty of Business Administration, Associate Dean of Faculty of Business Administration, University Board Member, University Senate Member, Academic Promotion and Evaluation Board Member, Human Research Ethics Committee Member, Social Sciences Institute Board Member. Professor Tumer, who speaks English fluently, has two children.

Statement of Independence

TO THE BOARD OF DIRECTORS OF ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
ANKARA

Date: 05.09.2023

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- l) have not been a shareholder (5% and more), an employee at an administrative level to take upon significant duty and responsibilities or member of board of directors within the last five years in companies that the corporation purchases or sells goods or service at a significant level within the framework of the contracts executed, especially on audit (including tax audit, statutory audit, internal audit), rating and consulting of the corporation, at the time period when the corporation purchases or sells services or goods,
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I hereby submit this to the knowledge of the Board of Directors, shareholders and all relevant parties.



Sincerely yours
PROF.DR. EBRU TÜMER



DR. ISMAIL ARI

ÖZYEĞİN UNIVERSITY
DIRECTOR OF KNOWLEDGE,
TECHNOLOGY TRANSFER AND
ENTREPRENEURSHIP (KTTE)

COMPUTER ENGINEERING DEP.
ASST. PROFESSOR

TÜBİTAK SAGE
BOARD MEMBER

GOALS

Contributing new, globally competitive, deep-tech products and business models in defense and ICT fields.

SKILLS

New industrial cluster initiations.
Project & Portfolio Management.
Multi-disciplinary engineering perspective. Technical and business mentorship.

EXPERIENCE

ÖZYEĞİN UNIVERSITY, DIRECTOR OF KTTE, ASST. PROFESSOR

2009-2023

Ozyegin University (OzU) is ranked among the Top-10 most entrepreneurial and innovative universities in TUBITAK GYUE Index. I am one of the founding faculty members of OzU, contributing to its educational, academic and entrepreneurial success stories. Currently, I am directing the KTTE Centers.

In my Computer Engineering Professorship role, I have led many public (TUBITAK, EU Marie Curie) and private projects (IBM, Turkish Telekom, TUPRAS), published [papers](#) & [patents](#) (H-Index:20) graduated PhD-MS-BS students and have been granted national & international awards. I have expertise in Defense and ICT (big data, cloud computing, machine learning, distributed) systems.

TÜBİTAK, VICE PRESIDENT (VP) AND SCIENCE COMMITTEE MEMBER

MAY– SEPT. 2018

I was responsible from the TEYDEB group, including industrial projects, TTO and BIGG entrepreneurship support mechanisms. I helped with the initiation of Tech-InvesTR Fund (1514) and other industrial/entrepreneurial programs.

TEKNOPARK ISTANBUL, GM DEP. & SCIENCE COMMITTEE MEMBER

2013-2020

Acted as the Deputy GM for Corporate Development & GM of Teknopark Istanbul from its opening in 2013 to 2018, when it reached 400+ R&D firms. I stayed as a Science Committee and Incubation Center Jury Member until summer 2020. I designed the evaluation forms for R&D firms & Entr. Center.

HEWLETT-PACKARD LABS, EXPERT SCIENTIST, PALO ALTO, CA, USA

2004-2009: Worked as a Systems and Software Expert in Information Systems, Database and Storage Technologies Departments. Developed new products for HP, applied for patents and published papers.

INDEPENDENT BOARD AND JURY MEMBERSHIPS

- 2023-Date: TÜBİTAK SAGE (Defense R&D Institute)
- 2021-2023: SAHA ISTANBUL (Defense and Aerospace Cluster)
- 2021-Date: ÜSİMP: Univ. Industry Cooperation Centers Platform
- 2019-2020: Düzce Teknopark, Board Member
- 2018-2019: Teknopark Istanbul, Science & Tech. Committee
- 2012-Date: Referee for TÜBİTAK, KOSGEB, EU, Development Agency etc. programmes an advantage. (100+ sessions).

DR. ISMAIL ARI

DIRECTOR OF KNOWLEDGE,
TECHNOLOGY TRANSFER AND
ENTREPRENEURSHIP (KTTE)

COMPUTER ENGINEERING DEP.
ASST. PROFESSOR

TÜBİTAK SAGE
BOARD MEMBER

HAVOOZ ICT LTD, CO-FOUNDER

2010-2015: Founded Havooz, the first big data company of Türkiye serving public and private sectors, which became a partner of IBM, Oracle, Microsoft and Cloudera.

EDUCATION

2004 UNIVERSITY OF CALIFORNIA SANTA CRUZ, PHD. CS

Research Assistant and PhD Student in Computers Systems' Performance, Networked Storage Design and Big Data fields.

2001 UNIVERSITY OF MARYLAND BALTIMORE COUNTY, MS. CSEE

Research and Teaching Assistant in Computer Network Performance, Quality and Security fields.

1998 BOGAZICI UNIVERSITY, BS. EE

Design of control and electronic systems, double minor.

Ranked 11th in 1994 University Entrance Exam.

Statement of Independence

TO THE BOARD OF DIRECTORS OF ASELSAN ELEKTRONİK SANAYİ VE TİCARET A.Ş.
ANKARA

Date: 01.09.2023

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DR. İSMAİL ARI