

Integrated
Sustainability
Report
2024



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01



Introduction and About the Report



Introduction

We are pleased to share with you our 2024 Integrated Sustainability Report, which is ASELSAN's 12th Sustainability Report and the first Integrated Sustainability Report. ASELSAN, which will celebrate its 50th anniversary in 2025, is proud to carry its corporate legacy of 50 years into the future with the goal of contributing to a sustainable world, blending it with innovation and a vision for the future. As we prepare to celebrate our 50th anniversary, we are reinforcing not only our accomplishments, but also our unwavering commitment to our responsible corporate practices that shape our identity.

This report is a testament to our commitment to environmental, social and governance responsibility, outlining the steps we have taken towards a more sustainable future.

ASELSAN, which will celebrate its 50th anniversary in 2025, is one of the deep-rooted institutions of our Republic and an organization synonymous with trust and reputation. Our company has adopted the principle of contributing to the national economy since the day it was founded. Drawing strength from its past and guided by its vision of being "the company of the future", ASELSAN strives to be an innovative, reliable and reputable organization in its second fifty years as well.

Revealing how ASELSAN is preparing for its second fifty years, the 2024 Integrated Sustainability Report aims to present its priorities and strategies for this period to its stakeholders. Therefore, our report has been structured in accordance with the strategic focus areas of the aselsaneXt program, our new corporate strategy.



50th anniversary in 2025, is proud to carry its corporate legacy of 50 years into the future with the goal of contributing to a sustainable world, blending it with innovation and a vision for the future.

STRATEGIC TARGETS



About the Report

ASELSAN's 2024 Integrated Sustainability Report has been prepared to reveal our company's performance in line with its strategies and the value created for its stakeholders.

Structure and content of the report

ASELSAN's 2024 Integrated Sustainability Report provides up-to-date information on our company's activities carried out with an approach that focuses on creating sustainable value by addressing both its financial and non-financial capital elements. ASELSAN's performance for 2024 in line with its strategic priorities, the value it created for all stakeholders with this performance, the risks and opportunities it faced in the process of creating value constitute the contents of the 2024 Integrated Sustainability Report.

Period and scope of the report

ASELSAN's 2024 Integrated Sustainability Report presents the Company's performance for the period of January 1, 2024 - December 31, 2024.

The Integrated Sustainability Report, which includes the independent auditor's report for non-financial metrics, covers all of ASELSAN's operations in Türkiye.

Compliance and legislation

The 2024 Integrated Sustainability Report of ASELSAN, whose shares are traded on Borsa Istanbul (free float),

has been prepared in accordance with the recommendations of the Turkish Sustainability Reporting Standards (TSRS). By utilizing the transitional provision exemption of TSRS S1, ASELSAN has prepared the Turkish Sustainability Reporting Standards Compliance Report, which includes only assessments on financial impact analyses of climate-related risks and opportunities.

ASELSAN's Integrated Sustainability Report has been prepared in accordance with the Integrated Reporting <IR> Framework of the IFRS Foundation and GRI Standards 2021 published by the Global Reporting Initiative (GRI). We disclose our commitment to align and we are currently aligned with TCFD disclosure.

[See GRI Standards Content Index](#)

While creating the content of the report::

- The Sustainability Accounting Standards Board (SASB) Aerospace and Defense Standards Guidelines,
- The Integrated Reporting <IR> Framework organized by the Value Reporting Foundation (VFR),
- The Carbon Disclosure Project (CDP) Guidelines for Climate Change and Water Security Programs,
- The World Economic Forum (WEF) Stakeholder Capitalism Metrics,
- The Task Force on Climate-related Financial Disclosure (TCFD) recommendations were utilized.

The report also includes ASELSAN's contribution to the United Nations Sustainable Development Goals.

[See Contribution to Sustainable Development Goals](#)

Audit

Selected non-financial information in ASELSAN's 2024 Integrated Sustainability Report was subjected to limited assurance audit by ANY Partners Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

[See Independent Assurance Report](#)

In addition, the assurance of the information in the 2024 Integrated Sustainability Report was provided:

within the scope of ASELSAN Environmental Management System by Bureau Veritas,

[See ISO 14001 Environmental Management System Standard Certification](#)

within the scope of ASELSAN ISO 14064 Greenhouse Gases emissions inventory by BSI,

[See ISO 14064 Greenhouse Gases Certification](#)

within the scope of ASELSAN ISO 50001 Energy Management System energy data and management by TÜV Nord

[See ISO 50001 Energy Management System Standard Certification.](#)

Senior management statement of responsibility

The ASELSAN Integrated Management Systems Directorate Sustainability Management Unit has undertaken the coordination task in the reporting process. In the opinion of ASELSAN's senior management, this report addresses all topics in terms of the company's process for creating value for its stakeholders and presents a holistic assessment of the company's financial and non-financial performance for the reporting period January 1, 2024 - December 31, 2024 and its future goals to its stakeholders

Contact

The Integrated Sustainability Report, which we aim to make accessible to all our stakeholders, is available at www.aselsan.com. You can send your comments and suggestions about the report to aselsan.ir@aselsan.com

Navigation of the Report

refers to information available on the website and

refers to information included in another section of the report.

You can go back to the "Contents" page of the report with the navigation bar located on the top band of the report.

Message From The Chairman Of The Board Of Directors

Esteemed Stakeholders,

Since 1975, ASELSAN has been developing advanced technologies, drawing strength from our nation. Guided by our core values of unity, trust, excellence, development, and innovation, we have played a pioneering role in the technological advancement of our country. In 2024, we sustained our growth trajectory by carrying out significant activities both within our country and across various regions of the world. The past year was notable not only for our financial achievements but also for our strong commitment to environmental, social, and governance (ESG) principles.

We view sustainability not merely as a goal, but as a core commitment embedded at the heart of all our business processes, products, and services. This year marked a significant milestone in our journey, as we fully integrated sustainability into our entire business model. The report we are sharing with the public is ASELSAN's first integrated sustainability report. By aligning our corporate strategy with our sustainability goals, we have established a holistic framework for monitoring and managing our overall impact.

With the launch of the aselsaneXt program in 2024, we redefined our corporate transformation journey. This approach, which shapes our 2030 vision, reflects a comprehensive understanding of sustainability, encompassing not only our technological capabilities but also our environmental responsibilities, social contributions, and ethical governance principles.

Our Net Zero Emissions roadmap stands as one of the key pillars of this new strategy, along with the value we create for society and the environment. Our commitment to building a sustainable future is deeply embedded in all aspects of our operations and has been further strengthened through the aselsaneXt program.

At ASELSAN, we will continue to develop solutions that not only meet the needs of today but also contribute to the well-being of future generations. With the trust of our stakeholders, we remain firmly committed to advancing our technological journey with sustainability at its core.

Kind Regards,

Prof. Dr. Ercüment ARVAS
ASELSAN Chairman Of The Board Of Directors

Prof. Dr. Ercüment ARVAS
ASELSAN
Chairman Of
The Board Of
Directors



Message From The President and CEO

Esteemed Stakeholders,

At ASELSAN, we continued to grow steadily in 2024 despite an environment of intensifying global competition and rapidly shifting geopolitical and economic dynamics. We have determinedly continued our journey towards technological independence with our qualified human resources. 2024 was a year of “firsts” and records, and we made our mark on it with our national engineering power. We worked to develop projects that will shape the future and add value to our society through our social responsibility projects.

We are shaping the future today with the aselsaneXt program.

We have integrated sustainability into all our business processes through the aselsaneXt program, which constitutes our company’s 2030 strategy. We have identified five key projects focused on people, processes, technology, production and business development to accelerate our work and take ASELSAN into the future. Through our transformation projects under the headings of aTalent, aFast, aTech, aMass and aBusiness, we

have both enhanced our competitive strength and generated lasting value in the social, environmental and governance spheres. We defined our sustainability materialities within this framework; we aligned our performance indicators with the aselsaneXt program. Within this framework, we have set and made trackable all our sustainability targets, including our net-zero emissions roadmap for 2050.

We have reduced our emissions and contributed to the circular economy.

We are aware of the importance of how we produce as well as what we produce. We have adopted approaches to minimize our environmental impact at every stage of our operations. We implemented energy efficiency projects, obtained our first LEED certification, and reduced our dependence on fossil fuels. While building ASELSAN’s future, we have taken important steps in our solar power plant project for self-consumption, which will accelerate our transition to green energy..

Ahmet AKYOL
ASELSAN
President and
CEO



We have developed our skills.

With our vision of being an organization that adds value to its employees and is a workplace everyone wants to be part of, we have worked to strengthen our position as the most attractive employer. To improve the rights and social benefits we provide to our employees, we have launched the Uas (You Are Special) and Living Technology Bases initiatives within the scope of the aselsaneXt program.

We have enhanced our performance, career, and talent management systems to support the competencies and development journeys of our employees. At ASELSAN, with our understanding of continuous development from the start of work to the moment of retirement, we launched the Personalized Training Program to equip our employees with the necessary skills and talents. We have increased the training hours provided to our employees, raising

the average training time per person to over 70 hours. Additionally, we have redesigned our development and feedback system, strengthening both employee engagement and our employer brand.

We have accelerated our digitalisation.

We have accelerated our digital transformation process based on the principle of a holistic approach, ensuring that each digitized process is integrated and communicates seamlessly with the others. With our new organizational structure, we have set goals to design ASELSAN's future in the fields of digital transformation, PLM, digital twin, and artificial intelligence. We have strengthened our information security infrastructure. Through horizontal and vertical network segmentation and identity management solutions, we have enhanced our business continuity and cybersecurity.

We have developed innovative solutions.

We have succeeded in positively impacting ASELSAN's profitability through factors such as effective management, increased efficiency, the addition of high value-added products to our inventory, customer diversification, and export growth. While implementing projects that are a source of pride for Türkiye, we have developed technologies that we believe will contribute to world peace. In addition to defense systems and technologies, we have continued our activities in various fields such as healthcare, energy, and transportation. We have focused on developing green technologies especially in civilian sectors.

We have transformed our supply chain.

We provided over 3,000 hours of environment-focused training to our suppliers and business partners. We localized 106 products. While

improving our processes through the Strategic and Integrated Localization Approach, we set a strong digitalization of the supply chain as our goal with the 360° Supply Chain Management project.

We have increased our exports.

In 2024, we achieved ASELSAN's best figures ever in all key indicators, including turnover, orders received, outstanding orders and exports. We strengthened our global presence.

We accomplished all of this together with our stakeholders. At every step, we grew and progressed

We will continue to build a sustainable future together by producing the best in our field, developing game-changing technologies, and growing with a focus on exports.

Kind Regards,

Ahmet AKYOL
ASELSAN President and CEO

02

**50 Years
of Reliable
Technology**



**ASELSAN at
a Glance**



About Us

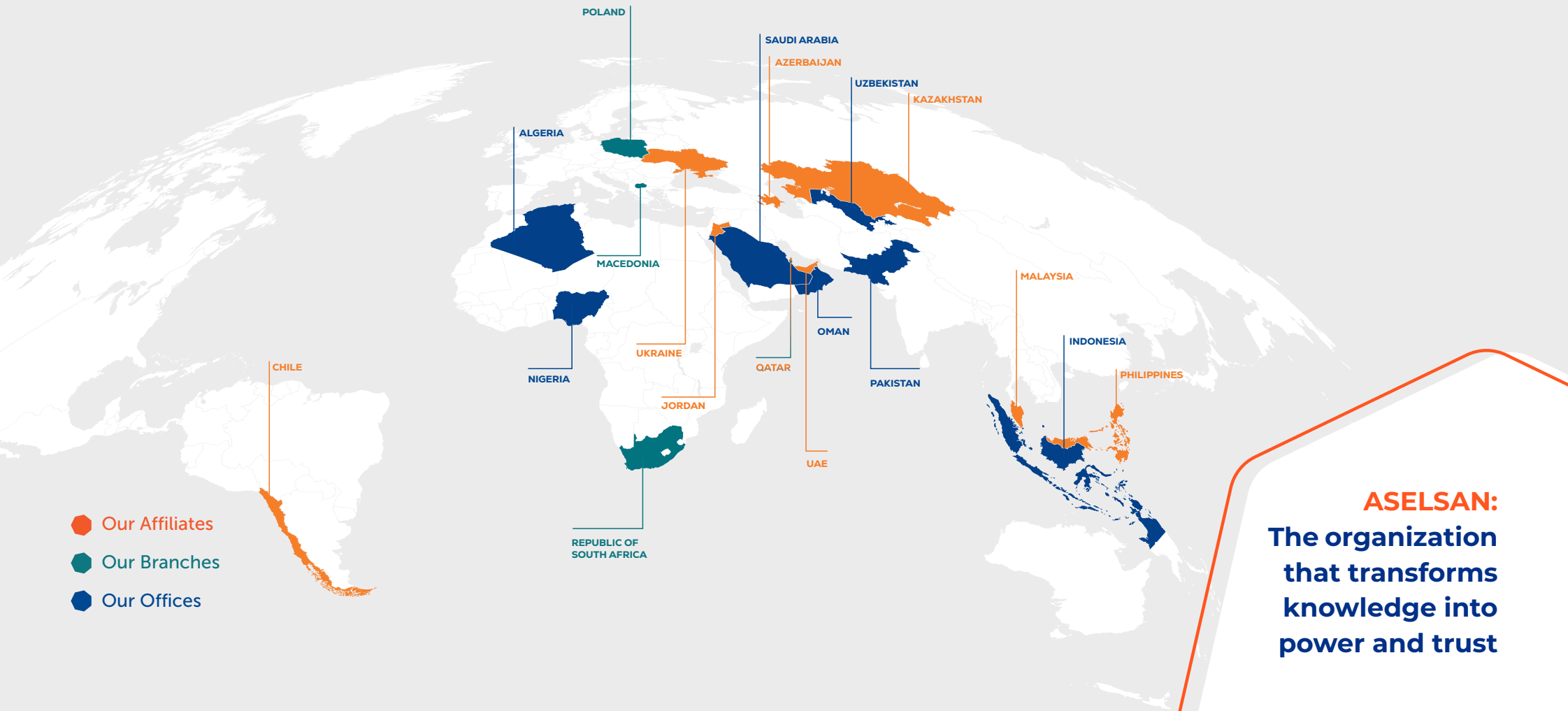
ASELSAN, which was founded in 1975 to meet the communication needs of the Turkish Armed Forces using national means, is a joint stock company affiliated to the Turkish Armed Forces Foundation (TSKGV). ASELSAN, Türkiye's largest defense electronics company, has a wide range of products that can meet the needs

of domestic and foreign organizations, especially the Turkish Armed Forces, in communication and information technologies, radar and electronic warfare, electro-optics, avionics, unmanned systems, land and naval weapon systems, air defense and missile systems, command and control systems, transportation,

security, energy, traffic, automation and healthcare technologies.

In line with its global leadership vision, ASELSAN is rapidly increasing its effectiveness all over the world. ASELSAN established companies in three countries in order to provide timely and effective solutions to its customers abroad in the

country where they are located, bringing the number of its domestic and foreign subsidiaries to 39 in 2024. As a reliable business partner, ASELSAN has exported its high-tech systems to 92 countries, aiming to increase its share in global defense and technology markets day by day.



- Our Affiliates
- Our Branches
- Our Offices

ASELSAN:
The organization
that transforms
knowledge into
power and trust

Our Fields of Activity

Communication
and Information
Technologies
(HBT)

Microelectronics
and Electro-
Optics
(MEOS)*

Avionics and
Guidance
Systems
(AGS)*

Radar and
Electronic
Warfare
(REHİS)

Integrated
Defence
Systems
Technologies
(SST)

Transportation,
Security, Energy
Automation
and Healthcare
Systems
(UGES)

Business
Development
and Marketing

Corporate
Management

Financial
Management

Technology
and Strategy
Management

Supply Chain
Management

** As of the end of 2024, within the scope of ASELSAN's growth strategy, the Microelectronics, Guidance and Electro-Optics (MGEO) Sector Presidency was restructured into two sectors, namely Microelectronics and Electro-Optical Systems Sector Presidency (MEOS) and Avionics and Guidance Systems Sector Presidency (AGS).*

As Türkiye's largest defense electronics company, ASELSAN offers solutions to both domestic and international needs with a wide range of products. ASELSAN operates in different fields of activity under 6 Sector Presidencies.

Our Vision, Mission and Values



Vision

To be a reliable, competitively preferred, environment-friendly and human conscious technology firm which preserves its sustainable growth in the global market via the values created for stakeholders, as well as serving its establishment purposes.



Mission

By focusing primarily on the needs of the Turkish Armed Forces; to provide high-value-added, innovative and reliable products and solutions to both local and foreign customers in the fields of electronic technologies and system integration; continuing activities in line with global targets as well as increasing brand awareness and contributing to the technological independence of Türkiye.

Our Values



UNITY

We believe in the power of solidarity and unity in every situation. We protect, encourage and appreciate each other's rights. We share knowledge and experience, respect differences, and thus create synergies.



TRUST

We value open, clear and transparent communication. We do what we say and say what we do. We keep our promises and deliver on time. We focus on solving the problem, not on the wrongdoer.



EXCELLENCE

We work in accordance with processes and look for ways to improve them. We use our resources efficiently and meet the expectations of our stakeholders in the best way possible. We take care that our work is traceable and reproducible.



DEVELOPMENT

We learn continuously and take responsibility for our personal development. We recognize the importance of feedback on the path of development. We develop our potential through dealing with challenging targets. We contribute to the development of our internal and external stakeholders.

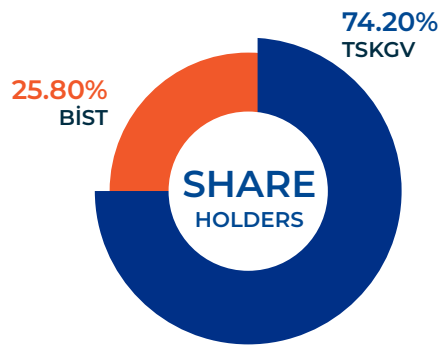


INNOVATION

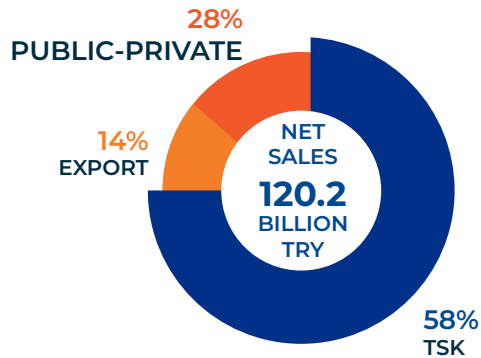
We question routine, generate new ideas and support creative solutions. We are not afraid of making mistakes; we see them as learning opportunities. We grow with different ideas and reflect the innovative approaches in the world to our business.

Shareholding Structure

ASELSAN Shareholding Structure



ASELSAN Financial Status



ASELSAN in figures for 2024



Total Assets (TRY Million)

2024	242,798
2023	217,403



EBITDA (TRY Million)

2024	30,234
2023	23,140



Net Sales (TRY Million)

2024	120,206
2023	106,252



Operating Profit per Employee (TRY Thousand)

2024	2,242
2023	1,578



EBITDA Margin (%) (300 bps)

2024	25%
2023	22%

Corporate
Governance
Rating Score
9.49

TRY
31,955
million
Total R&D
Expenditure

TRY
26,714
million
Total Externally
Funded R&D
Expenditure

Total
11,900
Employees

105
Patent
Applications and
187
Registration
Certificates

TRY
5,242
million
R&D Expenditure
from Total Equity

Hours Training
per White-Collar
Employee
70.2

* Amounts are expressed in terms of the purchasing power of the TL at 31 December 2024.

Awards We Won in 2024



○ ASELSAN Received Two Awards At Once from Red Dot Design

ASELSAN was among the winners in two different categories in 2024 at the Red Dot Design Award, one of the world's most prestigious design competitions. ASELSAN HEARTLINE PRO, developed with the Manual External Defibrillator Device Development Project in the field of life support systems, was deemed worthy of the award in the medical devices and technologies category among the product concepts to launch as of 2025, while the EAS (Enhanced ASELSAN Simulator) Modular Console Project won an award in the concept design category.



○ Gold Award for ASELSAN at A' Design Award 2024

ASELSAN was awarded the gold prize in the robotics, industrial robot and automation category for 2024 with its Autonomous Guide Robot Dog Project named Robuddy at the A' Design Award.



○ Design Award for ASELSAN's Driver Instrument Panel

ASELSAN's Driver Instrument Panel (SGP) UX/UI design was awarded the Silver A' Design Award 2024 in the Interface, Interaction and User Experience Design category by the Italy-based A' Design Award design competition



○ Patent Award from ASO

ASELSAN received an award in the category of Companies with the Highest Increase in the Number of Patents at the Ankara Chamber of Industry (ASO) 60th Foundation Year Awards.



○ Green Apple Environmental Management Award

ASELSAN's effective water management was awarded the Green Apple award by The Green Organization. ASELSAN, which received the Green Apple Award for the fourth time this year, the first of which was in 2021, had received awards in the categories of Zero Waste in 2021 and Climate Change in 2022 and 2023.



○ Four International Awards for ASELSAN in Human Resources

ASELSAN won four new awards, one gold and three silver awards, for its work in different fields at the Stevie Awards, one of the world's most prestigious awards, adding another to its international achievements.

ASELSAN won the silver award in the Best Youth Employment Strategy category at the Stevie Awards with its aYetenek Program.



○ Four Awards at Youth Awards 2024

ASELSAN was once again named the Most Desirable Defense Industry Company to Work For at the Youth Awards.

ASELSAN received a bronze award in the Most Admired Recruitment Program category at the Youth Awards for its aTalent Program.



○ InovaLIG Champion

ASELSAN was awarded the first prize in the Innovation Resources category at the 11th Türkiye Innovation Week InovaLIG Champions Award Ceremony, organized this year with the support of the Ministry of Trade to determine Türkiye's leading innovators and hosted by the Turkish Exporters Assembly.



○ International Occupational Safety Award

ASELSAN once again demonstrated its commitment to occupational health and safety by winning the British Safety Council International Occupational Safety Award.



○ Gold Occupational Health and Safety Award

ASELSAN proved its commitment to excellence in occupational health and safety practices by once again receiving the gold award at the UK-based The Royal Society for the Prevention of Accidents (RoSPA)-Health and Safety Awards, one of the most influential programs in the world, where the best performances in the field of occupational health and safety are awarded.



○ ASELSAN is on the Best Workplaces for Innovators List

The Best Workplaces for Innovators list, which has been published by FAST Company magazine in the USA for 5 years, was prepared in Türkiye for the first time this year by FAST Company Türkiye Magazine. In the competition, where various criteria were evaluated in the context of innovation and entrepreneurship, ASELSAN, which increased the competence of its employees at all levels in innovation, ranked third.



○ ASELSAN Ranked First in Türkiye in Digital Media

According to the 2024 results of SocialBrands, which measures the digital media performance of brands based on analytical data, ASELSAN ranked first in Türkiye for three months, leaving more than 51 thousand brands behind.



○ ASELSAN is the Champion of the SÜRÜ Competition Champion of the Innovative Software Competition (Y3) Platform

Two ASELSAN employees won first place in the Innovative Software Competition (Y3) platform created by the Presidency of Defense Industries (SSB).

Awards We Won in 2024



Corporate Responsibility Award

The work carried out with the sensitivity of all ASELSAN employees under the leadership of ASELSAN senior executives on environment, social responsibility and governance topics was awarded two silver awards by The Stevie in global.

ASELSAN received the "Corporate Social Responsibility Achievement" award in the field of corporate social responsibility for its carbon footprint reduction strategies, sustainability approach, process management and sustainable product development projects within the scope of the fight against climate change.



Sustainability Initiative of the Year

ASELSAN was awarded the "Sustainability Initiative of the Year" award in the field of Sustainability Initiative of the Year in Europe for the work carried out by all ASELSAN employees after the earthquake centered in Kahramanmaraş on February 6, 2023, which deeply affected 11 provinces in the southeast of Türkiye and was recorded as one of the most devastating natural disasters in the history of the region.



Technology Team of the Year - Cyber Security

ASELSAN received the gold award in the "Technology Team of the Year - Cyber Security" category at The Stevie Awards for Technology Excellence.



Supply Chain Technologies

ASELSAN's ELDD Stock Optimization Application received the gold award in the "Supply Chain Technologies" category at the IDC (International Data Corporation) awards.



Four Gold Awards for ASELSAN at the Global Tech Awards

ASELSAN received four gold awards at the Global Tech Awards for its innovative projects. ASELSAN received gold awards for the Identity Management and Automation project in the "Security Technologies" category, the Horizontal and Vertical Network Segmentation project in the "Network Technologies" category, the ELDD Stock Optimization Application in the "Supply Chain Technologies" category and the Idle Material Management Cockpit project in the "Information Technologies" category.



Brandon Hall Human Capital Management (HCM) Excellence Awards.

- ASELSAN won the gold award in the "Best Learning Strategy" category with its learning and development processes designed for employees and all learning stakeholders in line with the company's vision and strategy and integrated with HR processes,
- Gold award in the "Best Workforce Planning and Management" category with the organizational restructuring project based on the principles of efficiency and internal alignment,
- Gold award in the "Best Original or Innovative Talent Acquisition Program" category for its a Yetenek Program,
- Silver award in the "Best Corporate Academy" category with its training programs complying with the learning and development strategy and learning and development projects that address different learner needs,
- Silver award in the "Best Performance Management" category with its Performance Development and Feedback System, which complies with corporate goals and is based on a culture of goal setting, continuous development and feedback,
- Silver award in the "Best Talent Management Strategy" category with its Talent Management process carried out with the aim of human resource planning and sustainable organization in line with corporate strategies.



2024 Xcelerator Technology Innovation Awards

In the 30th edition of the competition, ASELSAN's printed circuit board was awarded first place in its category after being evaluated on various criteria.



ASELSAN ranked 1st in the Engineering/IT category

in the Universum Most Attractive Employers 2024 Survey.



ASELSAN ranked 1st in the sector

In the Realta Most Popular Companies 2024 Survey.



LinkedIn Top Companies

ASELSAN entered the LinkedIn TOP Companies Türkiye ranking in 4th place with its 2024 performance.



Corporate Memberships

Domestic	
ARUS (Anatolian Rail Transportation Systems Cluster Association)	SASAD (Defense, Aviation, Space Cluster Association)
ATO (Ankara Chamber of Commerce)	SSIB (Defense Industry Exporters' Association Operating under OAİB)
ASO (Ankara Chamber of Industry)	TAP (Portable Battery Manufacturers and Importers Association)
AUSDER (Intelligent Transportation Systems Association)	TBD (Turkish Informatics Association)
BGD (Information Security Association)	TEDAR (Supply Chain Management Association)
İMMİB (Istanbul Chemical, Mineral and Chemical Products Exporters' Association)	TÜMAKÜDER (All Battery Importers and Manufacturers Association)
KALDER (Turkish Quality Association)	TAKP (Türkiye Open Source Platform)
OAİB (Central Anatolia Exporters Association)	TÜYİD (Turkish Investor Relations Association)
RAYDER (Rail Transportation Systems and Industrialists Association)	TİDE (Turkish Institute of Internal Auditing)
SAHA İstanbul	TÜREB (Turkish Wind Energy Association)

International	
ETSI (European Telecommunications Standards Institute)	OSA (Optical Society of America)
AOC (The Association of Old Crows)	PCI-SIG (Peripheral Component Interconnect - Special Interest Group)
AFCEA (Armed Forces Communication and Electronics Association)	RTCA (Radio Technical Commission for Aeronautics)
DMR (Digital Mobile Radio Association)	SPIE (Society of Photo-Optical Instrumentation Engineers)
IAQG (International Aerospace Quality Group)	WEMPEC (Wisconsin Electrical Machines and Power Electronics Consortium)
ISACA (Information Systems Audit and Control Association)	TETRA (Critical Communication Association)
IEEE (Institute of Electrical and Electronics Engineers)	TIA Advancing Global Communications (World Telecommunications Industries Association)
FOSA (Fiber Optic Sensing Association)	UIIN (University Industry Innovation Network)
IPC (Association of Connecting Electronics Industries)	UITP (International Association of Public Transport)
IRIS (International Railway Industry Standart Portal)	VITA (VMEBus International Trade Association)
ONVIF (Open Network Video Interface Forum)	

03



Special Section:



Special Section: aselsaneXt

Established in 1975 to meet the Turkish army's military communication needs locally, our company on one hand is positioned today as Turkey's leading defense technology company along with the technologies it develops and the genuine designs/solutions it offers in many different fields; on the other hand, it takes on pioneer role abroad. This journey, which started with the production of licensed radios, continues today with the identity of a global company that produces the best products in its field, as well as develops and exports game-changing technologies. Operating in 6 technology bases with approximately 12 thousand employees, ASELSAN is the largest defense industry company in Türkiye and the 42nd largest in the world.

Rapidly advancing with each passing day, technology directly affects the defense industry. In a changing world, ways of doing business are differentiating. As ASELSAN, we proactively manage this change and transformation. In order to prepare ASELSAN for the future, we strive to ensure that Türkiye has a global voice in the fields of energy, security, transportation and health systems by reflecting our half-century of experience and know-how in the field of defense to civilian areas.

Behind ASELSAN's half-century-long success lies a culture that is open to learning, change and development. ASELSAN is a global innovation center that continuously improves its products, systems and processes to adapt to the changing and differentiating business world.

With the aselsaneXt program launched to reach our 2030 targets, we aimed to further

strengthen our strengths and sharpen our corporate capabilities. We aimed to develop our competencies by considering not only today's needs but also those of tomorrow. In doing so, we have set our primary goal as increasing the value ASELSAN adds to our country, our nation, our employees, our users and our investors.

Our goal is to advance from being the world's 42nd largest defense industry company in 2024 to a position among the top 30 by the end of 2030. The aselsaneXt Program, which we have launched to realize this vision, is shaped around 3 basic strategies:

- ① Making the best products in their field,
- ② Developing game-changing technologies,
- ③ Export-oriented growth.

In line with aselsaneXt, we will produce the highest technologies with the best capabilities and the fastest processes, presenting them to the world. Within the scope of the program, we will carry out various activities as part of the 5 main priority projects we have identified for our company.



Our talent
management
strategy



Our fast and
efficient working
system strategy



Our technology,
innovation and
digitalization strategy



Our mass production
and supply chain
strategy



Our global branding
and marketing
strategy

**Making the
best products
in their field**

**Developing
game-
changing
technologies**

**Export-
oriented
growth**

**Our goal is to advance
from being the world's**

42nd
**largest defense industry
company in 2024 to a
position among the top**

30
by the end of 2030

04



Sustainability Strategy and Management

Sustainability Strategy and Management

At ASELSAN, we adopt sustainability as a fundamental element of our business strategy. Our commitment to environmental responsibility, social welfare and strong governance enables us to create long-term value for our stakeholders while contributing to a more sustainable and secure world.

We do not view our sustainability efforts as confined to our own operations but also aim to create awareness in our value chain through the leadership role we undertake in our industry. In accordance with the principles of responsibility, transparency, accountability and equality, we shared our environmental, social and governance (ESG) goals with our stakeholders in 2023, which we aligned with the sustainable development goals. As of 2023, we keep working towards our goals and set new goals that will add value.

We have established our sustainability roadmap where we will transparently monitor, measure and report our efforts, progress and performance towards our short, medium and long-term ESG goals

extending to 2030 and further improve our processes with the aim of achieving the best in every area where we see improvement.

We developed our roadmap within the framework of our 2050 net zero emission target, which is key to our environmental sustainability efforts, set in 2021. Within the scope of the Carbon Disclosure Project (CDP), we transparently share our work on climate change, water and environmental sustainability with our stakeholders.

We prioritise our holistic sustainability approach in our operations and strategy in order to leave a more livable world for future generations through our sustainability approach focused on the environment and human value. Since 2021, we have been evaluating sustainability at the corporate level and determining our strategy through our risk and opportunity analysis. We address sustainability at the highest management level and use an integrated strategy to analyze our present and plan our future.

ASELSAN's corporate risks were included in the Strategic Plan for 2025-2029, which was created in 2024 in order to integrate the risks related to the Strategic Objectives and Goals found in ASELSAN's Strategic Plan and Integrated Roadmap. We entered the Borsa Istanbul Sustainability Index with the highest score with our sustainability activities. During the process of updating the Risk Inventory, the Strategic Plan and Risk Inventory were harmonized and brought together under the aselsaneXt program. Climate change risk was analyzed under.

We entered the Borsa Istanbul Sustainability Index with the highest score with our sustainability activities.

We entered the Borsa Istanbul (BIST) Sustainability 25 Index in the 1st place.

With our sustainability activities and sustainability reporting activities in 2024, we were included in the Borsa Istanbul (BIST) Sustainability 25 Index, which evaluates the sustainability performance of companies traded on Borsa Istanbul (free float), with the highest score in 2025. With our aselsaneXt vision and the efforts and support of all our employees, we proved our success in this field by receiving an A+ grade in the assessments made in environmental, social and governance topics. We will continue to build on this success, which is the result of our responsible, strong and determined management approach.



We're at the Top of the BIST Sustainability 25 Index!

We have become the best in Türkiye in the field of sustainability.

We proudly entered the BIST Sustainability 25 Index in the #1 position, a benchmark that includes only the top 25 companies in Türkiye with the highest market value and strongest sustainability performance. Guided by our aselsaneXt vision, we achieved an A+ rating in environmental, social, and governance (ESG) criteria — the cornerstone of this success. This achievement is the result of our responsible, strong, and determined management approach, powered by the collective efforts of all ASELSAN employees. As we celebrate this significant milestone, we remain committed to building a more sustainable future.



The Role of Sustainability in Technological Progress:

At ASELSAN, we consider innovation and sustainability together. We are aware that advanced technology should not come at the expense of the planet. By investing in green R&D, energy-efficient solutions and environmentally friendly materials, we support technological growth in line

with global sustainability goals. We strive to lead the transformation of the defense industry towards more responsible and climate-resilient practices. We ensure decent work and economic growth by supporting the success we have achieved through our technology with projects in the areas of occupational safety, social welfare, environmental resilience and contribution to our value chain.

Our Environmental Commitment:

Climate change and resource depletion are among the biggest challenges of our age. At ASELSAN, we strive to minimize our environmental impact. With our responsible production and consumption approach, we view our environment as a legacy to be passed down to future generations, and we work on climate change, energy management, water management, environmental compliance legislation, waste management and biodiversity under the leadership of our senior management and with the dedication of ASELSAN employees. We value resource efficiency, observe our environmental commitments with our suppliers through our sustainable supply chain management approach and say “GücümüzBir (Power Together)” in this topic as well. We work to reduce our environmental impact as well as that of our society with the technologies we produce.

To this end, we develop projects for the following:

Carbon footprint reduction: We are developing projects to implement renewable energy solutions, optimise energy efficiency and achieve our net zero emissions targets.

Sustainable supply chain management: Encouraging our suppliers to adhere to environmentally friendly practices and responsible sourcing.

Social Responsibility and Ethical Standards:

At ASELSAN, we are aware that our responsibility extends beyond our products and services due to our pioneering position in our industry. We strive to be a source of hope and inspiration for the future in our work focused on respect for society. Under the leadership of our senior management, we produce projects to create value with all ASELSAN corporate social responsibility volunteers. We are actively working not just to sustain and develop our own economic existence, but also to develop the ecosystem in which we operate, the subcontractors with whom we engage and our stakeholders. We know that ASELSAN employees have contributed greatly to our journey of success. We strive to create a corporate culture that provides high employee well-being and emphasizes diversity, equity and inclusion (DEI). Our priorities in this area are as follows:

Employee well-being: Emphasizing equality in the workplace, ensuring occupational safety and providing professional development opportunities.

Social involvement: Supporting STEM education, participating in corporate social responsibility projects and promoting local development.

Business ethics and transparency: Maintaining the highest standards of integrity, compliance and accountability in all our activities.

Governance for Sustainable Growth:

Strong governance is the foundation of sustainable business models. ASELSAN has a structure in place that fully integrates environmental, social, and governance (ESG) principles into our corporate strategies, and employees at all levels of the organisation take responsibility for and participate in ESG topics. We strive to create the technologies of the future with our management structure, which we shaped within the framework of the principles of responsibility, accountability, transparency, fairness and operational excellence at every level. We harmonize our activities with national and international sustainability frameworks and regulations. We establish transparent reporting mechanisms to monitor our progress and communicate it to our stakeholders.

At ASELSAN, we believe that sustainability is a shared responsibility. We aim to set an example in the field of technology with our innovation competencies, responsible business practices and commitment to the common future. Together with our stakeholders, we work to build a safer, sustainable and prosperous world.

We ensure decent work and economic growth by supporting the success we have achieved through our technology with projects in the areas of occupational safety, social welfare, environmental resilience and contribution to our value chain.



Value Creation Model

CAPITAL ELEMENT	INPUT	MATERIAL TOPICS	OUTPUT	VALUE GENERATED	OUR STAKEHOLDERS	SUSTAINABLE CONTRIBUTION
 FINANCIAL CAPITAL	<ul style="list-style-type: none"> Equity 	<ul style="list-style-type: none"> Regulatory Compliance 	<ul style="list-style-type: none"> Increase in total revenue 	<ul style="list-style-type: none"> Sustainable economic growth Increased confidence before shareholders and investors. Direct and indirect contribution to the national economy 	<ul style="list-style-type: none"> Business Partners Suppliers Customers Employees Financial Institutions Subsidiaries and Affiliates Public Institutions and Organizations Shareholders and Investors 	
	<ul style="list-style-type: none"> Total assets 	<ul style="list-style-type: none"> Responsible Production, Consumption, Business Development and Marketing 	<ul style="list-style-type: none"> Increase in total assets 			
	<ul style="list-style-type: none"> Total debts 	<ul style="list-style-type: none"> Product Quality and Reliability 	<ul style="list-style-type: none"> Increase in total EBITDA 			
	<ul style="list-style-type: none"> Integrated risk management approach 	<ul style="list-style-type: none"> Resource Efficiency and Circular Economy 	<ul style="list-style-type: none"> Net Profit Margin Export Revenue Market Capitalization World's 42nd largest defense industry company 			
 HUMAN CAPITAL	<ul style="list-style-type: none"> Equal and inclusive workplace culture and supportive policies 	<ul style="list-style-type: none"> Human Rights and Fair Working Conditions Employee Experience 	<ul style="list-style-type: none"> 9.49 Corporate Governance Rating Score 	<ul style="list-style-type: none"> Happy employees with healthy and safe work environment Career and talent development Employee retention and high employee engagement Inclusive and equal work environment 	<ul style="list-style-type: none"> Employees Business Partners Subsidiaries and Affiliates 	
	<ul style="list-style-type: none"> 11,900 talented employees 	<ul style="list-style-type: none"> Human Rights and Fair Working Conditions 	<ul style="list-style-type: none"> Average 58.56 hours of training per employee 			
	<ul style="list-style-type: none"> An average seniority of 6.7 years 	<ul style="list-style-type: none"> Employee Experience 	<ul style="list-style-type: none"> High internal promotion ratio 			
	<ul style="list-style-type: none"> 2,225 newly recruited employees 	<ul style="list-style-type: none"> Talent and Career Management 	<ul style="list-style-type: none"> PRIZMA mentoring program 			
	<ul style="list-style-type: none"> TRY 180,470,192 education investment 	<ul style="list-style-type: none"> Talent and Career Management Employee Experience 	<ul style="list-style-type: none"> 696,897 hours of training 			
	<ul style="list-style-type: none"> Living technology bases 	<ul style="list-style-type: none"> Employee Experience Human Rights and Fair Working Conditions 	<ul style="list-style-type: none"> Social area, sustainable agriculture area, ASIL employee communities and similar opportunities 			
	<ul style="list-style-type: none"> ASELSAN Academy 	<ul style="list-style-type: none"> Talent and Career Management Employee Experience 	<ul style="list-style-type: none"> 619 students 			
 MANUFACTURED CAPITAL	<ul style="list-style-type: none"> 6 technology bases 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business Development and Marketing 	<ul style="list-style-type: none"> Operating profit per person 	<ul style="list-style-type: none"> Industry leadership and strong global presence Efficiency in production Preparing for the future with opportunities created in new business areas Products manufactured for sustainable cities 	<ul style="list-style-type: none"> Suppliers Customers Employees Subsidiaries and Affiliates Society 	
	<ul style="list-style-type: none"> 120 strategic partners 	<ul style="list-style-type: none"> Product Quality and Reliability, Supply Chain Management 	<ul style="list-style-type: none"> Supplier financing system 			
	<ul style="list-style-type: none"> 28 subsidiaries 	<ul style="list-style-type: none"> Product Quality and Reliability, Supply Chain Management 	<ul style="list-style-type: none"> Increase in the amount of contracts signed 			
	<ul style="list-style-type: none"> 10 foreign offices and branches 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business, Development and Marketing 	<ul style="list-style-type: none"> Increase in the amount of international contracts signed 			
	<ul style="list-style-type: none"> 12,014 Total number of employees at ASELSAN and its affiliates 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business, Development and Marketing 	<ul style="list-style-type: none"> Number of countries with signed export contracts: 92 			
	<ul style="list-style-type: none"> Production approach that adds value to the environment 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business, Development and Marketing 	<ul style="list-style-type: none"> Products that serve sustainable cities 			



OUR MISSION

By focusing primarily on the needs of the Turkish Armed Forces; to provide high-value-added, innovative and reliable products and solutions to both local and foreign customers in the fields of electronic technologies and system integration; continuing activities in line with global targets as well as increasing brand awareness and contributing to the technological independence of Türkiye.

OUR PROJECTS OUR VALUE AREAS



OUR VISION

To be a reliable, competitively preferred, environment-friendly and human conscious technology firm which preserves its sustainable growth in the global market via the values created for stakeholders, as well as serving its establishment purposes.

Value Creation Model

CAPITAL ELEMENT	INPUT	MATERIAL TOPICS	OUTPUT	VALUE GENERATED	OUR STAKEHOLDERS	SUSTAINABLE CONTRIBUTION
INTELLECTUAL CAPITAL	<ul style="list-style-type: none"> Incentive system 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business Development and Marketing Technology, Innovation, Digitalization and Cybersecurity Talent and Career Management 	<ul style="list-style-type: none"> Seed support for 7 projects 105 Patent Applications and 187 Patent Registration Certificates 	<ul style="list-style-type: none"> Intellectual property registration Innovative products and services 	<ul style="list-style-type: none"> Employees Suppliers Business Partners Customers Non-governmental Organizations Subsidiaries and Affiliates Academy 	
	<ul style="list-style-type: none"> TRY 31,955 million R&D expenditure 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business Development and Marketing Technology, Innovation, Digitalization and Cybersecurity 	<ul style="list-style-type: none"> More than 150 aFikir applications 			
	<ul style="list-style-type: none"> TRY 5,242 million From Equity R&D Expenditure 	<ul style="list-style-type: none"> Responsible Consumption, Responsible Production, Responsible Business Development and Marketing Technology, Innovation, Digitalization and Cybersecurity 	<ul style="list-style-type: none"> 77 scientific conference papers 9 academic articles 			
	<ul style="list-style-type: none"> Entrepreneurship center 	<ul style="list-style-type: none"> Technology, Innovation, Digitalization and Cybersecurity Talent and Career Management 	<ul style="list-style-type: none"> 1 spin-out company 			
SOCIAL CAPITAL	<ul style="list-style-type: none"> More than 5,500 suppliers 	<ul style="list-style-type: none"> Supply Chain Management 	<ul style="list-style-type: none"> World's 42nd largest defense industry company 	<ul style="list-style-type: none"> High brand reputation Business continuity provided by nationalized supply network Public recognition, trust and transparent communication through social investment activities Public recognition, trust and transparent communication through social investment activities Public recognition, trust and transparent communication through social investment activities Business continuity Increased quality 	<ul style="list-style-type: none"> Business Partners Media Academy Suppliers Financial Institutions Customers Non-governmental Organizations Society 	
	<ul style="list-style-type: none"> TRY 482.24 million donation amount 	<ul style="list-style-type: none"> Social Responsibility 	<ul style="list-style-type: none"> 9.49 Corporate Governance Rating Score 			
	<ul style="list-style-type: none"> Corporate social responsibility projects 	<ul style="list-style-type: none"> Social Responsibility 	<ul style="list-style-type: none"> Teknofest Teknomacera ASELSAN MTAL 			
	<ul style="list-style-type: none"> ASİL Association 	<ul style="list-style-type: none"> Social Responsibility 	<ul style="list-style-type: none"> TRY 28,070,369.69 in donations ASİL Bazaar ASİL 1975 			
	<ul style="list-style-type: none"> GücümüzBir (Power Together) 	<ul style="list-style-type: none"> Supply Chain Management 	<ul style="list-style-type: none"> Training for supplier 			
NATURAL CAPITAL	<ul style="list-style-type: none"> Energy consumption 	<ul style="list-style-type: none"> Climate Change Energy Management and Efficiency Resource Efficiency and Circular Economy Biodiversity Water management Responsible Production, Consumption, Business Development and Marketing 	<ul style="list-style-type: none"> Renewable energy project 	<ul style="list-style-type: none"> Approach that adds value to the environment 	<ul style="list-style-type: none"> Public Institutions and Organizations Suppliers Subsidiaries and Affiliates Customers Non-governmental Organizations 	
	<ul style="list-style-type: none"> Water consumption 		<ul style="list-style-type: none"> CDP Water A- score 			
	<ul style="list-style-type: none"> Climate change 		<ul style="list-style-type: none"> CDP climate change B+ score Protocol for planting 250,000 trees 			
	<ul style="list-style-type: none"> Management system standards 		<ul style="list-style-type: none"> ISO 460001 management system installation 			
	<ul style="list-style-type: none"> Rehabilitation works 		<ul style="list-style-type: none"> Çölbaşı rehabilitation work 			
	<ul style="list-style-type: none"> Net zero emission roadmap 		<ul style="list-style-type: none"> 26.2% electric vehicles usage 			
	<ul style="list-style-type: none"> Zero waste 		<ul style="list-style-type: none"> 91.40% recyclable waste ratio 			



OUR MISSION

By focusing primarily on the needs of the Turkish Armed Forces; to provide high-value-added, innovative and reliable products and solutions to both local and foreign customers in the fields of electronic technologies and system integration; continuing activities in line with global targets as well as increasing brand awareness and contributing to the technological independence of Türkiye.



OUR VISION

To be a reliable, competitively preferred, environment-friendly and human conscious technology firm which preserves its sustainable growth in the global market via the values created for stakeholders, as well as serving its establishment purposes.

Our Sustainability Governance

ASELSAN is one of the most reputable companies in the defense industry with its business approach based on ethical principles and trust. Our business model, which has been revised within the scope of the aselsaneXt program, integrated into all ASELSAN's processes and which considers financial and non-financial capital elements together, reflects the unique corporate culture that ASELSAN has created over 50 years as it prepares to celebrate its 50th anniversary. With this business model that focuses on "creating value" for our country, ASELSAN aims to create value for all stakeholders in the short, medium and long term.

This value creation model, which allows our company to integrate sustainability priorities into all decision-making processes, positions sustainability as one of the focal points of its corporate strategy. ASELSAN carries out all its activities in this direction under the ownership of senior management and with the participation of all ASELSAN employees.

ASELSAN, which considers national and global benefits as well as the needs and expectations of all its stakeholders, demonstrates its support for global goals with its understanding of value creation by linking the outputs of this process to the United Nations Sustainable Development Goals to which it contributes.

Our sustainability governance structure was created by considering the current and potential needs to ensure the functionality of ASELSAN's sustainability approach across the entire value chain. This structure is intended to enable the efficient management of sustainability within the Company, resulting in producing impact-oriented solutions for all of our stakeholders.

In our sustainability governance model, which aims to lead our value chain, our sustainability efforts are adopted and continuously improved by the Board of Directors and the General Manager and guaranteed by our senior management

Board of Directors: At ASELSAN, the sustainability mechanism is overseen by the Board of Directors. The Board of Directors plays a critical role in making strategic decisions on sustainability management. Sustainability topics monitored by the Sustainability Committee are also included in the agenda of the Board of Directors meetings.

Early Detection and Management of Risk Committee: This committee is responsible for the early detection of risks that may jeopardize the existence, development and continuity of ASELSAN and threaten targets, as well as taking necessary measures regarding the identified risks and managing them. It is composed of members of the Board of Directors. The committee is involved in the assessment and prioritization of sustainability-related risks and opportunities.

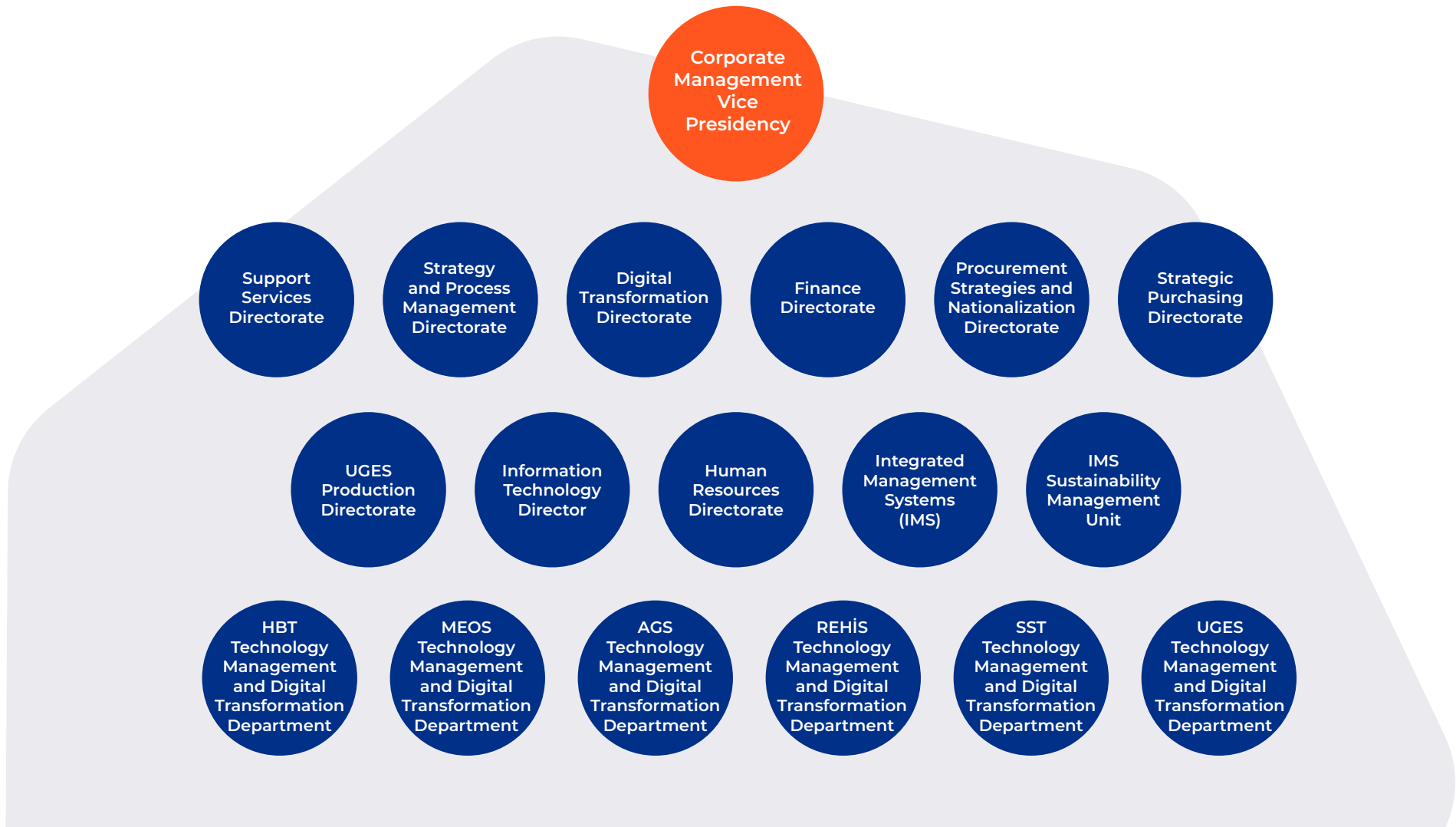
Corporate Governance Committee: The committee is established by the Board of Directors from among the members of the Board of Directors or third parties who are experts in their fields, provided that the majority of its members are from the Board of Directors and the manager of the Investor Relations Department is also a member of the Committee. The committee aims to carry out and coordinate the Company's activities within the scope of Corporate Governance Principles.



Sustainability Committee:

The Sustainability Committee, which reports to the Board of Directors, has been established with the participation of senior executives working in different functions in order to create the sustainability vision and strategy, to identify material topics, to determine policies, targets and implementation plans, to execute, monitor and audit them in line with the strategy and to increase the sustainability performance level.

Committee Members



Sustainability Management Function:

The Sustainability Management Function, established in 2023, is responsible for the follow-up and coordination of projects and practices implemented as part of ASELSAN's sustainability strategy, responding to ESG data requests submitted by our stakeholders and monitoring the reporting and auditing processes of ESG performance.

Working Groups:

Within ASELSAN, many simultaneous projects and practices are being realized in our ESG focus areas. Working groups established in various areas of expertise within the company work to achieve ESG goals. In this way, it is ensured that sustainability topics are managed across all functions and levels and developed according to risks and opportunities, and that the most accurate communication is established with our stakeholders.



ASELSAN annually evaluates the people and bodies who manage risks and opportunities related to climate and sustainability in terms of capacity, knowledge and experience, academic and professional background, past experiences and conferences attended. In the event that their competencies are deemed to be lacking, it provides training or external expert support in the field of climate change and sustainability and carries out capacity building through sharing of appropriate guiding resources and reports.

	Corporate Governance and Ethics	Risk Management	Stakeholder Relations	Financial Capital	Natural Capital	Human Capital	Digitalization, Data Security & Innovation	Social Impact
Board of Directors	●	●	●	●	●	●	●	●
Sustainability Committee								
Corporate Governance Vice President	●	●	●	●	●	●	●	●
Support Services Director	●				●			●
Strategy and Process Management Director		●		●	●	●	●	
Digital Transformation Director							●	
Finance Director			●	●				
Procurement Strategies and Nationalization Director		●	●	●				
Strategic Purchasing Director		●	●	●				
UGES Production Director							●	
Human Resources Director	●		●			●		●
Information Technology Director							●	
Integrated Management Systems Manager (IMSD)	●	●	●	●	●	●	●	●
IMSD Sustainability Management Unit	●	●	●	●	●	●	●	●
HBT Technology Management and Digital Transformation Manager							●	
MEOS Technology Management and Digital Transformation Manager							●	
AGS Technology Management and Digital Transformation Manager							●	
REHİS Technology Management and Digital Transformation Manager							●	
SST Technology Management and Digital Transformation Manager							●	
UGES Technology Management and Digital Transformation Manager							●	

Integration of ESG Indicators into the Performance System and Sustainability Compensation Incentives

In order to integrate sustainability into all business processes and to ensure the efficiency of the work to be carried out for sustainability goals, there are many sustainability and climate-related key performance indicators in the scorecards affecting the remuneration and career paths of ASELSAN employees, especially senior executives.

Within the scope of the Remuneration Policy for Senior Executives, remuneration and fringe benefits management is organized and implemented in a fair, objective, competitive, rewarding and motivating manner that recognizes high performance. Sustainability performance is monitored within the scope of corporate scorecards. Corporate scorecards, where senior management performances are evaluated, are transferred to the scorecards of the relevant units at the beginning of each year, guiding the work of the employees in this direction, who are evaluated through these scorecards at the end of the year.

The scorecards of ASELSAN senior management include ESG-oriented targets. ESG performance affects the performance score calculated at the end of the year. The performance score affects the annual bonus, promotion and remuneration of senior management and all ASELSAN employees in accordance with the ASELSAN Remuneration Policy.

All these practices ensure that key performance indicators on sustainability and climate change and commitments on sustainability are directly linked to decision-making and leadership responsibility.

ESG performance indicators included in the scorecards of ASELSAN employees and executives

Fight Against Climate Change	– Execution of 2050 net zero emission roadmap	CEO, Corporate Governance Vice President, Support Services Director, Infrastructure and Facilities Director, Human Resources Director, Information Technology Director, Corporate Communications Manager, corporate management employees and other relevant ASELSAN employees
Sustainable Supply Chain Management	– Sustainable supply chain management – Supply chain communication and incentives – Execution of 2050 net zero emission roadmap	CEO, Supply Chain Management Vice President, Strategic Purchasing Director, Central Purchasing Director, Subsidiary Industry Purchases Director, Supply Strategies and Nationalization Director, Logistics and Foreign Trade Director, supply chain employees and other relevant ASELSAN employees
Resource Efficiency and Circular Economy	– Resource efficiency – Sustainable packaging – Resource efficient, sustainable design and production	CEO, Financial Management Vice President, all relevant Vice Presidents/Sector Heads and relevant design/production/procurement managers, relevant ASELSAN employees
Ensuring Operational Excellence	– Waste Management: Waste recovery – Waste Management: Hazardous waste generation – Occupational Health and Safety: OHS score	Corporate Governance Vice President, Support Services Director and other relevant ASELSAN employees Corporate Governance Vice President, Support Services Director and other relevant Sector Presidency ASELSAN employees
Improving Human Capital Management	– Employee engagement and satisfaction – Talent management	CEO, Corporate Governance Vice President, Support Services Director, Infrastructure and Facilities Director, Human Resources Director, Information Technology Director, Corporate Communications Manager
Digital Transformation	– Completion of transformation activities – Execution of the Digital Transformation Roadmap	CEO, Technology and Strategy Management Vice President, all relevant Vice Presidents/Sector Heads, Digital Transformation Director, relevant ASELSAN employees
Sustainable Technology	– Supporting entrepreneurship and innovation activities	Technology and Strategy Management Vice President, all relevant Vice Presidents/ Sector Heads, Entrepreneurship and Innovation Management Directorate employees and all ASELSAN employees
Corporate Social Responsibility (CSR) Strategy	– Social responsibility projects	Corporate Governance Vice President, Support Services Director, Corporate Communications Manager and relevant ASELSAN employees

Sustainability Policies

ASELSAN integrates its sustainability vision into its management strategy and business model through sustainability-related policies. Through these policies, the implementation principles of sustainability focuses are shared with all our stakeholders.



Sustainability Indices and Ratings

ASELSAN has been included in many national and international sustainability indices and ratings. Included in the BIST Corporate Governance Index since 2012, ASELSAN was included in the BIST Sustainability Index, which evaluates Borsa Istanbul companies according to international sustainability criteria, in 2014, when the index was created, and has increased its sustainability score since then. With the work we carried out in 2023 and 2024, we were included in the BIST Sustainability 25 Index with the highest score and ranked first.

ASELSAN has been reporting under the Carbon Disclosure Project (CDP) since 2012. In 2024, ASELSAN received a score of “B+” in CDP Climate Change Reporting, which was a level above the national and international average, and a score of “A-” in CDP Water Reporting, which was the Leadership level.



Our Material Topics

At ASELSAN, we identify and manage our corporate priorities through a dynamic process and multi-stakeholder engagement approach.

By establishing regular and two-way communication with each stakeholder in our value chain, we create the highest value while understanding the needs and expectations of our stakeholders. With our responsible value chain approach, we are aware of the great contribution of involving our stakeholders in our processes to improving our sustainability governance and managing our risks and opportunities.

We determined our stakeholder engagement and communication map according to focus groups and our stakeholder engagement policy, and we adopted the principle of communicating with stakeholders at the relevant focal point in order to create value for them in line with our sustainability strategy.

By establishing regular and two-way communication with each stakeholder in our value chain, we create the highest value while understanding the needs and expectations of our stakeholders.

We review our current priorities with the materiality analysis we have conducted. In the materiality analysis, which is a dynamic process, we benefit from the views of many stakeholders, changing regulations and standards, corporate strategies and prominent developments on the global agenda. In the materiality analysis, we also consider the performance indicators associated with strategic topics, existing and potential risks and opportunities related to the topics and the expectations of relevant stakeholders.

In 2024, we based the review of material topics on the European Sustainability Reporting Standards (ESRS) of the European Financial Reporting Advisory Group (EFRAG), IFRS S1 (General Requirements for Disclosure of Sustainability-Related Financial Information) issued by the International Sustainability Standards Board (ISSB), a part of the International Financial Reporting Standards (IFRS) organization, and Türkiye Sustainability Reporting Standards (TSRS), the Sustainability Accounting Standards Board (SASB) and GRI Standards.

In 2024, we reviewed our material topics with a double materiality approach. While identifying material topics in accordance with the double materiality approach, we considered the potential impact of the topic on our business strategies, its financial and non-financial impacts with a holistic approach. We simultaneously evaluated the financial and reputational

risk that each topic in the materiality analysis poses to the Company, the level of impact that the topic would have on the relevant stakeholders and ASELSAN's potential to impact the topic. As ASELSAN, we adopt a long-term impact approach. Therefore, even if the financial and social impact of a topic is low in the short term, we also consider its medium and long-term social and financial impacts in parallel with the level of stakeholder expectations and the Company's impact potential on the topic.

Risk-opportunity analyses are conducted for all topics included in the impact matrix. Financial, operational, environmental and reputational risks of the topics are evaluated and managed simultaneously.

While creating the 2024 impact matrix, the financial impact of the topic on ASELSAN was evaluated on the "X" axis. The "Y" axis, on the other hand, reveals ASELSAN's level of impact regarding the topic. All topics in the impact matrix were also evaluated and weighted in terms of the risk and opportunity potential created by these topics.



Impact Materiality Assessment

Impact materiality is the assessment of the environmental and social impacts caused or contributed by an organization. “Inside-out” impact is the analysis of the impacts of an organization’s activities on its environment. The size of the impact is determined by two key factors:

Magnitude: The potential size of the impact.

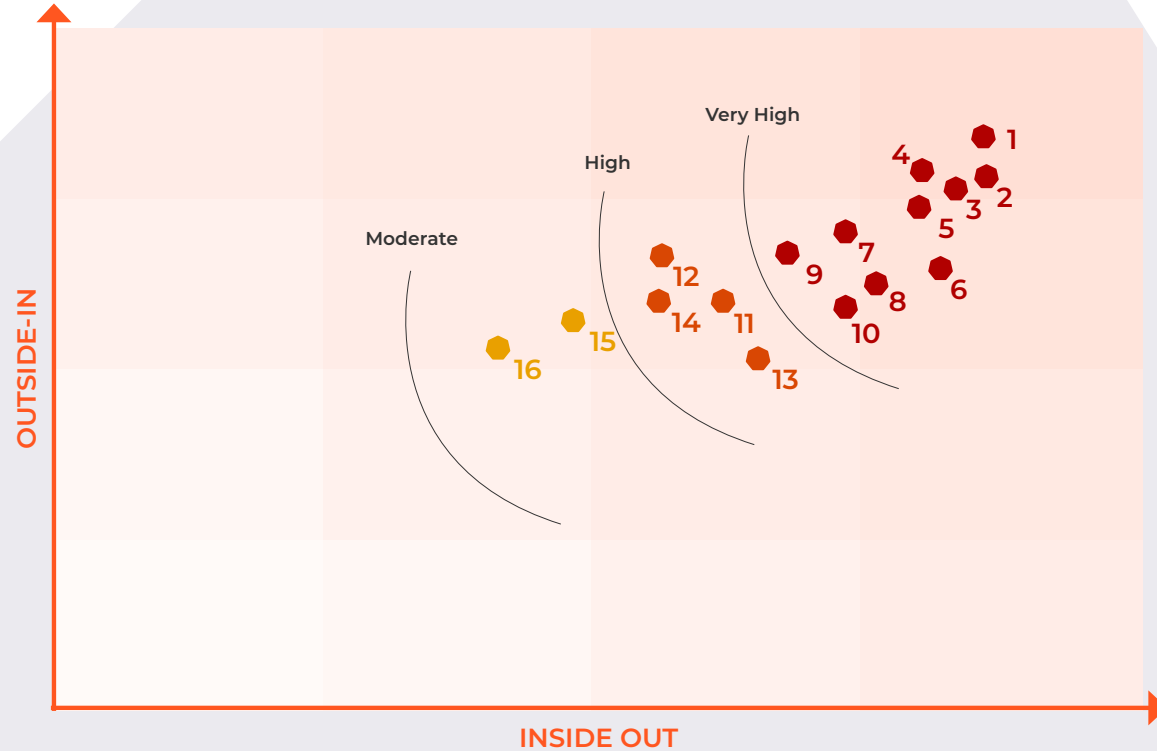
Scope: The geographical or sectoral scope of the impact is defined.

Financial Materiality Assessment

ASELSAN’s financial materiality assessment focuses on the assessment of ESG (Environmental, Social and Governance) risks and opportunities that have a material impact on its financial position. In line with international reference standards, this analysis adopts an “outside-in” approach and considers determinants such as growth, operational performance and access to capital.

Corporate Foundations

Our sustainability strategy has been built on the corporate foundations that we have meticulously managed since our establishment. Corporate foundations are the main axes of our value creation approach and continuous performance areas. Business Ethics and Transparency, Corporate Governance, Anti-Bribery and Anti-Corruption are the corporate foundations of ASELSAN. We attach great importance to these areas and see them as areas of continuous improvement.



Very High

- | | |
|---|-----------------------------------|
| 1. Technology, Innovation, Digitalization and Cybersecurity | 6. Occupational Health and Safety |
| 2. Product Quality and Reliability | 7. Supply Chain Management |
| 3. Climate Crisis | 8. Employee Experience |
| 4. Human Rights and Fair Working Conditions | 9. Talent and Career Management |
| 5. Energy Management and Efficiency | 10. Regulatory Compliance |

High

11. Resource Efficiency and Circular Economy
12. Biodiversity
13. Zero Waste
14. Water Management

Moderate

15. Social Responsibility
16. Responsible Consumption, Responsible Production, Responsible Business Development and Marketing

Impact Analysis

Material Topic	Impact Definition*	Impact Type	Impact Direction	Related Risk	Term	Related Stakeholder	Affected Value Chain	Impact Materiality	Financial Materiality	Financial Impact
Climate Crisis	Increase in the climate crisis and demand for green technologies such as energy-efficient defense systems, low-carbon transportation and sustainable communication networks	Potential	Positive	Strategic	Medium	Customers	Downstream	3	3	Financial Performance
Resource Efficiency and Circular Economy	Widespread adoption of projects that enhance resource efficiency across ASELSAN, through ideas generated on platforms such as aFikir	Current	Positive	Operational	Short	Employees	Direct operations	3	3	Financial Performance
Energy Management and Efficiency	Increase in incentive mechanisms provided within the scope of renewable energy with emerging regulations	Potential	Positive	Strategic	Medium	Shareholders	Direct operations	4	4	Cash Flow
Occupational Health and Safety	Increase in the number of supplier-related work accidents with increase in the number of subcontractors	Potential	Negative	Reputational Risk	Short	Suppliers	Upstream	3	3	Financial Performance
Supply Chain Management	Increase in environmental sustainability requirements for suppliers within the scope of the climate crisis and suppliers that are not climate resilient being affected	Potential	Negative	Strategic	Medium	Suppliers	Upstream	4	2	Financial Performance
Employee Experience	Increase in employee productivity through strengthening of occupational health and safety culture	Current	Positive	Operational	Short	Employees	Direct operations	3	3	Financial Performance
Regulatory Compliance	Financial obligations that may arise within the scope of the emissions trading system	Potential	Negative	Operational	Short	Employees	Direct operations	3	3	Financial Performance
Biodiversity	New technology hubs to be installed having negative impacts on biodiversity	Potential	Negative	Reputational Risk	Long	Society	Downstream	2	2	Access to Capital
Zero Waste	Increase in the amount of waste transferred to recycling within the scope of zero waste and the revenue generated from it	Current	Positive	Climate-related Risk	Short	Public institutions	Upstream	2	2	Cash Flow

*An impact example has been defined for each material topic.

Impact Analysis

Material Topic	Impact Definition*	Impact Type	Impact Direction	Related Risk	Term	Related Stakeholder	Affected Value Chain	Impact Materiality	Financial Materiality	Financial Impact
Water Management	Increase in unit water consumption costs due to the depletion of water resources in the context of climate change	Potential	Negative	Climate-related Risk	Medium	Public institutions	Upstream	2	2	Financial Performance
Social Responsibility	Increase in social responsibility projects carried out with ASIL Association	Current	Positive	Reputational Risk	Short	Society	Upstream	3	1	Financial Performance
Responsible Production, Consumption, Business Development and Marketing	Strengthening customer communication with a 360° customer management perspective	Current	Positive	Strategic Risk	Short	Customers	Upstream	3	4	Cash Flow
Talent and Career Management	Increase in employee engagement and performance with increased internal promotion rates	Current	Positive	Operational	Short	Employees	Direct operations	3	3	Financial Performance
Technology, Innovation, Digitalization and Cybersecurity	Integration of technology, innovation and digitalization into all ASELSAN processes through the aselsaneXt program	Current	Positive	Strategic Risk	Short	Direct operations	Direct operations	3	3	Financial Performance
Product Quality and Reliability	Improvement in product quality and increase in preference with the new management systems acquired	Current	Positive	Strategic Risk	Short	Customers	Upstream	3	4	Cash Flow
Human Rights and Fair Working Conditions	Improvement in human rights standards among suppliers by including the human rights topic in supplier selection and evaluation criteria	Current	Positive	Reputational Risk	Short	Suppliers	Upstream	3	3	Financial Performance

Integration of Sustainability Materialities into Corporate Strategy

At ASELSAN, we consider our sustainability materialities, which we determine in the light of global expectations, local legislation and international standards by consulting our stakeholders, as an integral part of our corporate strategy. We analyze, prioritize and manage our sustainability-related risks and opportunities within the scope of our Corporate Risk Management Systems. We integrate our performance indicators in the field of ESG into the performance indicators of our employees and managers at all relevant levels and make them a part of the remuneration system.

In 2024, we took these efforts one step further and integrated our sustainability materialities into the focus areas of the aselsaneXt program. We have thus defined a growth strategy that does not compromise our ESG material issues while executing our projects that will carry our company to technological and commercial success globally.

**In 2024,
we integrated
our sustainability
materialities into
the aselsaneXt
programme
projects.**

Our Sustainability Strategic Materialities



Our Sustainability Journey

1980's

- ASELSAN started a young talent program, which is now called "a Yetenek 4". With this program, which has made a great contribution to ASELSAN's recruitment of a competent workforce with a sustainable approach, employees who started working in the 1980s are now working at ASELSAN's senior management.

2004

- The first Corporate Governance Principles Compliance Report was published.

2005

- The Corporate Governance Committee was established.

2007

- Code of Ethics and Code of Conduct Document was published..

2008

- ASELSAN launched a scholarship program for doctoral students who hold academic positions at universities.

2014

- The first Sustainability Report was published.

2013

- ASELSAN ranked among the top four companies in the "Türkiye's Most Desirable Companies to Work For" list conducted by an international company..

2012

- The Early Detection and Management of Risk Committee was established.
- The first Carbon Disclosure Project Report (CDP) was published.

2009

- OHSAS 18001:2007 Occupational Health and Safety and TS ISO 14001:2004 Environmental Management System certifications were obtained.

2015

- All in-house correspondence and some of the external correspondence at ASELSAN were transferred to the Electronic Document Management System.

2016

- The Anti-Bribery and Anti-Corruption Policy was published.

2017

- The ASELSAN Academy Graduate Education Program was launched.
- The ASELSAN Academy Board was formed with the participation of representatives from GTU, METU, ITU, Gazi University and ASELSAN.

2018

- Voice of the Employee Workshops and Our Future is with You Events started.
- The Equity R&D Evaluation Board was launched.
- The ASELSAN Nationalization Coordination Board was established under the "Nationalization Mobilization".

2020

- Leadership Development School was opened.
- The "GücümüzBir" (Power Together) platform was launched to communicate more effectively with our suppliers.
- The ATİK (ASELSAN Technical Generation) Program started to be implemented with the philosophy of "My Strength is My Country, My Profession is My Future".

2019

- ASELSAN was awarded the title of Climate Leader for the first time in the 2019 CDP Climate Change Reporting with an A- score.
- ASELSAN Vocational and Technical Anatolian High School was established.
- ASiL Solidarity Association was established.
- The OHSAS 18001 Occupational Health and Safety Management System certification was transferred to the TS ISO 45001 standard, and ASELSAN became one of the first companies in Türkiye to adopt this practice.
- The "Zero Waste Project" was launched.
- The Compass Program was launched to support new employees in their adaptation within the organization.
- "Our Values" project was launched.
- The "Next Big Move to Türkiye" Project was renewed and implemented.
- a BIL-GE (ASELSAN Knowledge and Development Platform) was put into use.
- The Occupational Safety Information System (OSIS) was commissioned.
- Tekno Macera Project was launched.

2021

- A- score was received in both CDP Water Reporting, in which we participated for the first time, and CDP Climate Change Supply Chain Management.
- ASELSAN became one of the first companies to successfully pass the audit with the 2018 version of ISO 14064.
- ISO 39001 Road Traffic Safety Management System was established.
- The first Sustainability Workshop was organized with the participation of Senior Management and Sustainability Ambassadors consisting of 50 people.
- ISO 50001 Energy Management System was established.

2022

- Independent Assurance Service was obtained for ASELSAN Sustainability Report and GRI reporting was adopted.
- Sustainability Ambassadors received Corporate Sustainability training from Boğaziçi University Lifelong Learning Center.
- The 2050 net zero emission climate change target was added to the ASELSAN Strategic Action Plan.
- Transition was made to a structure that includes subsidiaries and strategic partners in the Climate Change Management System.
- A- score was received in the CDP Climate Change Supply Chain Management.
- The Sustainable Climate Change Policy was published.

2023

- Sustainability Committee was established.
- 2050 net zero emission roadmap has been determined.
- ESG targets integrated with the United Nations Sustainable Development Goals were set.
- As part of diversity, equity and inclusion (DEI) efforts, work was initiated for the Board of Directors' Diversity and Inclusion Policy.
- ASİL Association gained the status of a public benefit association.
- A corporate social responsibility strategy (CSR) was developed.
- TS 13811:2018 Hygiene and Sanitation Management System and ISO 22000 Food Safety Management System were established.
- A- score was received in the CDP Climate Change Supply Chain Management.
- ASELSAN scored above the national and international average in CDP Climate Change Reporting.
- The Leadership level was maintained with an A- score in CDP Water Reporting.

2024

- aselsaneXt program was launched.
- B+ score was received in CDP Climate Change Supply Chain Management, A- score in CDP Water Reporting and CDP Supply Chain Management A+.
- ISO 46001:2019 Water Efficiency Management System was established and certified.
- Road Traffic Safety and Fire Safety Virtual Reality Trainings were launched.
- a Yetenek 3 Program, the design of which was completed in 2023, was launched.
- Board of Directors' Diversity and Inclusion Policy was published.
- aFikir platform was created.
- Financial management quality management system was established.
- Transition to Integrated Sustainability Reporting was made.
- The first Turkish Sustainability Reporting Standard (TSRS) compliance report was prepared.
- The emission method was replaced with the equity consolidation method.

Managing the Sustainability Risks and Opportunities

ASELSAN utilizes many national and international standards such as ISO 31000 and COSO in order to manage its sustainability risks and opportunities in a fair, objective and complete manner. Risks and opportunities are evaluated by the Sustainability Committee in the light of guidelines set out in the TSRS (Turkish Sustainability Reporting Standards), SASB (Sustainability Accounting Standards Board), CDSB (Climate Disclosure Standards Board) procedures and in the Global Risks Report of the World Economic Forum (WEF), and the impact they may have on the company's financial position, financial performance and cash flows in the short, medium and long term is analyzed.

The Corporate Risk Management Policy, which is the main guideline of ASELSAN's corporate risk management processes, aims to ensure that appropriate actions are taken against all financial and non-financial uncertainties that may threaten ASELSAN's corporate existence and that its corporate identity and the interests of its stakeholders are protected under all circumstances.

The Early Detection and Management of Risk Committee, which operates to ensure that potential risks that may affect ASELSAN are identified and defined in advance and that these risks are managed in accordance with ASELSAN's risk-taking approach, continues its risk management activities in full compliance with all relevant regulatory requirements.

At ASELSAN, the Corporate Risk Management Coordination Board was established to carry out activities to identify and manage risks at different levels. Potential risks are collected from the Vice Presidencies in order to identify current risks. Topics that may pose an obstacle to the realization of ASELSAN's Strategic Objectives and critical operations are considered as risks.

Risks are defined in four main categories: strategic, financial, operational and compliance risks. These risks are managed by integrating them into decision-making mechanisms as part of business processes and corporate governance.

The Corporate Risk Management Program is based on the TS ISO 31000 Risk Management Standard and the COSO Corporate Risk Management Integrated Framework.

In accordance with the risk management system, measures and practices to be taken in order to reduce the impact and probability of risks are determined. The Board of Directors is periodically informed through the report prepared by the Early Detection and Management of Risk Committee, which includes the realizations regarding the mitigating and preventive activities for the risks included in the ASELSAN Risk Inventory. The Early Detection and Management of Risk Committee prepares the Annual Evaluation Report, which includes the activities carried out during the year, and submits it to the Board of Directors as a basis for the Board of Directors' evaluation.

Risk Management Trainings

Creating a successful risk management culture and awareness among ASELSAN employees is one of the key elements that ensure the success of the Corporate Risk Management System. At ASELSAN, Corporate Risk Management processes are the responsibility of all employees.

Risk management trainings were added to the vocational and on-the-job training programs of all ASELSAN employees and made compulsory. In 2024, 1,635 people received 220 hours of Risk management training.

The trainings on climate change and sustainability risks prepared by ASELSAN were shared with ASELSAN employees on the ASELSAN Knowledge and Development Platform (a BİL-GE) and presented to our suppliers on the GücümüzBir (Power Together) platform.

Risk Inventory

Within the scope of ASELSAN's Corporate Risk Management, a risk inventory is created by taking into account the strategic objectives in the strategic plan, internal audit findings and recommendations, as well as developments related to compliance.

The risks in ASELSAN's risk inventory are evaluated in terms of time, cost, performance and reputation, and are classified and prioritized according to their impact and probability of occurrence. The impact level of ASELSAN's risks monitored at the corporate level is mostly at the "medium" level.

The risks in ASELSAN Risk Inventory are reviewed at least once a year and their impact and probability levels are evaluated.

Managing Climate Risks

Climate risks at ASELSAN were made a part of the corporate risk system in 2021, included more prominently in strategic goals and started to be managed with an expanding impact on management units.

It was decided that the work within the scope of climate change risks would be projected and regularly reported to the Board of Directors.

Climate change risks and opportunities are also addressed by the Environment and Climate Change Working Group as part of the Environmental Management System Standard and included as an agenda item in every meeting of the Sustainability Committee.

National and international legislative developments are analyzed in the short, medium and long term under the headings of technology, market, brand value, physical risk and chronic risk. Action plans are created for short-term risks, and the activities carried out by working groups are reported to the Sustainability Committee by the Sustainability Management Function.

In 2024,
1,635 people received
220 hours of risk management training.

Our Sustainability Goals

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
	Our Energy is Our Future: Conducting the acquisition process of Leed Certification for Istanbul Teknopark	Completed.		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Improving natural gas energy performance by 1% in 2024 (SETi = 0.990)	20%		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Improving the cooling systems electricity energy performance by 0.5% in 2024 (SETi = 0.995)	14%		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Improving the heating boiler natural gas energy performance by 2% in 2024 (SETi = 0.980)	11%		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Improving the ventilation systems electricity energy performance by 1.0% in 2024 (SETi = 0.990)	2%		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Improving the electricity energy performance by 0.5% in 2024 (SETi = 0.995)	1%		2024	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	





















Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
	Our Resources is Our Future: Reducing the amount of hazardous waste by 1% year-on-year in proportion to turnover in 2024	1%		2024	Zero Waste Climate Crisis	
	Our Energy is Our Future: Improving the electricity energy performance by 1% in 2025 (SETi = 0.99)	New target		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing"	
	Our Energy is Our Future: Improving natural gas energy performance by 1% in 2025 (SETi = 0.990)	New target		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Achieving a minimum of 85% in ENYS event performance measurement	New target		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Water is Our Future: Installation of a drainage system to collect rainwater and surface water at the Macunköy Facility and saving 10,000 m ³ of water	A drainage system was installed at the Macunköy Facility to collect rainwater and surface water.		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Water is Our Future: Installation of a water monitoring system by developing a water roadmap	ISO 46001 Management System was installed, and development work is ongoing.		2025	Resource efficiency and Circular Economy Water Management	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
	Our Energy is Our Future: Installation of a 600 m ² thermal-day system on the roof of the Gölbaşı Kitchen Building and production of energy equivalent to 500 MWh of natural gas energy	Installation of a 600 m ² thermal-day system on the roof of the Gölbaşı Kitchen Building was completed.		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Installation of a 650 kWp capacity SPP on an area of 5,000 m ² on the roof of the Gölbaşı Independent Integration Building and production of 1,600 MWh of electricity	Installation of a 650 kWp capacity SPP on an area of 5,000 m ² on the roof of the Gölbaşı Independent Integration Building was completed.		2025	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Resources is Our Future: Reducing waste per person by 2%	20.85%		2025	Zero Waste Climate Crisis	
	Our Nature is Our Future: Increasing green space per employee to 21%	19%		2025	Human Rights and Fair Working Conditions Employee Wellbeing Biodiversity Combating Deforestation	
	Our Environment is Our Future: Turning the Nursery and Kindergarten into Eco-Schools	New target		2026	Equality, Diversity and Inclusion Corporate Governance Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Employee Wellbeing	
	Our Energy is Our Future: Completing the İstanbul Teknopark Roof SPP Installation	Completed.		2026	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
	Our Water is Our Future: Supplying garden water from 25% recycled water at the Akyurt Facility	New target		2027	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	GücümüzBir (Power Together): Inclusion of 120 or more companies as strategic partners and subsidiaries in the climate change emissions inventory system	37		2027	Supply Chain Management Climate Crisis Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Water is Our Future: Installation of a water collection system at the Gölbaşı Facility that will save 55,000 m³/year of water	52,788 m³		2028	Resource efficiency and Circular Economy Water Management	
	GücümüzBir (Power Together): Collection of Scope 1-2 emission data from over 500 approved supplier companies and informing them about emission calculations, including partial Scope 3	37		2028	Supply Chain Management Climate Crisis Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: transition to 100% renewable electricity	Work is ongoing.		2030	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Energy is Our Future: Transition to the use of electric personnel shuttle service vehicles	Work is ongoing.		2030	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
	Our Nature is Our Future: Ensuring 100% compliance with our 2050 net zero emissions roadmap	Work is ongoing.		2030	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing Climate Crisis	
	GücümüzBir (Power Together): Achieving an annual 10% increase in the total number of companies included in the climate change emissions inventory system as of 2028 and encouraging companies to undertake their own development efforts	Work is ongoing.		2030	Supply Chain Management Climate Crisis Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	GücümüzBir (Power Together): Establishing a Responsible Sourcing Standard and increasing the use of recycled plastic	Work is ongoing.		2030	Supply Chain Management Climate Crisis Zero Waste Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Resources is Our Future: Increasing the recycling rate of waste to 83%	93%		2030	Zero Waste Climate Crisis	
	Our Energy is Our Future: Transition to a 100% electric passenger vehicle fleet	26.2%		2030	Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Our Nature is Our Future: Planting 500,000 trees	A protocol was signed for the planting of 250,000 trees.		2045	Combating Deforestation Biodiversity Climate Crisis	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
 Our Work is Our Value	Equality is Our Value: Carrying out work to contribute to women's worklife-childcare balance	All mothers' requests for nurseries and kindergartens started to be met First day of school leave program was introduced.		2024	Equality, Diversity and Inclusion Corporate Governance Employee Wellbeing	
	Equality is Our Value: Engelsiz ASELSAN Achieving 4 improvements as part of the Building an Inclusive World is in Our Hands project	Improvements were made in terms of working/leave hours, recruitment awareness, making facility conditions suitable and increasing periodic examinations.		2024	Equality, Diversity and Inclusion Corporate Governance Employee Wellbeing	
	Equality is Our Value:The Nursery and Kindergarten receiving the Baby-Friendly Organization title	Baby-Friendly Organization title was received.		2024	Equality, Diversity and Inclusion Corporate Governance Employee Wellbeing	
	Education is Our Value: Inclusion of sustainability in the internal trainer program	Included in the internal trainer program.		2024	Climate Crisis Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Health is Our Value: Organizing ASELSAN Olympics to encourage ASELSAN employees to participate in sports and reaching 2,000 people	2,058		2024	Corporate Governance Employee Wellbeing	
	Health is Our Value: Improving occupational health and safety performance indicator by 2%	5.53%		2024	Occupational Health and Safety Employee Wellbeing Human Rights and Fair Working Conditions Corporate Governance	
	Health is Our Value: Installing ISO 22000 Food Safety Management System	Management system was installed.		2025	Employee Wellbeing Sustainable Technology, Innovation and Digitalization Occupational Health and Safety Business Ethics and Transparency Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
 Our Work is Our Value	Health is Our Value: Improving occupational health and safety performance indicator by 2%	New target		2025	Occupational Health and Safety Employee Wellbeing Human Rights and Fair Working Conditions Corporate Governance	  
	Development is Our Value: Establishing a Certificate of Appreciation-Certificate of Merit Program and adding sustainability criteria	Certificate of Appreciation-Certificate of Merit Program was established.		2025	Employee Wellbeing Talent and Career Management Climate crisis	  
	Education is Our Value: Providing sustainability training for managers within the first 90 days program	Revised		2025	Climate Crisis Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	  
	Education is Our Value: Increasing and measuring the awareness of all our employees within the scope of sustainability	Work is being done within the scope of a BIL-GE.		2025	Occupational Health and Safety Business Ethics and Transparency Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	  
	Health is Our Value: Using artificial intelligence and digitalization in 4 applications in occupational health and safety practices	Emergency team management and chemical management started to be carried out on the digital environment. Training was started using virtual reality.		2025	Employee Wellbeing Sustainable Technology, Innovation and Digitalization Occupational Health and Safety Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	 

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
Our Work is Our Value	Health is Our Value: Installation of 2 management system standards within the scope of occupational hygiene and water efficiency management	TS 13811:2018 Hygiene and Sanitation Management System and TS ISO 46001 Water Efficiency Management System were installed."		2025	Employee Wellbeing Occupational Health and Safety Business Ethics and Transparency Risk Analysis and Compliance with Regulations Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Education is Our Value: Increasing the average training hours per person to 23 hours	58.56		2025	Employee Wellbeing Talent and Career Management	
	Health is Our Value: Organizing 12 health seminars within the scope of increasing employee wellbeing and employee health	9		2025	Employee Wellbeing Occupational Health and Safety Business Ethics and Transparency Corporate Governance Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Health is Our Value: Organizing ASELSAN Olympics to encourage ASELSAN employees to participate in sports and reaching 2,000 people	Work is ongoing.		2026	Corporate Governance Employee Wellbeing	
	GücümüzBir (Power Together): Establishing a system for obtaining water inventories from subsidiaries and strategic partners and encouraging water efficiency efforts	New target		2028	Product Quality and Reliability Corporate Governance Supply Chain Management Responsible Consumption, Responsible Production, Responsible Business Development-Marketing Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
 Our Work is Our Value	GücümüzBir (Power Together): Encouraging the installation of a sustainability risk management system at affiliated companies	New target		2028	Product Quality and Reliability Corporate Governance Supply Chain Management Responsible Consumption, Responsible Production, Responsible Business Development-Marketing Energy Management and Efficiency Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions	
	Education is Our Value: Gaining 70 internal trainers	53		2028	Corporate Governance	
	Equality is Our Value: Increasing the ratio of female members on the Board of Directors to 25%	0.11		2029	Equality, Diversity and Inclusion Corporate Governance"	
	Education is Our Value: Increasing the average training hours per person to 60 hours	New target		2030	Employee Wellbeing Talent and Career Management	
	Our Technology is Our Value: Producing products that will contribute to the environment, society and technological development and encouraging our stakeholders in this regard with our leaders and employees who pioneer sustainability	Continuous		2030	Sustainable Technology, Innovation and Digitalization Climate Crisis Resource efficiency and Circular Economy Investing in Climate and Environment Friendly Product and Service Solutions Social Responsibility	
	GücümüzBir (Power Together): Conducting service quality management system awareness raising activities for 100% of subsidiaries and strategic partners and encouraging companies for their own development activities	Work is ongoing.		2030	Product Quality and Reliability Corporate Governance Supply Chain Management Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Equality is Our Value: Increasing the ratio of female managers to 21%	16.40%		2030	Equality, Diversity and Inclusion Corporate Governance	

Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
Our Society is Our Responsibility	Solidarity is Our Responsibility: Increasing events and humanitarian aid activities that will benefit the society	Corporate Social Responsibility (CSR) strategy was identified.		2024	Corporate Governance Social Responsibility	
	Future Generations are Our Responsibility: Creating social activity development opportunities for children	As part of ASiL communities, ASELSAN Children's Theater Group, Basketball and Scouting Club were established.		2024	Corporate Governance Social Responsibility Talent and Career Management	
	Education is Our Responsibility: Adding sustainability training content to the aTalent Summer Internship Program	1,084 people were trained.		2024	Corporate Governance Social Responsibility Talent and Career Management	
	Education is Our Responsibility: Planning the Vocational Schools internship program as “a Yetenek MYO” and enrolling 60 students	New target		2025		
	Education is Our Responsibility: Establishing the Success Scholarship Program and awarding scholarships to 60 Vocational and Technical Anatolian High School students	New target		2025	Equality, Diversity and Inclusion Corporate Governance Social Responsibility	
	Equality is Our Responsibility: Supporting at least 1 woman entrepreneur and at least 1 start-up project that supports sustainability in our newly established entrepreneurship center, Incubation and Acceleration Programs until 2025.	Entrepreneurship center was established.		2025	Corporate Governance Social Responsibility Talent and Career Management	
	Education is Our Responsibility: Inclusion of sustainability education in the a Yetenek High School Program	Work is ongoing.		2025	Corporate Governance Social Responsibility Talent and Career Management Zero Waste Climate Crisis	



Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
 Our Society is Our Responsibility	Education is Our Responsibility: Inclusion of sustainability education in the a Yetenek 4 and a Yetenek 3 programs	Provided to 335 people.		2025	Corporate Governance Social Responsibility Talent and Career Management	  
	Nature is Our Responsibility: Developing 2 projects to raise awareness of biodiversity among Vocational and Technical Anatolian High School students and ASELSAN Nursery and Kindergarten students	The project was completed for nursery and kindergarten students.		2025	Corporate Governance Social Responsibility Talent and Career Management	  
	Solidarity is Our Responsibility: Reaching 10,000 families and providing aids within the scope of their needs	9,091		2025	Corporate Governance Social Responsibility	  
	Future Generations are Our Responsibility: Providing aids to 150 schools	120		2025	Corporate Governance Social Responsibility Talent and Career Management	  
	Innovation is Our Responsibility: Supporting 37 development ideas within the scope of seed project support	24		2025	Corporate Governance Social Responsibility Talent and Career Management	 
	Equality is Our Responsibility: Offering internship opportunities to 10 foreign students studying at universities in Türkiye	10		2025	Equality, Diversity and Inclusion Corporate Governance Social Responsibility Talent and Career Management	  
	Equality is Our Responsibility: Conducting 2 webinars for women employees	1		2025	Equality, Diversity and Inclusion Corporate Governance Employee Wellbeing	    


Category	Target	2024 Development	Status	Target Year	Related Goal	Related SDG
Our Society is Our Responsibility	Solidarity is Our Responsibility: Providing assistance to improve the wellbeing of our community in the earthquake zone, and opening the ASELSAN factory in the earthquake zone, which will provide new jobs to reduce economic losses on the basis of protecting vulnerable people and reducing the number of people affected	ASELSAN Malatya Facility became operational.		2027	Corporate Governance Social Responsibility	
	GücümüzBir (Power Together): Training 50,000 supplier and subcontractor employees on occupational health and safety, and encouraging companies for their own development efforts	Work is ongoing.		2030	Product Quality and Reliability Corporate Governance Occupational Health and Safety Employee Wellbeing Human Rights and Fair Working Conditions	
	GücümüzBir (Power Together): Training 5,000 supplier and subcontractor employees on environmental sustainability, and encouraging companies for their own development efforts	Work is ongoing.		2030	Corporate Governance Social Responsibility Talent and Career Management Supply Chain Management Responsible Consumption, Responsible Production, Responsible Business Development-Marketing	
	Health is Our Responsibility: Certifying 1,500 people as first responders in addition to the existing first responders with the first aid trainings to be provided, and having them contribute to the society when necessary	1,393		2030	Corporate Governance Occupational Health and Safety Employee Wellbeing Human Rights and Fair Working Conditions	
	Innovation is Our Responsibility: Realizing 59 Academic Talks within the scope of university-industry collaboration	26		2030	Product Quality and Reliability Sustainable Technology, Innovation and Digitalization Corporate Governance Social Responsibility Talent and Career Management	



Relations with Our Stakeholders

We establish regular and two-way communication with every stakeholder in our value chain. We create the highest value for our stakeholders by understanding their needs and expectations. With a responsible value chain approach, we are aware of the great contribution of involving our stakeholders in our processes to improving our sustainability governance and managing our risks and opportunities.

	Stakeholder Expectation	Response We Developed	Material Topic	Communication Channels
 EMPLOYEES	A safe and fair workplace Practices to increase employee competence and welfare	<ul style="list-style-type: none"> ⌚ We improve our occupational health and safety system with our Occupational Safety Culture Measurement Project, Safety Coaching, IMS (Integrated Management System) Development Stations, IMS Leaders, Visible Leadership, IMS Cup, Occupational Safety Information System and digitalization projects in occupational safety; we strive to provide the most reliable and comfortable workplace for ASELSAN employees ⌚ We provide equal pay for equal work and report this transparently. ⌚ We increase employee welfare with fringe benefits and social opportunities. ⌚ We create opportunities for them to take part in corporate social responsibility activities. ⌚ We create many different platforms to convey their expectations, problems and requests, value their sharing and attach importance to their implementation. ⌚ We offer our employees the firsts in the field of education in Türkiye, such as the fourth generation university, and support their development. We continuously improve our career management system and attach importance to internal promotion. 	<ul style="list-style-type: none"> - Climate Crisis - Human Rights and Fair Working Conditions - Occupational Health and Safety - Business Ethics and Transparency - Employee Wellbeing - Talent and Career Management - Social Responsibility 	<ul style="list-style-type: none"> - Employee Engagement and Satisfaction Survey - Workshops Held on Different Topics - Survey Practices on Work Experience - Service Satisfaction Survey - Themed Suggestion Contests - Business Excellence Workshop - aFikir Platform - Development Workshop - Ethics Committee Help Desk
	Ensuring data security Innovative products Product quality A reliable business partnership Sustainable customer communication Compliance with national and international legislation	<ul style="list-style-type: none"> ⌚ We prioritize product quality and reliability and capture multiple perspectives by increasing the diversity of our management systems. ⌚ We attach importance to customer information security. ⌚ We provide transparent communication on all platforms and ensure full compliance with legislation. We work to produce the technology of the future and meet the expectations of our customers. 	<ul style="list-style-type: none"> - Technology, Innovation, Digitalization and Cybersecurity - Product Quality and Reliability - Business Ethics and Transparency - Information Security and Management of Cyber Risks - Risk Analysis and Regulatory Compliance - Responsible Production, Consumption, Business Development and Marketing - Investing in Climate and Environment Friendly Product and Service Solutions 	<ul style="list-style-type: none"> - Customer Satisfaction Surveys - Website - Call Center - National and International Fairs
 CUSTOMERS				

	Stakeholder Expectation	Response We Developed	Material Topic	Communication Channels
 SUPPLIERS	<p>A reliable business partnership</p> <p>Technical and financial support</p>	<ul style="list-style-type: none"> ⌚ We provide technical support and expertise in many areas such as information, finance and devices. ⌚ We provide transparent communication through the internet platform we established. ⌚ We do not only see environmental and climate change and legislative changes as our own risks, but also develop projects to help our suppliers improve themselves. ⌚ We encourage them to produce sustainable products. ⌚ We act with the idea of "GücümüzBir (Power Together)" in all processes. 	<ul style="list-style-type: none"> - Technology, Innovation, Digitalization and Cybersecurity - Product Quality and Reliability - Climate Crisis - Occupational Health and Safety - Human Rights and Fair Working Conditions - Sustainability in the Value Chain - Business Ethics and Transparency - Information Security and Management of Cyber Risks - Risk Analysis and Regulatory Compliance - Anti-Bribery and Anti-Corruption - Resource Efficiency and Circular Economy - Conflict Minerals Management - Responsible Production, Consumption, Business Development and Marketing 	<ul style="list-style-type: none"> - Supplier Portal - Workshops and Trainings - GücümüzBir (Power Together) Platform - Supplier Satisfaction Survey - National and International Fairs - Industrialization Events - Provincial Meetings
 INVESTORS	<p>Accurate and timely information</p> <p>Transparent reporting</p> <p>Compliance with national and international legislation</p> <p>Strong corporate governance</p> <p>Sustainable strategy</p>	<ul style="list-style-type: none"> ⌚ We closely follow international developments and work to improve our sustainability competencies. ⌚ We ensure transparent communication through various reporting methods such as Sustainability Report, Annual Report, CDP (Carbon Disclosure Project) Climate Change Report and CDP Water Report. ⌚ We ensure compliance in our corporate governance processes and anti-bribery and anti-corruption efforts that goes beyond international standards. ⌚ We value sustainability and work to design the technologies of the future with resource efficiency principles. 	<ul style="list-style-type: none"> - Technology, Innovation, Digitalization and Cybersecurity - Business Ethics and Transparency - Compliance with Regulations - Resource Efficiency and Circular Economy - Responsible Production, Consumption, Business Development and Marketing - Climate Crisis - Energy Management and Efficiency - Anti-Bribery and Anti-Corruption - Corporate Governance 	<ul style="list-style-type: none"> - Analyst Meetings - Investor Conferences and Roadshows - Investor Relations Website - Investor Relations E-mail Address - Investor Relations Voice Response System

	Stakeholder Expectation	Response We Developed	Material Topic	Communication Channels
 <p>UNIVERSITIES, PUBLIC INSTITUTIONS, SECTORAL ORGANIZATIONS AND NON-GOVERNMENTAL ORGANIZATIONS</p>	<p>Support for compliance with legislation and development of regulations</p> <p>Sharing career opportunities</p> <p>Support for social welfare efforts"</p>	<ul style="list-style-type: none"> While we develop ourselves, we also work to support entrepreneurs, students and universities. We offer initiative support and share our technological know-how. We add value to universities with our social responsibility awareness. We develop collaborations for the improvement and dissemination of processes. We work with the goal of full compliance with laws and regulations in all our operational geographies." 	<ul style="list-style-type: none"> Technology, Innovation, Digitalization and Cybersecurity Business Ethics and Transparency Compliance with Regulations Climate Crisis Energy Management and Efficiency Anti-Bribery and Anti-Corruption Corporate Governance Responsible Production, Consumption, Business Development and Marketing Social Responsibility 	<ul style="list-style-type: none"> Conferences, Panels, Workshops Equity-based R&D Projects ASELSAN Academy Collaborations within the Scope of Legal Regulations Launch, Summit, Project Signing and Delivery Ceremonies
 <p>SOCIETY</p>	<p>Support for social welfare efforts</p> <p>Clean production processes</p>	<ul style="list-style-type: none"> We know our responsibility towards our society and have been working to improve the welfare of our society from day one. We establish transparent two-way communication. We develop social responsibility projects; we stand by our society in areas such as public health, equality, women's empowerment, reaching out to those in need through our employees' voluntary projects, our products that add value to the environment and people, and financial aid when necessary. 	<ul style="list-style-type: none"> Responsible Production, Consumption, Business Development and Marketing Resource Efficiency and Circular Economy Climate Crisis Energy Management and Efficiency Water Management Social Responsibility Human Rights and Fair Working Conditions Biodiversity Zero Waste 	<ul style="list-style-type: none"> Social Media and Press Social Responsibility Projects ASİL Solidarity Association

	Stakeholder Expectation	Response We Developed	Material Topic	Communication Channels
 <p>FUTURE GENERATIONS</p>	<p>Support for development processes</p> <p>Clean production processes</p>	<ul style="list-style-type: none"> ☑ We work to educate future generations about technology and corporate life with a perspective of diversity, equality and inclusion. ☑ We see our planet as a legacy to be passed on to them, and we are committed to protecting it. 	<ul style="list-style-type: none"> - Responsible Production, Consumption, Business Development and Marketing - Resource Efficiency and Circular Economy - Climate Crisis - Energy Management and Efficiency - Water Management - Social Responsibility - Human Rights and Fair Working Conditions - Biodiversity - Zero Waste 	<ul style="list-style-type: none"> - Career Fairs - Collaborations with the Turkish Ministry of National Education - ASELSAN Vocational and Technical Anatolian High School - Tekno Macera - Alimhane - Science Festivals - ASELSAN Life Instagram page - ASELSAN LinkedIn
 <p>ENTREPRENEURS</p>	<p>Supporting entrepreneurship efforts</p>	<ul style="list-style-type: none"> ☑ We provide entrepreneurs with training and know-how transfer and connect them with investors ☑ We attach importance to producing projects on environmental sustainability. ☑ We support women entrepreneurs. 	<ul style="list-style-type: none"> - Responsible Production, Consumption, Business Development and Marketing - Human Rights and Fair Working Conditions - Technology, Innovation, Digitalization and Cybersecurity - Product Quality and Reliability - Climate Crisis - Sustainability in the Value Chain - Business Ethics and Transparency - Information Security and Management of Cyber Risks - Risk Analysis and Regulatory Compliance - Anti-Bribery and Anti-Corruption - Resource Efficiency and Circular Economy 	<ul style="list-style-type: none"> - ASELSAN Entrepreneurship Center - Internet Based Application Form - Entrepreneurship Fairs and Other Events - Technopark Visits - Entrepreneur - ASELSAN - Sector Meetings - Entrepreneurship Center

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Today, production and procurement have become a priority topic in all industries around the world, especially in the defense industry. In this context, ASELSAN comprehensively analyzes and develops all its processes directly and indirectly related to production, from design to Integrated Logistics Support (ELD). ASELSAN closely follows industrial revolutions while continuing its new investments in production, incorporates the latest technologies used in production and works to reduce its environmental impact in line with the principles of sustainability within this period.



In This Section:	Relevant Stakeholders:	Related Capital Elements:
<ul style="list-style-type: none"> Product Safety and Quality of Service Environmental Impact Management Sustainable Supply Management 	<ul style="list-style-type: none"> Customers Society 	<div> <p>Social-Relational Capital</p> </div> <div> <p>Manufactured Capital</p> </div> <div> <p>Natural Capital</p> </div>

Product Safety and Quality of Service

ASELSAN always prioritizes quality in its products and services to ensure customer safety and satisfaction. The Company has a Quality Management System where processes are continuously monitored and improved. ASELSAN's Quality Management System has been structured in accordance with national and international standards and is predicated on the understanding that "Quality cannot be subsequently injected into a product by way of control; it is developed as a feature of the product at every stage of the process."

The Quality Management System is implemented at all stages of design, verification, validation, production and post-delivery. In each of these processes, the awareness of ASELSAN employees is raised. Due to sensitivity towards public and human health, activities are carried out in test areas outside the living area. Functional Hazard Assessments (FHA) are carried out to achieve safety targets, safety assessments (SSA, CMA, FMEA) are carried out, and potential problems are communicated to customers and authorities.

ASELSAN always prioritizes quality in its products and services to ensure customer safety and satisfaction

Corporate governance, supply chain and financial management processes are operated and audited in accordance with the ISO 9001:2015 Quality Management System Standard. The EFQM Model, which aims to create sustainable value, is utilized to improve processes. Corrective and remedial actions are planned and monitored to maintain and enhance service quality, and the satisfaction levels of employees regarding the services provided are measured, and relevant actions are taken.

ASELSAN ensures that processes are systematically defined, managed and interacted with each other in order to achieve the targets set in line with the Quality Policy and strategy. The inputs, outputs, resources, stakeholders, activities, relationships, risks and opportunities of all processes were identified, and necessary monitoring and measurement points for control were established. This process is implemented through the "Plan-Do-Check-Act" (PDCA) cycle.

Customer satisfaction measurements for document, product, training and maintenance-repair activities are regularly reported on a sector and project basis. Within the framework of the Quality Management System Policy, which prioritizes customer safety and satisfaction, the rules and processes for the management and resolution of customer complaints are clearly defined. These processes are audited during ISO 20000 Certification Audits as well. In addition, surveys and feedback are regularly monitored by project and product management teams, and necessary measures are taken if needed.

Accordingly, the following activities are carried out by analyzing the needs of internal and external stakeholders:

- Development of subcontractors and strategic partners,
- Digitalization of processes and process applications,
- Continuously increasing the importance of quality as a corporate culture,
- Following and implementing developing and changing quality models and standards.

ASELSAN Quality Management System, which covers all production processes, has been verified and certified by internal and external audits during the year. The conformity of the Quality Management System with the following standards and models is approved by accredited institutions that perform periodic controls.

- ISO 9001:2015 Quality Management System
- AS 9100:D Quality Management System: Requirements for Aviation, Space and Defense Industry Organizations
- ISO 13485 Medical Devices: Quality Management System
- ISO 22163 Railway Applications: Quality Management System
- AQAP 2110 and AQAP 2310 NATO Quality Assurance Requirements for Design, Development and Production
- AQAP 2210 NATO Supplementary Software Quality Assurance Requirements
- AQAP 2310 NATO Quality Management System Requirements For Aviation, Space And Defense Contractors

- CMMI-DEV v2.0 Capability Maturity Model Integration Level 3
- ISO/IEC 15504: SPICE Information Technology Process Development, Process Capability Identification and Organizational Maturity Level 2
- ISO/IEC 27001:2013 Information Security Management System
- ISO 22301:2012 Business Continuity Management System
- ISO 17025 General Requirements for Competence of Testing and Calibration Laboratories
- ISO 10002 Quality Management: Customer Satisfaction
- ISO/IEC 20000-1:2018 IT Service Management System
- ISO 10002 Quality Management: Customer Satisfaction

ASELSAN transparently shares its quality policies with its stakeholders on its corporate website. Project and process performances are regularly measured and analyzed; improvement opportunities are identified and reported to senior management.

The project management process is carried out in accordance with the Project Management Body of Knowledge (PMBOK). Measurement results, reports, corrective actions and improvement plans are published in internally developed applications and made accessible to all relevant stakeholders. This systematic approach supports continuous improvement and performance management processes.

Various international standards are observed to ensure that products are introduced on civil air platforms:

- EASA Part 21 Design Organization Approval: Approval of the design organization under the European Aviation Safety Agency (EASA).
- European Technical Standard Order (ETSO): European Technical Standard Orders indicate that certain aviation products comply with regulations in Europe.
- EASA Part 21 Subpart J- DOA and EASA Part 21 Subpart G: Alternative Design Organization Approval and approval processes for the production organization.
- EASA Part 21 Production Organization Approval (POA): Approval of the production organization under the European Aviation Safety Agency.
- RTCA DO-178C/EUROCAE ED-12C: Standards for Software Certification of Airborne Systems and Equipment cover software security and verification processes.
- RTCA DO-254/EUROCAE ED-80: It defines the design assurance processes for airborne electronic equipment. It ensures the identification of the design and verification processes required for the safety and accuracy of electronic equipment.

- RTCA DO-278/EUROCAE ED-109: It provides guidance for software security of communication, navigation, monitoring and air traffic management systems. It defines the security, verification and certification processes of software and ensures the safe and effective operation of software used in aviation.

To ensure compliance with rail transportation, electric vehicles, ASELSAN also undertakes efforts for the following regulations and guidelines:

- ERA Regulation 2016/796
- Railway Safety Directive 2016/798 and Regulation (EU) No 402/2013 on the Common Safety Method
- Technical Specifications for the Interoperability of Rail Systems (Interoperability Directive 2016/797)
- Electric Vehicles Homologation (EU) 2018/858 (UN ECE, ECR)
- Health CE certification and post-MDD MDR Compliance (EU) 2017/745.

Decommissioning and disposal processes have been included in product lifecycle plans in the area of transportation systems.

ASELSAN ensures compliance with CE standards for the environmental and public health and safety of the products it delivers and attaches importance to customer safety.

Inventory Optimization Project:

The project is designed as a decision support system that provides users with optimal spare parts quantity and demand forecasting information by running algorithms developed by the project team within the scope of university-industry collaboration. The application automatically receives the inputs required by the algorithm from the SAP system, such as failure records, the time between failures and the materials used in repair activities. The project, which optimizes spare part quantities and provides cost-based customer satisfaction, received an award at the Global Technology Awards.



Customer Relations

ASELSAN's 360° Product Support and Service Management Project is an approach that focuses on sustainable product safety and customer satisfaction. In this project, maintenance and repair operations of the latest technology products developed by ASELSAN are handled with a 360° perspective. The process is managed quickly, effectively and dynamically by customers, subcontractors, call center employees, headquarters and field teams through mobile compatible and user-friendly interfaces. Solutions tailored to the needs of ASELSAN employees, subcontractors and customers were offered, and in this way, processes that were previously carried out independently in four different systems such as enterprise resource planning (ERP), customer relationship management (CRM), reporting (Business Warehouse) and repair discovery form (OKF) were integrated and started to be managed on a single platform.

Fault notifications and requests from customers are automatically routed to the responsible teams; processes are monitored instantly, and operational efficiency is increased. With these features, ASELSAN emphasizes the principles of customer orientation and continuous improvement.

The ASELSAN Call Center is available 24/7 on 0850 360 10 30 and is staffed by expert operators in Turkish and English. The Call Center uses ASELSAN's technical infrastructure and carries out call management and backup systems entirely in-house.

Customer feedback, complaints, suggestions and impressions are collected through the ASELSAN Call Center and shared with the relevant teams. In line with this feedback, ASELSAN aims to provide high standards of service in product quality, post-purchase support, environment and sustainability in accordance with the principle of customer orientation. Product liability follow-up is also an important issue in our communication with our customers. Our products in the field of transportation and smart systems, healthcare systems and energy systems comply with standards related to customer and public health, safety and environmental protection. In addition, the impact of these products on our customers and society is monitored through strong customer communication. For example, with the impact of our products developed as part of a project carried out in collaboration with Samsun Metropolitan Municipality and ASELSAN, annual savings of approximately 1 million kilograms of carbon dioxide and 1,000 kilograms of PM10 emissions are achieved.

In the digital transformation process, the CRM (Customer Relationship Management) Sales System was put into live use. Thanks to this system, business opportunities, proposals, proposal revisions and customer interactions can be managed in a mobile compatible manner from the first contact with customers to the creation of orders.

ASELSAN organizes trainings to ensure the efficient and effective use of systems and devices to meet the training needs of its customers as well. These trainings can be provided in classrooms, in the field or in the form of computer-based training (CBT) and on-the-job training (OJT). In addition, maintenance and repair trainings are provided both theoretically and practically. Customers can submit fault notifications through the CRM-based fault notification platform, and these processes can be tracked and reported.

Innovative projects such as the digital twin of the product created in the virtual environment and the training of the user in a virtual environment using headset increase customer satisfaction and shorten the training time. This method also reduces the risk of occupational accidents.



Fault notifications and requests from customers are automatically routed to the responsible teams; processes are monitored instantly, and operational efficiency is increased.

Environmental Impact Management

ASELSAN places the effective management of environmental impacts among its strategic priorities in line with sustainable development goals. Within the framework of our corporate environmental policy; efficient use of natural resources, especially water and energy, reduction and recovery of waste, increasing resource efficiency and dissemination of circular economy practices are among our main priorities. We act with a management approach based on full compliance with legislation and continuous improvement in all our activities by reducing environmental impacts. In this context, we implement systematic practices to monitor, evaluate and improve our environmental performance.

ASELSAN's activities to reduce its environmental impacts are being carried out within the framework of TS ISO 14001:2015 Environmental Management System under the coordination of the Environmental Management Team consisting of environmental experts at Macunköy, Akyurt I, Akyurt II, Gölbaşı and Temelli campuses.

Sustainability and environment-focused efforts are carried out in a way that reflects on all employees through Sustainability Ambassadors, CDP Representatives and Integrated Management System (IMS) Leaders. Accordingly, environmental compliance is prioritized in all processes from design to production, from utilization to waste generation. Sustainability Ambassadors, CDP Representatives and IMS Leaders are provided with special trainings on compliance processes, and meetings and workshops are organized at regular intervals to bring them together.

ASELSAN regularly provides environmental training to its employees every year in line with environmental management

awareness. In 2024, a total of 3,472 person*hours of training on environmental protection was provided, and 985 employees received leakage-spillage training. Aiming to include not only its employees but also the entire value chain in its development process, ASELSAN prepared an informative film for its stakeholders on occupational safety, environment and climate change. This film is shown to the delegations visiting ASELSAN campuses, thus conveying the company's perspective in these areas to stakeholders.

The Environmental Management Team is responsible for obtaining, updating and renewing the necessary permits, licenses and documents on environmental topics. The Environmental Management Team also prepares monthly evaluation minutes and reports the environmental status of the campus to the campus manager. At the end of each year, an Environmental Performance Report including the activities of the previous year is prepared and submitted to the senior management.

In accordance with the Environmental Permit and License Regulation, emission measurements were made in accordance with the provisions of the Regulation on the Control of Industrial Air Pollution. 32 chimneys were measured for NOx, SOx and VOC, and the results were found to be appropriate.

As a result of ASELSAN's sensitivity to environmental compliance, there were no violations or penal sanctions in 2024 within the scope of the Environmental Law and related regulations. There were no environmental accidents as well.

In order to contribute today to the creation of environmental awareness in future generations, education on Zero Waste, Compost and Soil were given to children attending ASELSAN nursery and kindergarten during the reporting year.



In 2024, ASELSAN provided
3,472 person*hours
of environmental training.

Within the scope of the
Environmental Law and
related regulations, there
were no violations or
penal sanctions in 2024.

Water Management

The impact of climate change on water resources is increasing day by day, and the management of water resources is becoming more and more important. Anticipating that water management at ASELSAN may become even more critical in the coming years, we have taken our efforts in this direction to a more strategic level in 2020.

Water consumption at all ASELSAN campuses is recorded in the inventory system and monitored continuously. In line with the importance we attached to water management, we prepared the ASELSAN Water Policy targeting water efficiency in 2021 and shared it with our stakeholders. In order to emphasize environmental sustainability in supplier selection and to encourage their sustainability development, we have set the target of including the water data of our subsidiaries and affiliates in the inventory system as of 2025.

ASELSAN Water Efficiency Policy is available [here](#).

Since 2021, we have been conducting CDP (Carbon Disclosure Project) Water Reporting. With our efforts in this direction, we have won the CDP Water Leadership award several times since 2021, including in 2024.

Water management is meticulously handled by our senior management together with other sustainability topics and included on the agenda of the Sustainability Committee. Water management has been

included in the corporate risk assessment process as of 2021. Risk and opportunity analysis is conducted in detail, and the data obtained is transparently presented to our stakeholders in the CDP Climate and Nature Report. Necessary action plans have been created to manage the risk of water scarcity, which may adversely affect not only ASELSAN but also our entire value chain, with our high technology, human resources and deep knowledge.

In line with the Energy Efficient Design Principle, water-saving infrastructures are being established in all our campuses. In new buildings, various water sources such as foundation drainage, rainwater, treatment discharge, etc. are utilized as water sources, especially for landscape irrigation. Automation systems that will give an alarm in case of possible leakage

are used in fire and hydrant lines and closed circuit heating-cooling pipelines, which operate under constant pressure and full cross-section. Thus, water leaks are quickly detected and eliminated, saving water indirectly. In water-using device investments, consumption values are reviewed, and more efficient and economical devices are preferred. Photocell faucets are used, and adiabatic humidification systems are utilized to reduce water consumption in environments used as botanical gardens. Waste water generated in the facility infrastructure, such as cooling tower blowdowns and reverse osmosis waste, is broken down and reused. Meter infrastructures were established to monitor water consumption in newly constructed buildings and facilities, and basic drainage water and greywater collection systems were built.

Within the scope of our water management targets and efforts,

a total of

60,788 m³

of water was saved in 2024, including

40,000 m³

from greywater systems at the Gölbaşı Technology Base.

The process of integration of greywater systems in our campuses continues.

In the coming years, it is planned to extend greywater systems to all campuses and to install rainwater collection systems in newly constructed buildings.



In the 5-year projection;

it is aimed to save

65,000 m³
of water in total with

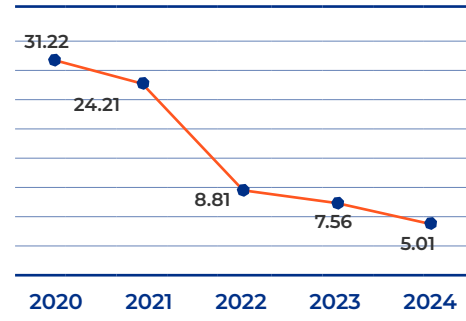
55,000 m³
of water savings per year
by feeding the landscape
areas in Gölbaşı
Technology Base from
the greywater system and

10.000 m³
of water savings per year
by using the foundation
drainage water in the
landscape areas in
Macunköy Technology
Base.

As of 2025, it is aimed to add water data to the inventory in the Subsidiary Climate Change Management System and to start working with subsidiaries for water efficiency.

With the aim of establishing the ISO 46001 Water Efficiency Management System to increase water efficiency, trainings and necessary planning started in 2023, and the installation work was completed in 2024. An external audit was conducted under the ISO 46001 Water Efficiency Management System, and certification was successfully obtained. Additionally, the water inventory is being verified by an independent external audit company as part of the ISO 14064 verification process.

Water Intensity (m³/TRY million)



Water-saving technologies

ASELSAN works to find solutions to the global water problem through its environmentally beneficial products as well. With our work on water management systems electrical equipment used in the water distribution network in cities are remotely monitored, and their most efficient operation is ensured. This approach saves electricity, extends the working life of the devices and prevents side effects such as vibration and noise caused by inefficient working points. This method both contributes to our environment and prevents unnecessary noise that may arise from inefficient operations.



Resource Efficiency and Circular Economy

ASELSAN develops systematic practices to increase resource efficiency, which is one of the fundamental elements of sustainable production processes, and to disseminate circular economy principles at the corporate level. In this scope, improvement studies are carried out to increase efficiency in the use of basic inputs such as raw materials, energy and water; process optimization, waste minimization and recovery mechanisms are effectively implemented. With the “Zero Waste” management system implemented throughout the organization, it is aimed to separate waste at its source and increase reuse and recycling rates. In line with the circular economy approach, product and

process designs are based on lifecycle assessments, and it is aimed to manage resources to provide maximum benefit throughout their economic life.

In 2024, an idle material evaluation study was conducted. With this study, materials that could be utilized were recovered, and the remaining materials were processed as scrap. The study resulted in reclaiming 514 pallet spaces, with plans to utilize the gained area more effectively.

Idle Material Management System

The Idle Material Management Cockpit, which was developed to manage the scrapping process of the materials waiting in ASELSAN warehouses in idle status through a single application, has been put into use.

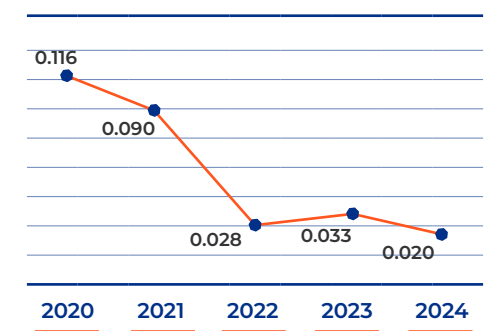
Material Analysis and Management System Made Available to All Sector Presidencies

The Material Analysis and Management System (MAYS), designed by ASELSAN employees, has been made available to all Sector Presidencies with the completion of development work. MAYS was designed to make the lifecycles of sub-materials traceable throughout all stages of projects.

Method Engineering Studies

Method engineering is an approach that enables more efficient production by reducing losses in production. In this approach, time studies are conducted by recording video footage. It includes activities in different areas such as line balancing, ergonomics analysis, and work instructions with video. By using video operation instructions instead of 210 documents printed on paper, it is foreseen that an average of 9,000 pages of paper waste will be prevented annually.

Waste intensity (tons/million TRY)



ASELSAN's total amount of waste decreased by

3.5%
in 2024 compared to 2023.

In 2024,

91.4%
of ASELSAN's total waste was recycled.

Zero Waste Management

ASELSAN has implemented a zero waste project with the aim of preventing and reducing waste generation at the source, prioritizing reuse in production, R&D, consumption and service processes, and reducing the amount of waste to be sent to disposal by accumulating and collecting waste separately at the source and recycling or recovering it. Within the scope of this project, in addition to hazardous waste and packaging waste, which are currently collected separately, office waste previously sent directly to disposal without being separated was separated and recycled, and biodegradable waste from meals prepared in the cafeteria was started to be used by composting. Furthermore, by transferring leftover food to animal shelters, the amount of waste to be disposed of was reduced, and additional food was created for our animal friends.

The Zero Waste Project is not only limited to the campuses, but also aims to recycle wastes such as batteries, waste oil, electrical and electronic equipment that ASELSAN employees can bring from their homes and to deliver unused items such as clothes, toys and shoes to those in need and put them back into use. Training and awareness-raising activities have been organized in line with the project, which aims to ensure that recycling is adopted by everyone.

One of the main goals of the project is to implement and sustainably expand a project that will benefit all segments of the society. As part of the Zero Waste Project launched in 2019, a total of 3,253,626 kg of waste was collected from the cafeteria and offices by the end of 2024. All of this waste was sorted and approximately 1,513,724 kg (46.52%) was reused through recycling, composting and sending to animal shelters. Waste storage and disposal operations are carried out in accordance with waste management legislation, and waste oil category determination analyses are carried out by licensed institutions authorized by the Ministry of Environment, Urbanization and Climate Change and accredited by TÜRKAK.

A machine for converting biodegradable waste into compost was invested in, and an employee was employed in this field. In 2024 1,850 kg of compost was obtained from biodegradable waste collected from zero waste bins in the cafeteria and office floors. This compost, which has a high organic content, is used as a nutritious product for growing potted plants in garden and landscape areas. This compost is used at ASELSAN campuses, and is also shared with ASELSAN employees so that they can use it at home.

As part of the Zero Waste Project launched in 2019, a total of
3,253,626 kg of waste was collected from the cafeteria and offices by the end of 2024.



Thanks to the waste medicine box practice, in 2024 185 kg of waste medicine was disposed of in an environmentally friendly manner. Food waste from the cafeteria was sent to contracted animal shelters.

In 2024, a total of 2,373,890 kg of waste was sorted at Macunköy, Akyurt I, Akyurt II, Temelli and Gölbaşı campuses. In 2024, with the successful practices realized in line with our targets, the amount of plastic waste per employee was reduced by 9%, paper waste by 8% and other wastes that did not go to recycling by 19% compared to the previous year.

In 2019, collection boxes for toys, clothes, and shoes were placed in the parking areas of our campuses. These boxes have enabled ASELSAN volunteers to support individuals in need by donating items at their convenience, regardless of time constraints. In 2024, 2,192 pieces of clothing,

303 toys, and 76 pairs of shoes were delivered to those in need with the support of local non-governmental organizations.

Reducing hazardous waste along with non-hazardous waste is one of the basic principles of integrated management systems. To this end, activities are carried out within the framework of the ISO 14001 Environmental Management System Standard, and solutions to reduce hazardous waste generation are developed through training and awareness activities. In line with the goal of contributing to the environment by reducing all kinds of waste, work has been carried out in line with the targets set for hazardous waste as well.

In 2024, the target of reducing the amount of hazardous waste by 1% year-on-year in proportion to turnover was realized. Also for 2025, efforts are underway to reduce the amount of hazardous waste by 1% in proportion to turnover.

Being handled within the scope of zero waste, electronic waste sent to licensed companies at regular intervals and included in recovery processes. In order to raise environmental awareness and reduce environmental damage not only at work but also at home, electronic waste sorting bins were placed at the entrances of the campuses so that ASELSAN employees can properly sort the electronic waste brought from their homes. Thanks to this practice, the amount of electronic waste recovered and reused has been increased.

Information technologies (IT) inventories used within ASELSAN, which are at the end of their lifecycle, cannot be repaired, are not cost effective to repair and are not suitable for purchase, are handled meticulously. These inventories, which are recorded in accordance with the IT Inventory Scrapping Work Instruction and Safe Disposal Work Instruction, are responsibly scrapped.

Support provided to customers at the end of the product lifecycle

Within the scope of our integrated logistics support activities, we assume the product take-back responsibility for the products we determine under appropriate conditions, provide the specified integrated logistics support to our customers and reduce our environmental footprint by working with qualified recyclers for the appropriate end-of-life management of the relevant product parts. In addition, 6 tons of waste was included in our waste management and recycled for the appropriate end-of-life management of the relevant product parts for the products we determined under appropriate conditions.

In 2024, ASELSAN achieved a

9% reduction in plastic waste and

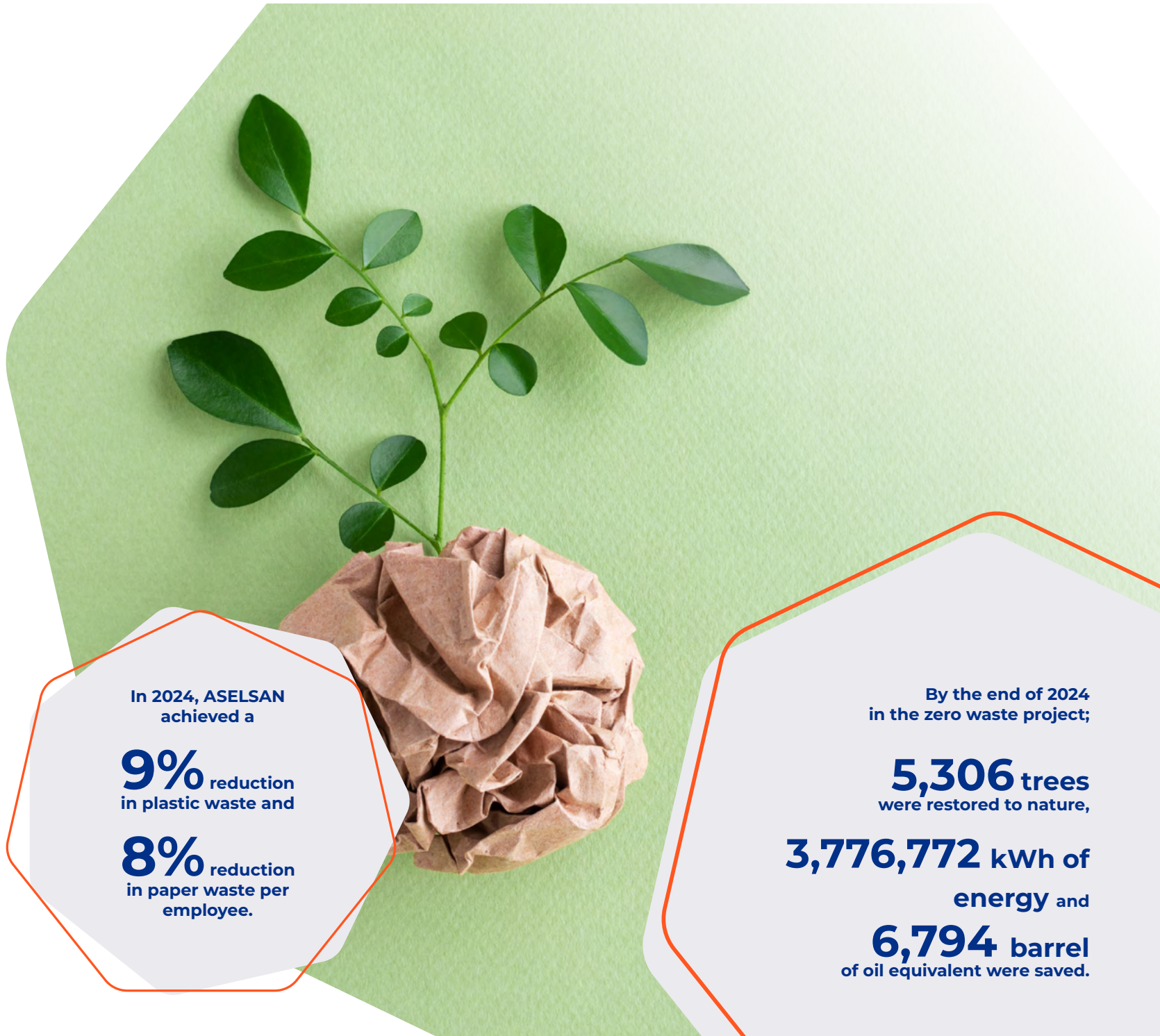
8% reduction in paper waste per employee.

By the end of 2024 in the zero waste project;

5,306 trees were restored to nature,

3,776,772 kWh of energy and

6,794 barrel of oil equivalent were saved.



Chemical Management

The chemical management process at ASELSAN is managed through the Occupational Safety and Environment Information System.

During periodic internal and external audits and field inspections, environmental controls are carried out for chemical management within the framework of occupational health and safety, the completion status of the measures taken in line with risk assessments is reviewed, nonconformities in the work area are identified, and new risks in the environment are checked. Reports of the controls are submitted to the system.

In line with TS EN ISO 14001 Environmental Management System Standard and related legislation, drills are organized in order to understand what to do in case of chemical leakage and spillage and to ensure that ASELSAN employees are prepared in advance for such environmental accidents.

Within the scope of the management of hazardous materials, the competency of an employee was increased in order to fully fulfill the responsibilities stipulated in the Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) and the Regulation on the Carriage of Dangerous Goods by Road; also, the necessary training and certification have been provided.

Hazardous Material Safety Software was integrated into the main system to increase efficiency in operations.

The Design Directorates, which report to the Sector Presidencies, continue their efforts to ensure that product and packaging designs are produced in the most optimized way in terms of the environment and climate change. Within the framework of global environmental standards, RoHS (Restriction of Hazardous Substances) compliant materials are used in designs, and production is carried out by determining the class in accordance with IPC standards. In each Sector Presidency, work has been initiated to design environmental development processes at Production Directorates, to reduce the amount of PVC used and to prefer recyclable PVC packaging materials. Similarly, in all production and design processes, work is carried out in accordance with the provisions of the Regulation on Substances that Deplete the Ozone Layer. Efforts to avoid the use of banned or restricted chemicals listed as ODS (Ozone Depleting Substances) and to research and use their equivalents are handled and monitored within the scope of compliance with legal and other environmental requirements.

Radiation-related work processes and waste management are carried out according to special procedures. Necessary licenses are obtained from

the Turkish Energy, Nuclear and Mining Research Agency (TENMAK), and personal dosimeters are provided to personnel working with radiation emitting devices if deemed necessary by the agency. All activities are managed within the framework of ASELSAN Radiation Emergency Plan. Radioactive materials that will not be used are removed from the working areas before final disposal and transferred to radioactive material storage areas with controlled entry and exit. Radioactive materials separated as scrap are stored safely in this area until their disposal. For final disposal, packaging and transportation procedures are carried out by companies authorized by TENMAK, and they are delivered to Çekmece Nuclear Research and Training Center.

Environmental Transformation in Washing Chemical

As part of our efforts for environmental transformation in washing chemicals, we switched from the harmful chemical used in the production of design cards to an environmentally friendly chemical. Thus, chemical waste generation was prevented, and water pollution was avoided. In addition, since there is no need to use the chemical waste bins used for the disposal of this harmful chemical, the waste generated by the bins is completely eliminated as well. Washing time was improved through Design of Experiments (DoE) in the electronic card washing process.



Biodiversity

ASELSAN has also set its tree planting targets in the transition plan within the scope of the 2050 net zero emission roadmap. Consisting of 10,000 trees, ASELSAN's memorial forest was planted in Ankara for future generations with the support of volunteer employees, contributing to local biodiversity.

18,135 trees and flowers were planted in 2024. In the event of the death of a first-degree relative of ASELSAN employees, 10 saplings are donated in cooperation with the Republic of Türkiye Ministry of Agriculture and Forestry for the deceased relative. Within the scope of ASELSAN's 50th Anniversary activities, a protocol was signed with the Republic of Türkiye Ministry of Agriculture and Forestry to plant 250,000 trees in 5 years. In 2025, 50,000 trees are planned to be planted. This protocol is an important step towards our goal of planting 500,000 trees by 2045.

In 2025,
50,000 trees
are planned to be planted.

Within the scope of environmental restoration works, the stream bed in Gölbaşı, Ankara was rehabilitated, with restoration work carried out over an area of 6,000 m² and 6,000 trees planted. Environmental restoration works were strengthened by continuing the target work for additional trees and vegetation to be planted in the short and medium term.

With the biodiversity awareness training planned within the scope of the ASELSAN Vocational and Technical Anatolian High School Horizon Tour, it is aimed to raise the students as individuals who are more aware and responsible in protecting the natural environment and ecosystems. Through these trainings, it is aimed for the students to better understand the effects of ecosystem health on human communities and to act in a way to minimize environmental impacts in their future professional lives. In 2025, it has been set as a target to provide biodiversity education in ASELSAN Nursery and Kindergarten.

For Biodiversity Impact Reduction; the theme of the Environmental Painting Competition organized among high schools across the country for 2025 was determined as "Biodiversity", and the competition was launched in 2024. In 2024, within the framework of the goal of reducing impact on biodiversity, an announcement was sent to all provinces, and information was provided through environmental cooperation with the Ministry of National Education. Students in 57 provinces have been encouraged to work on the preservation of biodiversity and issues that have a negative impact on biodiversity.



Within the scope of
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Sustainable Supply Management

ASELSAN considers its suppliers, which directly affect the quality of its products and services and the success of its activities, as one of the important components of its value chain and sustainability strategy.

Supplier Selection and Evaluation

ASELSAN considers not only cost and efficiency criteria in supplier selection processes, but also quality, reliability, environmental impacts, climate change, occupational health and safety, working conditions and other sustainability standards. This holistic approach ensures that high standards are maintained and sustained at all stages of the supply chain, including selection, visit, audit, etc.

Collaborations with suppliers are structured in full compliance with legal regulations, human rights and ASELSAN's defined corporate ethical principles. A comprehensive set of Business Ethics and Code of Conduct has been established for suppliers, and these rules have been announced to the public both on ASELSAN's official website and on the "GücümüzBir (Power Together)" platform.

ASELSAN expects its suppliers to have knowledge about the Integrated Management System and to manage their internal processes in accordance with ASELSAN's Procurement Policy on environmental and social responsibility. Requiring suppliers to adopt not only national standards but also international certifications such as ISO 9001, AS 9100,

AQAP and CMMI in their operations makes it possible to use a common language in supplier selection and audit stages.

You can access ASELSAN's Procurement Policy [here](#).

ASELSAN regularly inspects the sustainable supply chain policies and practices of suppliers and their sub-suppliers in accordance with environmental and social responsibility principles during supply chain evaluations. These inspections cover suppliers' compliance with business ethics and behavioral standards, environmental and social responsibilities, occupational health and safety practices, quality management systems and their performance in many other areas.

As emphasized in the Business Ethics and Code of Conduct for Suppliers, ASELSAN expects its suppliers to respect individual rights and pay attention to fundamental values such as personal reputation, privacy and freedom of expression.

ASELSAN considers the economic, environmental and social performance targeted by the sustainability approach it adopts in its activities in its global supply chain consisting of thousands of registered suppliers, and it builds its cooperation with its suppliers within the framework of compliance with laws, human rights and defined corporate ethics rules. ASELSAN does not include the companies that demonstrate nonconformities in the evaluation process

carried out within the scope of supplier selection in its supply chain. The companies that are not included are notified of their deficiencies, and the evaluation process is carried out if these are eliminated. During the evaluation process, companies that are found to need improvement in their environmental and social criteria are subjected to follow-up audits, and their improvement status is analyzed. Through this practice, a motivating role is undertaken to encourage companies that fail to fully meet their social and legal responsibilities to fulfill these responsibilities. ASELSAN attaches importance to the environmental, social and governance topics of the companies in its work with its suppliers. Since a violation of human rights and environmental rules may lead to termination of the work with the company, necessary actions are planned against this risk. The main issues that ASELSAN inquires about in order to measure and evaluate suppliers are determined as compliance with ASELSAN goals and policies, Environmental Management standards, Occupational Health and Safety Management standards and labor laws, accompanied by technological infrastructure, qualified personnel, comprehensive quality system and strong financial structure within the framework of ASELSAN's supply chain policies and international standards.



Basic Criteria Considered in Supplier Evaluation

Administrative Evaluation



Occupational Health and Safety Practices: Suppliers' level of compliance with legal requirements and occupational health and safety standards.

Environmental Management System Practices

Environmentally sensitive processes, compliance with environmental management systems and environmental legislation, Environmental Materials Sourcing.

Climate Change: Suppliers' practices to combat climate change.

Financial Structure:

Suppliers' financial status and financial sustainability conditions.

Personnel Proficiency and Competency: Competency and level of expertise of suppliers' employees.

Certifications (ISO, NADCAP, Security of Premises, etc.): Presence of international quality, safety and other certifications.

Quality System Evaluation



Quality Management System Operation and Control: The effectiveness and traceability of the supplier's quality management system.

Resource Management:

Supplier's ability to effectively utilize and manage resources.

Purchasing Process and Supplier Management: Effectiveness of purchasing processes, management of supplier relationships.

Product Realization Process:

Management of the design and production processes of products.

Measurement, Analysis and Improvement:

Performance measurement, analysis and continuous improvement processes.

Product Lifecycle

Traceability: Traceability and control processes throughout the lifecycle of products.

Production/Design Evaluation



Technological Level, Numerical Adequacy, Diversity of Production Infrastructure:

Technological level, diversity and digital capabilities of the supplier's production infrastructure.

Test and Bench Infrastructure:

Effectiveness of the production and test infrastructure, suitability of the test benches used.

Compliance with Relevant Production/Audit Standards:

Supplier's compliance with production and audit standards.

Training: The quality and scope of training provided by suppliers to their employees.

Interim Control/Audit Competency:

The effectiveness of interim audit processes and the supplier's competency in this regard.

Supplier Selection and Evaluation Process

ASELSAN continuously improves its supplier evaluation processes and audits the administrative, quality management system and technical competencies of its suppliers in detail, thus ensuring the provision of high quality products and services.

Supplier Evaluation Process:

1. Digital Management:

- Supplier records and performance evaluations are managed digitally through the Enterprise Resource Planning System (ERPS).

2. Evaluation Criteria:

- Suppliers' production and design capacities, quality management systems, administrative structures, production infrastructures and other performance areas are checked through on-site audits.
- Evaluation is carried out with question sets customized for each supplier.

3. Performance Monitoring and Measurement:

- The performance of domestic suppliers is continuously monitored and measured through the Supplier Portal and shared through audits, visits and meetings when necessary.

4. EYDEP Program and Inspections:

- Inspections are conducted within the scope of ASELSAN's Industrial Competence Evaluation and Support (EYDEP) Program.
- Companies that demonstrate high performance as a result of the inspections are granted Approved Subsidiary Industry Firm status.
- In case of possible violations in areas such as environment and social responsibility, supplier approval is suspended or canceled.

5. Elimination of Deficiencies and Training:

- Suppliers who do not receive sufficient points in a certain area are informed about their deficiencies, and the necessary support is provided to them to eliminate these deficiencies.
- ASELSAN continuously monitors and measures the performance of its domestic suppliers in various areas such as, but not limited to, design, production, quality, after-sales support, occupational health, administrative, communication, social, supply chain through the ASELSAN Supplier Portal. ASELSAN shares the findings determined as a result of these monitoring and measurement processes with its suppliers within the scope of inspections, visits and meetings.

Strategic Collaboration Agreements

Within the scope of Strategic Collaboration Agreements, ASELSAN identifies companies that operate in critical areas, carry out high value-added production and designs and have potential compatible with its growth targets, and it establishes long-term and sustainable strategic partnerships with them.

Suppliers with whom Strategic Collaboration Agreements are signed are expected to ensure continuous development in areas such as product nationalization, performance improvement and cost optimization. These suppliers benefit from the support offered by ASELSAN with priority, and the performance of strategic partnerships is regularly monitored and evaluated by a special commission every year.

Subsidiary Industry Industrialization Model

ASELSAN has implemented the industrialization model adopted in the defense industry in order to carry out its subsidiary industry activities more effectively. The main objective of this model is to promote the widespread engagement of industry through highly competent, medium-sized enterprises and to increase the domestic production capacity. Accordingly, a system structured based on the industrialization pyramid of

the Presidency of Defense Industries of the Republic of Türkiye has been adopted.

At the base of the industrialization pyramid are a large number of subsidiary industry companies, most of which are SMEs and specialized in specific production or design areas. In the middle layer of the pyramid are larger subcontractors with advanced competencies such as project, supplier and configuration management.

ASELSAN works in close collaboration with universities and R&D institutions such as TÜBİTAK at every stage of the industrialization process and supports the transfer of scientific knowledge and technological developments to industry.

ASELSAN Subsidiary Industry Company Monitoring Application

ASELSAN Subsidiary Industry Company Monitoring Application is an advanced decision support system that enables purchasing experts to select the right supplier effectively and quickly. The application offers the opportunity to monitor and analyze critical data such as suppliers' fields of activity, risk scores, delivery performance and order status through an integrated dashboard. Thus, efficiency in supply chain processes is increased and strategic decisions are made more accurately. Thanks to this innovative approach, ASELSAN received the Silver Award in the "Business Intelligence Solutions" category at the 17th International Stevie Awards Sales and Customer Service Competition.

ASELSAN's Authorized Economic Operator Status

Since 09.05.2017, ASELSAN holds the Authorized Economic Operator Status Certificate, which is granted to companies that fulfill the qualification and reliability conditions determined by the Ministry of Trade. This certificate provides ASELSAN with various simplified practices and operational convenience in customs and foreign trade transactions.



Risk Management in Supply Chain

ASELSAN attaches great importance to the effective management of supply chain risks. These risks include sectoral dynamics, supplier and customer relations and production processes, as well as unforeseen situations such as global crises, epidemics, natural disasters and terrorism. All these risk factors are continuously monitored by the relevant units of ASELSAN and short and medium term strategic measures are developed for critical risks. With this approach, it is aimed to minimize potential damages and ensure the continuity of the supply chain.

ASELSAN conducts comprehensive supplier risk analyses on topics such as financial structure, managerial competency, legal compliance, compliance with ethical principles, quality standards, logistics performance, production capabilities, after-sales support, security and social and environmental impact. In order to reduce risks in these areas and increase sustainability in the supply chain, improvement and development opportunities are offered to suppliers.

Strong Communication and Promoting Sustainability

With the awareness that each link in the supply chain directly affects the quality of the products and services offered, ASELSAN implements multifaceted strategies to strengthen supplier relations, ensure quality production and create sustainable business processes.

In this scope, ASELSAN actively uses the GücümüzBir (Power Together) platform to improve effective communication and collaboration with its suppliers. The platform undertakes important functions such as establishing initial contact with suppliers, initiating projects, strengthening existing collaborations and promoting domestic production activities. In addition, various training programs and development opportunities for ASELSAN suppliers are offered through this platform in order to contribute to sustainability and innovation.

ASELSAN will continue to contribute to sustainability and innovation efforts in the industry by strengthening its supply network with existing and new business partners. Furthermore, ASELSAN Aims to train 5,000 supplier and subcontractor employees on environmental sustainability and 50,000 supplier and subcontractor employees on occupational health and safety by 2030, encouraging companies for their own development efforts.

ASELSAN's Supplier Portal is an important tool for maintaining effective communication with suppliers. This portal enables the management of processes such as receiving bids, quality management processes, product supply, training, audits and announcements.

Interaction with suppliers is increased through activities such as visits to chambers of industry and commerce, industrialization events, workshops, bilateral meetings (B2B) and participation in fairs, reinforcing collaborations in the sector.

ASELSAN is also actively working to expand and strengthen its local supplier network. During 2024, events were organized for local suppliers, and meetings with suppliers were held. Moreover, ASELSAN supports local suppliers with the Supplier Financing System, which provides financing opportunities. With this system, suppliers can benefit from various opportunities to ensure their financial sustainability through contracted banks.

ASELSAN actively uses the
“Gücümüz Bir”
(Power Together)
platform to improve
effective communication
and collaboration with its
suppliers.



Local Production and Nationalization Activities

ASELSAN launched the Nationalization Management System (NMS) in order to turn local production and nationalization activities into an institutional structure. In addition to ensuring the effective planning, management and successful completion of new projects, this system systematically manages the inclusion of nationalized products in ASELSAN product configurations and the monitoring of their effective use in the field.

Launched in 2018, the “Mobilization to Encourage Local Production” is a strategy that aims to reduce ASELSAN’s foreign dependency, increase local production capacity, reduce carbon emissions and ensure environmental sustainability. Within the scope of this mobilization, the National Domestic Product Development Board (NDPDB) has been established, and strategies to support local production are being developed. In addition, collaborations are being carried out with supplier companies, universities and technology centers.

As of 2024, ASELSAN has realized a total of USD 3 billion worth of purchase orders. The amount of orders placed for domestically produced products increased from USD 127 million to USD 193 million. This increase has contributed to keeping a total of more than USD 1 billion in the last five years within the borders of the country.

As a result of the intensive efforts of ASELSAN and its suppliers, 106 products were nationalized in 2024, bringing the total number of products localized since 2018 to 877. Currently, efforts are underway to nationalize 280 products with 150 suppliers.

Digitalization and Supply Management Process

ASELSAN has made significant investments to make its supply chain processes more efficient through digitalization. The ADİL Payment Platform enables more efficient planning and tracking of payments to suppliers. In addition, electronic tender and electronic progress payment systems have been implemented, making procurement processes more agile, accountable and transparent.

Conflict Minerals

ASELSAN announced its policy on conflict minerals to the public through its website and the GücümüzBir (Power Together) Platform. The company does not purchase materials containing conflict minerals and is committed to avoiding any actions that contribute to the financing of conflicts. ASELSAN adheres to the principle of complying with United Nations sanction resolutions and, where possible, local laws. It also supports its suppliers and business partners to comply with the same obligations and ensures that they adhere to these principles.

ASELSAN’s Conflict Minerals Policy is available [here](#).

ASELSAN actively works with more than

5,500 suppliers,
3,300 of which are domestic suppliers.

Since 2018, ASELSAN has completed the nationalization of

877 products.





06



aTech



ASELSAN is among the first brands that come to mind when it comes to technology in Türkiye. Bringing many firsts in the field of technology to Türkiye to date, ASELSAN is working to realize the firsts in the world within the scope of aselsaneXt program and to present game-changing technologies to the whole world.



In This Section:	Relevant Stakeholders:	Related Capital Elements:
<ul style="list-style-type: none"> ⌚ R&D and Innovation ⌚ Technology 	<ul style="list-style-type: none"> ⌚ Customers ⌚ Employees ⌚ Academic Institutions ⌚ Society 	<div> Manufactured Capital, </div> <div> Intellectual Capital </div> <div> Natural Capital </div> <div> Human Capital </div>

R&D and Innovation

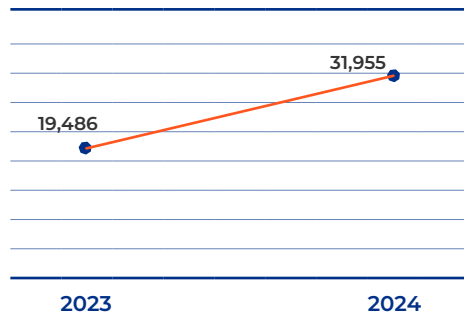
ASELSAN, which is the leader in R&D expenditures among publicly traded companies in Türkiye, maintains its competitive power with its products and services preferred in the global market thanks to its R&D-oriented production and technology investments and fulfills the requirements of the national purpose of its establishment. In 2024, ASELSAN allocated approximately 7% of its turnover to equity-based R&D.

Within the scope of R&D activities, ASELSAN has established well-equipped laboratories in order to operate mainly in the fields of artificial intelligence technologies, advanced signal and image processing methods, quantum research, biosensors, chemical biological radioactive nuclear (CBRN) detection technologies, wearable electronics, advanced material technologies, photonics technologies, sensor

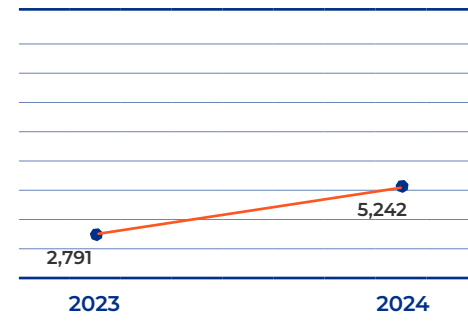
technologies, advanced communication technologies and autonomous systems. Emphasis is placed on creating a qualified research staff and developing strong R&D collaborations.

ASELSAN, which attaches great importance to innovation initiatives in line with its sustainable growth and operational efficiency targets, conducts Technology Trend Analysis studies to contribute to its technological development. These studies determine technology trends by considering the needs of future generations as well as today's needs. In this context, an interdisciplinary approach is adopted to create a broad perspective on future technologies, and environmental impacts are also taken into consideration. In addition, technology trends are determined by evaluating national and international technology reports.

Total R&D Expenditure (TRY million)



Equity-based R&D Expenditure (TRY million)



ASELSAN R&D Center

R&D activities at ASELSAN aim to carry out forward-looking research studies that can lead the developments in the world and to develop new generation technologies in accordance with ASELSAN's strategy. ASELSAN carries out R&D activities with 11 R&D Centers approved by the Turkish Ministry of Industry and Technology. In 2024, ASELSAN filed 105 patent applications and received 187 patent registration certificates.

Technology Workshops

ASELSAN integrates the sustainability perspective into its technology projects and strategies and collaborates with both internal and external stakeholders. These collaborations enable the realization of projects focused on environmental and social benefits as well as technological development. Mutual information exchange and awareness-raising efforts contribute to the development of sustainability-oriented technology projects. In this context, thanks to the efficiency that can be achieved through workshops on future technologies organized throughout ASELSAN, not only technological development but also the strengthening of the sustainability perspective is ensured.



In 2024, ASELSAN filed

146 patent applications and received

187 patent registration certificates..

Innovation at ASELSAN

Innovation Ambassadors and aFikir Platform

ASELSAN encourages the participation of employees at all levels in innovation processes in order to spread and strengthen the innovation culture throughout ASELSAN.

In 2024, more than 150 innovative ideas were submitted to the Idea Management Platform aFikir, where ASELSAN employees can share their innovative ideas to improve processes, in product, process and business model innovation types. aFikir is an idea management platform, which launched in 2024, where innovative technical ideas that can improve the products, services, production processes or existing business models of ASELSAN or bring new products, services, processes and business models to ASELSAN are collected and managed in accordance with innovation standards.

In 2024, 44 idea maturation meetings and 2 innovation seminars were held under the coordination of 62 innovation ambassadors. The idea of sending automatic notifications to custodians of the devices that need to be calibrated was the first idea to be evaluated and implemented.

The Innovation Ambassadors program is being implemented to ensure the effective use of the platform and to further reinforce the innovation culture within the organization.

ASELSAN InovaLIG Champion

ASELSAN participated in the InovaLIG in 2024 as well. In 2024, ASELSAN became the Innovation Champion in the "Innovation Resources" category, further reinforcing its previous success.



ASELSAN Innovation Seminars

Two innovation seminars were held in 2024. In the first seminar, information was provided on innovation terminology, vision, strategy and innovation lifecycle, and general information was conveyed within the scope of innovation management processes and aFikir. In the second seminar, aFikir data for 2024 was shared with the participating ambassadors, and training on innovation culture was held. A total of nearly 50 ASELSAN employees, including innovation ambassadors and volunteers, attended the seminars.

In 2024,
approximately
7%
of the turnover was
allocated to self-
funded projects.

In 2024,
52
self-funded R&D
projects were
realized.

In 2024,
2
innovation
seminars were
held under the
coordination of
62
innovation
ambassadors.

Research and Technological Collaborations

Believing in the importance and necessity of open innovation, ASELSAN is in constant interaction with research centers, start-ups, public and private sector organizations and mainly universities in the field of R&D and technology.

In line with the needs of ASELSAN Sector Presidencies, efforts have been initiated to establish joint laboratories (ASELABS) in different technology focus areas on the campuses of leading universities to increase ASELSAN-university collaborations. Innovative projects to accelerate ASELSAN's technology leadership journey will be developed in these laboratories where the defense industry and academia combine their expertise.

In 2024, ASELSAN initiated new projects with different universities, visited universities, technology transfer offices and technoparks across Türkiye and worked with the relevant sector teams to establish new collaborations. In 2024, ASELSAN filed applications for 105 patents, 28 utility models, 167 trademarks and 4 designs. 187 patent registration certificates were obtained.

ASELSAN Academy

Hacettepe University was also included in the ASELSAN Academy Program, which was established in 2017 with the collaboration of four research universities: Gazi University (GU), Gebze Technical University (GTU), Istanbul Technical University (ITU) and Middle East Technical University (METU).

The number of students in the ASELSAN Academy program reached 619, including 513 master's and 106 PhD students, and the number of employees graduating from the program increased to 435 with 104 students graduating in 2024. In 2024, about 50 ASELSAN employees attended the Microchip Technologies Spring School, which included short courses at ASELSAN, in collaboration with ITU and ASELSAN Academy. Expert academics from GTU, ITU, METU, Bilkent and Hacettepe Universities provide customized certificate trainings to ASELSAN employees in order to provide them with expertise in Artificial Intelligence.

Quantum Technologies Research Laboratory (KUANTAL)

Quantum technologies are one of the main innovative technologies that support important technological developments in the fields of cryptography, computing, imaging, communication, precision navigation and timing, sensing and materials and that are also included in ASELSAN's roadmap. ASELSAN, which carries out studies in the field of quantum with different universities, has established the Quantum Research Laboratory (KUANTAL) at the campus of TOBB University of Economics and Technology (ETU), where it conducts joint research studies with the university. The aim of these studies is to increase Türkiye's know-how and technology readiness in quantum technologies and to transform them into domestic and national systems through ASELSAN. With its intended experimental capabilities and research facilities, the laboratory is expected to be the only research laboratory in the Turkish industry and one of the few research laboratories in the world. The laboratory aims to carry out high-impact research and prototype development activities in this field.

ASELSAN Artificial Intelligence Transformation

The "Model Suite Platform" concept where all artificial intelligence and big data management studies at ASELSAN could be executed on a shared hardware and software infrastructure focused on energy efficiency, and the "LLM Suite Platform" concept where artificial intelligence models specialized in different fields at ASELSAN could be trained and put into use with the same infrastructure were created, and software and concept development activities were conducted accordingly.

In order to be prepared for the future by using artificial intelligence in the most effective way, the "Artificial Intelligence Strategy and Action Plan" document was prepared with the participation of all stakeholders. In addition, portfolio management was initiated.

In 2024, ASELSAN filed applications for



Technology and Entrepreneurship

Integrated Roadmap

An Integrated Roadmap has been created, revealing the hierarchical connection between all of ASELSAN's resources and setting out its vision for the period 2024–2030. This takes into account the interactions between the product, technology, nationalisation, investment, human resources and education roadmaps.

Product naming and branding activities were carried out in line with high brand value and market recognition. Focus on technology and products was ensured in all Sector Presidencies. With this planning, it is aimed to use ASELSAN's resources more efficiently, achieve its targets, strengthen its market position and increase its global competitiveness capacity. Significant contribution was made to improvements in company operations and cost reductions.

With the Integrated Roadmap study, plans were created for products, system solutions and technologies that will further increase ASELSAN's effectiveness in the global market in line with ASELSAN's 2030 targets.

ASELSAN Technical Information Platform

With the ASELSAN Technical Information Platform, it is aimed to make the knowledge and experience accumulated at ASELSAN over the years accessible, sustainable and reusable through technical and auxiliary guides and to transfer ASELSAN's corporate memory to the digital environment. The project is expected to strengthen knowledge sharing at ASELSAN and ensure the permanence of knowledge. It is aimed to increase the number of guides in the

ASELSAN Technical Information Platform, to create comprehensive data sets with the accumulated data and to provide intelligent assistant (chatbot) support to users in 2025 by integrating these data with artificial intelligence models. In this way, access to information will accelerate, and decision-making processes will become more informed, thereby optimizing workflows. Being trained with ASELSAN's corporate memory, this AI-powered model will function as a guide that learns from past experiences to recommend the best practices and solutions. Thus, both individual and corporate information access processes will be enriched.

Technology and Competence Meetings

The first of the Technology and Competence Meetings was held under the coordination of the Presidency of the Republic of Türkiye Presidency of Defense Industries (SSB) Defense Industry Academy and ASELSAN Academy with the participation of 150 people from about thirty institutions and ASELSAN employees.

The aim of the program was to provide employees with competence through applied trainings in critical technology areas in the sector, to create areas of expertise and to create a wide interaction network with qualified manpower gains. The theme of the program was determined as advanced material technologies and bonding technology, which are critical for many industrial applications.

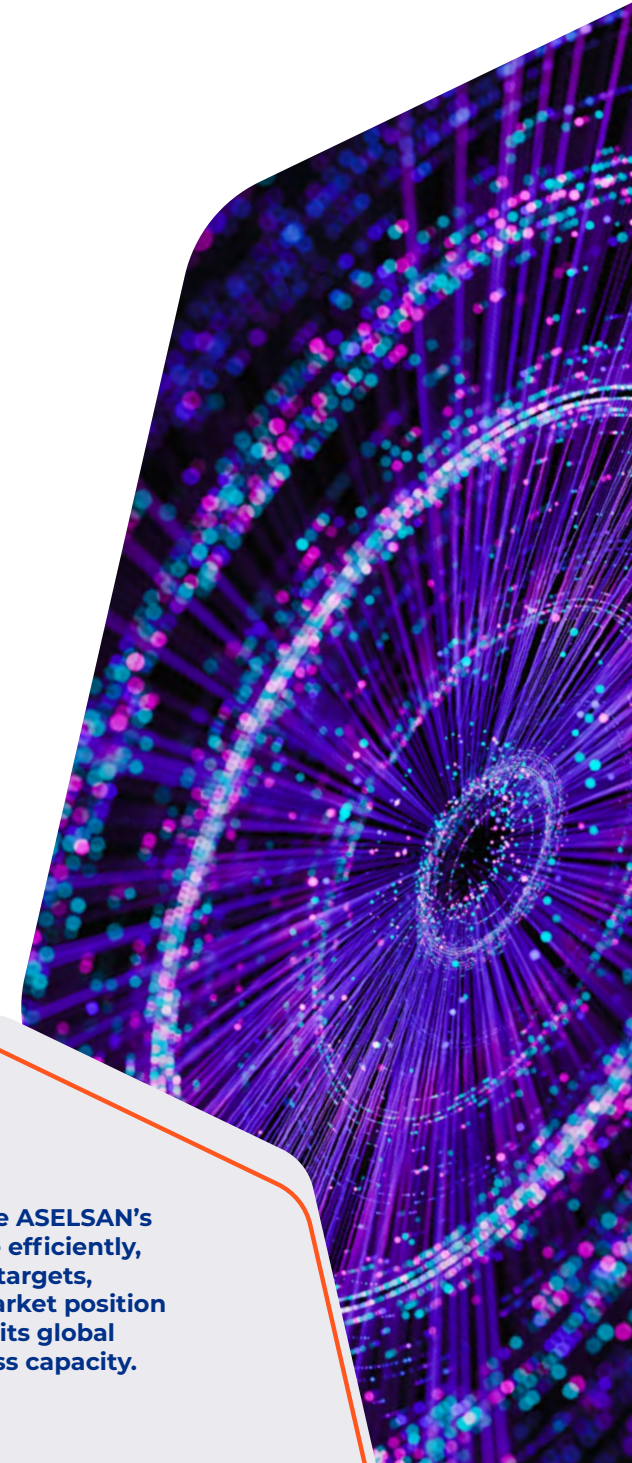
EURITECH 2024

The sixth Eurasia R&D, Innovation and Technology Summit and Expo (EURITECH) was held at ITU Ayazağa Campus in 2024. At the summit, which brought together business leaders, entrepreneurs, investors and academics, experts in their sectors and fields presented their knowledge, innovative approaches and studies; qualified graduates and postgraduates had the opportunity to meet with companies and pioneers in their fields. ASELSAN participated in EURITECH 2024 and came together with its stakeholders.

ASELSAN Technology Nomenclature Activities

ASELSAN has carried out activities to develop a common language within the organization for more effective naming and grouping of technologies. As a result of these activities, the ASELSAN Technology Taxonomy (ATT), which consists of 4 levels, namely scope, family, class and technology, was created and published under the Defense Industry Technology Taxonomy grouping.

it is aimed to use ASELSAN's resources more efficiently, achieve its targets, strengthen its market position and increase its global competitiveness capacity.



Entrepreneurship at ASELSAN

ASELSAN offers various programs and supports for technology-focused entrepreneurs and entrepreneur candidates. In 2024, ASELSAN received 125 startup applications, 75 of them were interviewed, 47 of them met with the experts of the Sector Presidency, 19 startups gave demonstrations, and 8 startups were entitled to be accepted to the ASELSAN Entrepreneurship Center and contract negotiations were initiated.

ASELSAN, in collaboration with TOBB University of Economics and Technology (ETU) and KTO Karatay University, is an implementing organization in the TÜBİTAK Individual Young Initiative (BIGG) support program. As part of the TÜBİTAK BIGG Program, 223 startup applications were received, and 5 of them were entitled to receive support.

ASELSAN participated in the Take-Off Entrepreneurship Summit organized by the Turkish Technology Team (T3) Foundation as a Platinum Sponsor. 5 startups had the opportunity to exhibit their products at ASELSAN's booth, and ASELSAN gave an award to the selected startup in the competition organized.

Employees with innovative product and service ideas that will contribute to ASELSAN and our country are supported through internal entrepreneurship processes implemented at ASELSAN. In 2024, after evaluating employees with entrepreneurial ideas, 2 employees left ASELSAN to establish a new spin-out company.

In 2025, the target of supporting at least 1 female entrepreneur was set.

ASELSAN Entrepreneurship Center

ASELSAN provides support to entrepreneurs who want to realize outputs that will strengthen the company, the defense industry and the national economy. With the Mentorship Program it designed in this direction, ASELSAN invited its employees to become mentors by sharing their knowledge and experience in order to support and guide the development of business ideas of entrepreneurs working in the field of technology.

Built as a green building in Teknopark Istanbul, the LEED Gold Certified ASELSAN building has been designed to be equipped with office and workshop areas specially designed for entrepreneurship activities. Mentoring, marketing, promotion, infrastructure and training support will be provided to entrepreneurs here through incubation and acceleration programs. In addition, the "DeepDefence" startup accelerator program with the theme of advanced technology has been launched, and applications have started to be collected.

In 2024,

8
new startups

were accepted
to the ASELSAN
Entrepreneurship
Center.



Featured Innovative Products in 2024

First Domestic Communication Satellite TÜRKSAT 6A

ASELSAN developed the satellite communication payloads, which are the most critical subsystems of the satellite, and which is the primary objective for the launch of TÜRKSAT 6A, Türkiye's first national communication satellite. The equipment- and system-level design, satellite integration, verification, and testing activities of both payloads (operating at X-Band and Ku-Band frequencies) with both civilian and military use were carried out by ASELSAN.

As a result of the environmental/functional tests conducted on the TÜRKSAT 6A satellite level flight model completed in

the first half of 2024, the design and assembly/integration work of the satellite communication payload system in GEO (~36,000 km orbit) was verified for the first time in Türkiye. Following the launch of the TÜRKSAT 6A satellite into space on 9 July 2024 using SpaceX's FALCON 9 rocket, the in-orbit tests of our products were also carried out by ASELSAN. After successful orbital tests, our products began their mission in space, making history as the first GEO Communication Payloads developed nationally in Türkiye and used in space.

Intelligent Transportation and Disaster Management Systems

ASELSAN attended the InterTraffic and Rebuild Karabakh fairs, as well as the 4th International Intelligent Transportation Systems Summit, presented an article and a speech at the ITS (Intelligent Transportation Systems) World Congress.

Field and Border Security

The first phase of the development of MİRSAD-AI software was completed with addition of artificial intelligence feature to MİRSAD Physical Security Information Managementsoftware.

Activities of conducting operator trainings for MİRSAD integrated joint security management software, carrying out control and performance tests of virtual sensors through MİRSAD, making coverage and effectiveness analysis of sensors without physical installation in the field and evaluating the sensor's visibility analysis, detection distances and ranges were completed. A System Effectiveness Analysis Laboratory (SEAL) was developed for the capabilities of simulating virtual targets, threats and movement scenarios for these threats.

The design, qualification and serial production activities of aselZone SİSMİK-T product, which meets the early warning needs of mobile units which have limited equivalent products worldwide, were completed and made ready for use. The OCİT Project for optical device detection was initiated with TÜBİTAK, and the production of the first prototypes was completed. Modular security systems and security management centers were

installed in base areas for the fight against terrorism. The first delivery of the AVAZ-200 system, which provides directional acoustic broadcasting and voice message transmission over long distances, was made, and it was added to the inventory.

The first international delivery of the MÜGAS product developed by ASELSAN, which offers mobile surveillance capability to field units with surveillance systems on towed trailers, was made to an African country in 2024. Border security solutions were created by conducting field studies in some countries in the Middle East, Europe, Central Asia and Pacific regions.

Within the scope of line security, security solutions provided with advanced technology products such as MİDAS Fiber-optic Based Intrusion Detection System and ODAKAN Smart Cameras were started to be extended to thousands of kilometers of pipelines through critical manned and unmanned stations. Development work was initiated for MİDAS to detect intrusion in electricity transmission lines.



Facility Security

The AI-Powered Image Processor SoC (System-on-Chip) Development Project for Smart Cameras, carried out under the Technology-Oriented Industry Move Program Digital Transformation Call of the Turkish Ministry of Industry and Technology, has been ongoing, and design activities for the prototype chip on which AI-based video analysis algorithms could operate continued. The development work of the uncooled thermal camera, which will include the national SAFIR-640 uncooled thermal detector module, has been completed to a great extent, and verifications are expected to be finalized in 2025, after which the system will be deployed for field use. New products have been added to the long-range day vision and uncooled thermal ODAKAN UMA camera family with superior performance, long service life and AI-based video analysis capabilities, and field use will be widely expanded in 2025.

More than 100,000 ODAKAN cameras and more than 4,000 KAYIN Recording Infrastructure have been put into use in the facilities of the Turkish Ministry of Youth and Sports. In this scope, ODAKAN FX Mini-Bullet and ODAKAN FX Mini-Dome products, which provide AI analytics with a cost-effective hardware solution, were developed for the first time and entered the inventory. The first domestic delivery of the Portable Mobile Face Detection Camera one of our ODAKAN FD Face Detection Cameras, was made.

Thanks to the original video management software and video analysis algorithms developed by ASELSAN, end-to-end security is ensured in ASELSAN security system solutions, and cybersecurity vulnerabilities caused by unknown software that may threaten national security are prevented. Efforts in this area were strengthened, and process updates were completed to increase the effectiveness of all solutions.

Within the scope of the contract signed with DHMİ, ARIN X-Ray Baggage Scanning Devices were delivered to 11 new airports, bringing the number of airports using the devices to 13. The devices have started to be used at the embassies and consulates of the Turkish Ministry of Foreign Affairs in 10 countries.

The installation and integration work of the electronic and physical security systems of critical facilities in Türkiye was realized, and deliveries were completed in this context. Work was carried out for new requirements in various critical facilities both inside and outside the country. Within the scope of imaging systems, sales were made to a Central Asian country for the first time. The first export of our Portable Mobile Facial Recognition Camera, one of ODAKAN FD Facial Recognition Cameras, was made to a country in Central Asia. The first exports of the ODAKAN YAKA collar camera were made to North America and Central Asia.

ASELSAN FAST (Future Avionics Suite Technology)

ASELSAN FAST utilizes the TSN (Time Sensitive Network) infrastructure, which is an ethernet-based deterministic network. With its time synchronization feature, TSN guarantees the transmission of time-critical data required by systems in aviation applications with a predictable delay. The ethernet-based infrastructure used enables the transmission of large amounts of sensor data required by modern systems thanks to its high bandwidth. ASELSAN FAST reduces cabling costs and platform weight by combining multiple physical networks into a single network through its TSN infrastructure and providing data processing close to the sensor. ASELSAN FAST, which offers an expandable infrastructure with its distributed architecture, is scaled depending on the platform size. With its modular architecture, it can be integrated with glass-cockpit solutions designed by ASELSAN and used in platforms such as ATAK, F-16, HÜRKUŞ, Utility Helicopter and GÖKBEY. ASELSAN FAST, the avionics suite technology of the future, can be adapted for all platforms, civil or military, manned or unmanned, fixed or rotary wing.



Environmental Products

Today, fight against climate change and environmental sustainability are more important than ever on a global scale. Countries are turning to renewable energy sources to reduce their carbon emissions and minimize their environmental impact. In this direction, clean energy alternatives such as solar and wind are at the center of countries' energy policies. In addition to providing an effective fight against climate change, this transformation also offers countries greater energy independence and sustainability. Solar panels and inverter technologies are among the building blocks of this green transition.

The R&D activities and localization efforts carried out by pioneering organizations such as ASELSAN in Türkiye enable our country to adapt to this global transformation faster and encourage the effective use of domestic and national resources. All these developments once again demonstrate the vital role that renewable energy solutions play in achieving zero carbon targets.

Artificial Intelligence Supported Gendarmerie KGYS

Within the scope of the ASELSAN Urban Security projects, ASELSAN is using monitoring poles for camera installations at monitoring points where smart cameras for security purposes are installed. Depending on the geographical location of the monitoring point, it is decided that the monitoring poles to be used will be poles with solar energy panels during field reconnaissance. Poles with solar energy panels have been designed to generate the electrical energy needed to feed the systems located at the monitoring point through their panels without the need to connect to the electricity grid. The nationalization work of the battery and solar panel units to be used within the scope of the product design was completed. As a result of the design improvement work, the design process of the pole, which offers more energy generation potential with fewer solar panels, was completed.

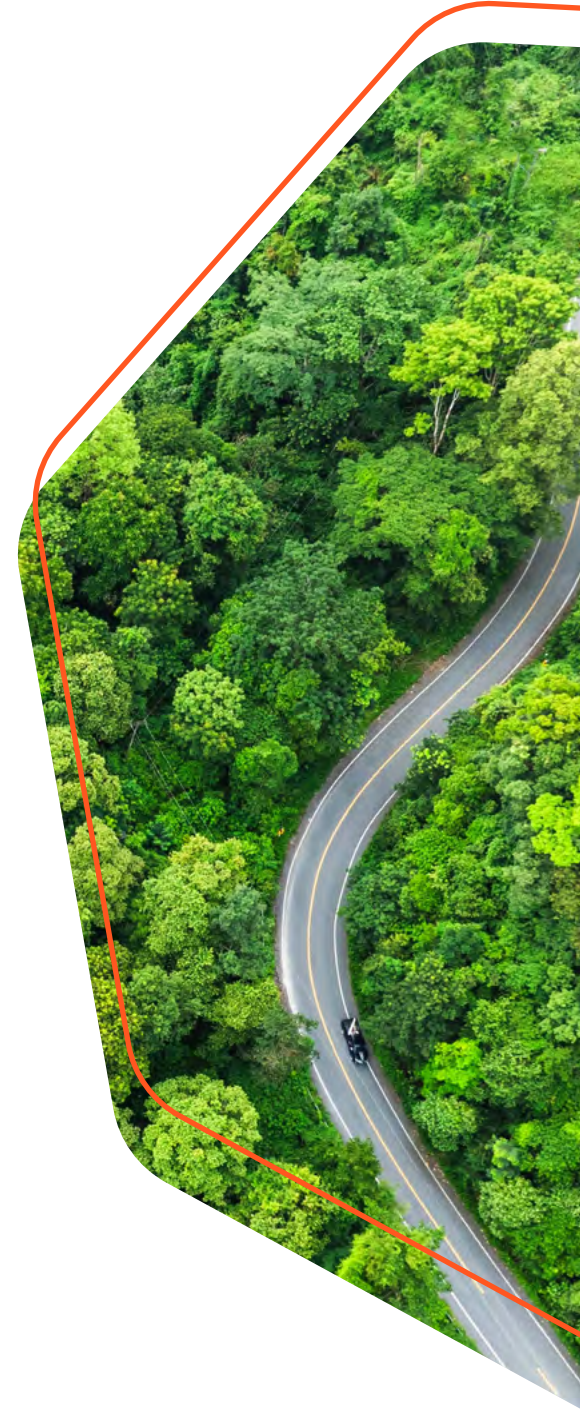
Approximately 300 poles with solar energy panels will be used in the system that will serve 24/7 for 365 days. Since an average consumption of 100 watts per pole is foreseen, a total of 231,264 kWh of green energy production and electrical energy savings will be achieved in one year for the monitoring points to be installed within the project. It is estimated that 102,450 kg of CO₂ emission reduction will be realized annually with the project.

Oil and Natural Gas Pipeline Safety

Theft, sabotage and unauthorized excavations may cause damage to pipelines. Damage to pipelines may lead to environmental disasters as oil seeps into the ground. The security of pipelines is also of great importance for the environment, as it is not possible to completely clean the seeped oil. The project carried out by ASELSAN-HAVELSAN Business Partnership to ensure the security of BOTAŞ stations and pipelines is important in terms of preventing environmental disasters. According to information obtained from BOTAŞ, the number of incidents that caused damage to the Iraq-Türkiye Oil Pipeline which stood at 300 in 2016, has been reduced to zero since 2021 through this project. In 2022 and 2023, roll-out in other oil pipelines of our country was completed. Phase-I of the project, which consists of MİDAS, ODAKAN cameras, MİRSAD, KAYIN Recording Infrastructures, ARIN X-Ray, GEKO PTS and auxiliary subsystems and infrastructure items, was completed in 2023, and roll-out activities including additional capabilities in natural gas pipelines, stations, storage facilities, ports and terminals will continue with the contract signed in 2024 within the scope of Phase-2.

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GÜKAS Renewable Energy-Powered Product Family

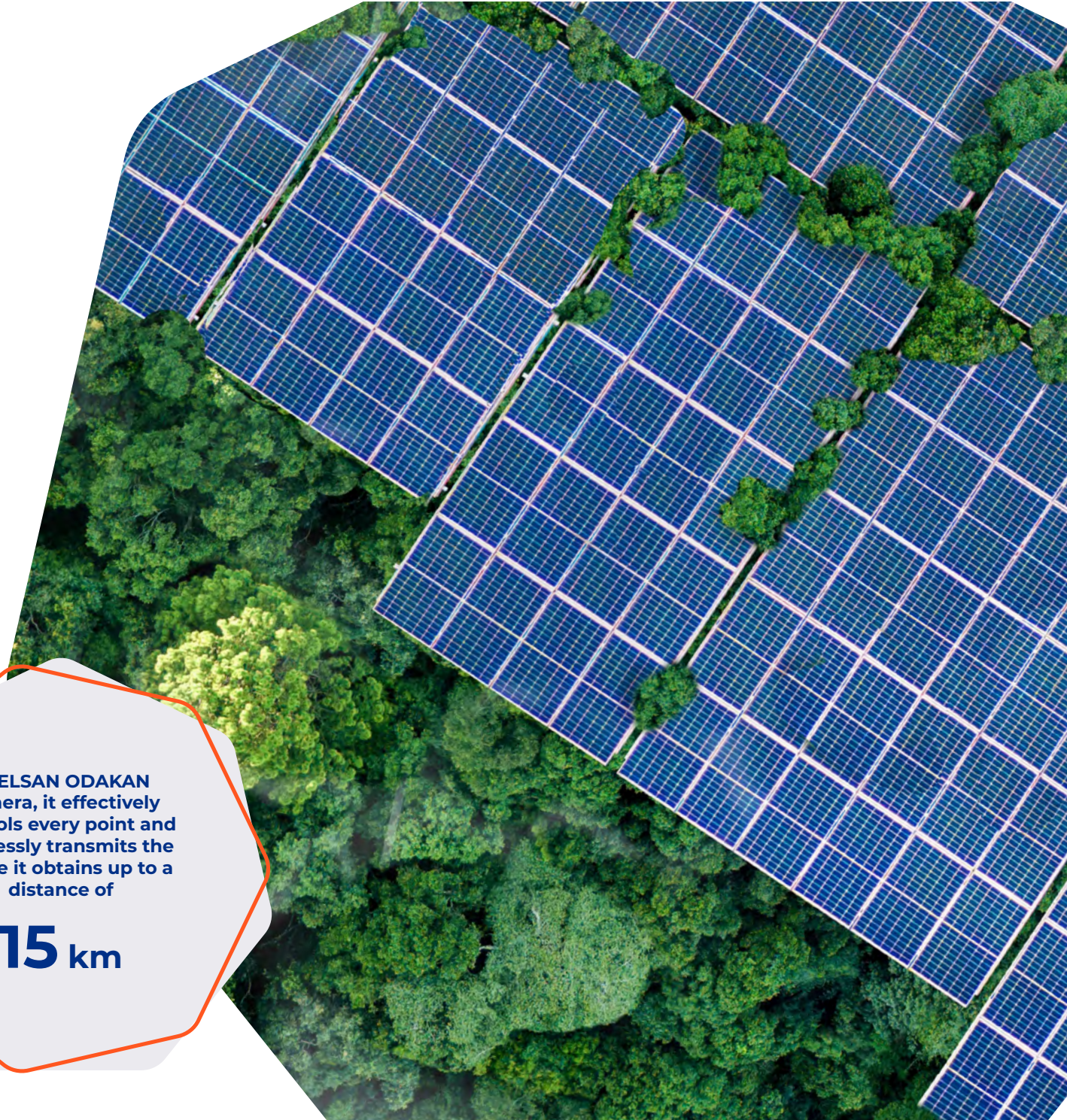
The GÜKAS product family provides the user with the energy they need by utilizing renewable energy systems in areas where there is no energy source. The products are divided into two different product families according to need and use:

- 1 Renewable Energy-Powered Mobile/Portable Energy Generation and Storage Systems
- 2 Renewable Energy-Powered Mobile/Portable Surveillance and Image Transmission Systems

The Renewable Energy-Powered Mobile Surveillance and Image Transmission System is an important force multiplier in both military and civilian use thanks to its features, each of which were shaped in the light of the needs encountered in the field, such as the ability to be transported by vehicle or helicopter, the ability to be commissioned by two personnel within 15 minutes without requiring special equipment, logistical support and infrastructure, and the ability to operate with high reliability for a long time. With its mobile structure, integrated radiolink, solar panel, battery block and ASELSAN ODAKAN Camera options that can be customized according to needs, it effectively controls every point and wirelessly transmits the image it obtains up to a distance of 15 km.

ASELSAN ODAKAN camera, it effectively controls every point and wirelessly transmits the image it obtains up to a distance of

15 km



MIDAS Intrusion Detection System Product Family

The MIDAS System allows a standard fiber optic cable to be used as an acoustic sensor. In this way, possible intrusions can be detected by analyzing the acoustic disturbances in the areas where the cable is located. The system is effectively used in areas such as border security, protection of military bases and critical facility environments. It is a highly effective solution for the prevention of illegal crossings for terrorism or smuggling purposes on border lines, early detection of threats around military bases and prevention of attempts such as theft and sabotage against civilian facilities.

The product is classified as environmentally friendly because the fiber-optic cable used as a sensor does not require any energy and the interrogator and data processing units in the system use little energy. The product also has a positive impact on the environment as a preventive measure since it prevents leakage and spillage in oil/natural gas pipelines, which may have major environmental impacts.

Electric/Hybrid Traction Systems

The development of main propulsion systems for the needs of our Naval Forces was initiated. The eTRAC MIL WHEEL hybrid drive system developed for military vehicles was produced as a prototype, and the project reached the field test stage.

High Efficiency Power Systems

ASELSAN develops high efficiency power systems to reduce energy consumption and lower operating costs. These systems, such as auxiliary power units used in Ankaray metro vehicles, increase the energy efficiency of vehicles, reduce the frequency of failure of subsystems and provide ease of maintenance. The traction motors, motor drives, auxiliary power units, traction transformers and battery systems produced are designed and manufactured with domestic facilities.

ENERGY SYSTEMS

Solar Power Plant (SPP) for Self-Consumption

ASELSAN continues to work on establishing solar power plants to meet the electrical energy used in its campuses. These power plants will both reduce the carbon footprint and save the budget to be directed to R&D projects every year. With a total installed capacity target of 112 MW on approximately 1,200,000 m2 of land, capacity has been obtained from the relevant substations. Public permits, EIA, zoning and project approval processes are ongoing at both sites, and they are planned to be commissioned by the last quarter of 2026.x

The planned Self-consumption Solar Power Plant will utilize a 250 kW Pulsar String Inverter currently being developed by ASELSAN with domestic and national capabilities. Furthermore, the power plant to be established will be an exemplary Solar Power Plant with all of the equipment to be used being domestic.

Following the green transformation works carried out in the ASELSAN fleet, with the charging stations of the electric vehicles added to the fleet being located within the campus and fed from renewable resources, we will move towards our net zero emission target in our transportation process.

The planned self-consumption Solar Power Plant will utilize a 250 kW Pulsar String Inverter currently being developed by ASELSAN with domestic and national capabilities.



GridMENTOR (SCADA System) and ARTU (Advanced Remote Terminal Unit)

The GridMENTOR (SCADA System), which was developed locally and nationally, and the ASELSAN ARTU device, a remote terminal unit (RTU) with advanced features, enable automation activities in different energy fields to be carried out with high efficiency.

GridMENTOR (SCADA System), together with ASELSAN ARTU device, enables successful monitoring and control operations to be carried out with high efficiency in the automation systems of electric power plants, natural gas and oil transmission/distribution networks using fossil fuel or renewable energy sources. With high efficiency and less raw material use, it offers gains such as higher energy output and reduced labor and time-related costs. The ARTU device, developed locally and nationally by ASELSAN, supports effective and sustainable management in natural gas and oil transmission and distribution networks.

On the Batman-Dörtöyl line, Türkiye's oldest crude oil pipeline, the National SCADA system has been actively used by BOTAŞ since 2022. The developed system provides automatic control and monitoring of the pipeline and helps the detection and early intervention of dangerous situations such as leakage, pressure increase, etc. that may occur in these lines. Work is ongoing on the use of the GridMENTOR SCADA System for the monitoring and control of BOTAŞ Natural Gas Transmission Lines and Alaçatı Wind Power Plant.

- Since 2021, the ARTU device has continued to be used as a backup SCADA system in the natural gas and oil transmission/distribution networks where it operates with simplified monitoring and control functions, contributing to business continuity and operational sustainability.
- ASELSAN continues to contribute to the effective and sustainable management of operations with the commissioning of new ARTU devices in different natural gas and oil networks.

URUK - Central Monitoring and Management System

As part of the URUK Central Monitoring and Management System, a centralized platform software and system integration are provided. With URUK, data from applications belonging to many vertical sectors such as transportation, traffic, security, energy, infrastructure, environment, and health can be collected in a single center, enabling visualization, monitoring, and analysis of this data.

URUK is positioned as an umbrella system for potential customers who have a centralized management structure and aim to make data-driven strategic plans. Within the scope of projects carried out under ASELSAN, URUK aims to provide benefits in areas such as monitoring the performance of the overall system and its subunits, utilizing process outputs in ELD maintenance/repair contracts, leveraging data analytics (data-driven decisions, trend analysis), and gaining a competitive advantage (such as higher customer

satisfaction and market differentiation).

Within the scope of URUK ILS, contract activities for the procurement of a remote monitoring system for the 160 km/h national electric train set, signed with TURASAŞ on January 24, 2025, are ongoing. Additionally, contract negotiations are underway for the 225 km/h national electric train set. In this context, it is aimed to deliver software for monitoring and analyzing train data, hardware for data collection, and AI-supported predictive maintenance solutions.

Rail Systems

Rail systems are among the most environmentally friendly public transportation solutions. ASELSAN supports safe, environmentally friendly and efficient passenger transportation with its rail system projects.

Signaling Systems: The contract for COBaLT ONBOARD system solution, which would enable the safe travel of 99 locomotives found in the TCDD Taşımacılık inventory in compliance with ERTMS (European Railway Traffic Management System), was signed. While the development activities of the signaling system used in intercity transportation were ongoing, a contract was signed with TÜRASAŞ for the supply of 158 COBaLT ONBOARD systems for locomotives, suburban trains and high speed train sets. Mainline railways are the most important transportation infrastructure used for passenger and cargo transportation. Mainline railway systems are the most efficient and environmentally friendly

mode of transportation in the world. The fact that mainline transportation becomes more efficient and safer with next-generation signaling systems provides additional contributions to our environment and economy.

The COBaLT CITYLINE signaling system became operational on the Kağıthane-Istanbul Airport metro line in 2023, commissioned at 10 stations of the line following the integration of the Platform Separator Door System (PAKS) on the Gayrettepe-Istanbul Airport metro line in 2024. The last five stations of the line are planned to be commissioned by the end of 2025, with the transition to fully driverless operation across the entire line.

COBaLT CITYLINE solution will also be used in the Gebze-Darica metro line, and static tests of the trains to run on this line have been completed. Installation activities on the temporary test line covering two stations were also successfully completed, and testing activities started.

The ARTU device, developed locally and nationally by ASELSAN, supports effective and sustainable management in natural gas and oil transmission and distribution networks.

Since its commissioning in 2023, the Kağıthane-Istanbul Airport metro line has carried more than 20 million passengers. Transporting 20 million passengers in Istanbul with the most efficient and comfortable transportation system has made a great contribution to urban life and the environment. With the widespread use of metro signaling systems developed for rail transportation, traffic density in big cities such as Istanbul and Kocaeli will be reduced, passenger transportation will become faster, safer and more comfortable, noise pollution will be reduced; a sustainable urban life will be supported by minimizing fossil fuel consumption and environmental impacts.

aseIRAIL CESUR: The combined power units developed for suburban trains, speed and high-speed trains are products designed originally by ASELSAN. This system, which includes two motor drives, an auxiliary power unit, battery charging units and a liquid cooling unit in the same compact structure, is the only product on the market. Instead of the harmful gases emitted by fossil fuels such as petroleum and its derivatives, a cleaner and environmentally friendly transportation is provided by rail transportation vehicles using the CESUR unit.

Suburban, express and high-speed trains, which are planned to be used as inter-city transportation methods, make significant contributions to urban sustainability in terms of energy efficiency, health, traffic density and economic impacts.

Electric Train: This project, based on electric traction systems developed by ASELSAN, aims to provide low emission rail transportation. Train control and management systems were also developed and the project was put into operation.

Within the scope of the National Train Mass Production Traction Chain and Train Control Management Systems (TCMS) projects, more than 650,000 km of distance was covered and over 1,500,000 passengers were transported with trains using ASELSAN's Traction System and Train Control Management Systems.

In 2024, aseIRAIL CESUR EMU, aseIRAIL Motor EMU, traction transformer, gearbox and aseIRAIL TCMS products were delivered. aseIRAIL CESUR EMU, aseIRAIL Motor EMU and aseIRAIL TCMS products will be used in trains operating at 225 km/h.

Türkiye's Mainline Signaling System

In all trains within the National Train project used for passenger transportation, the data on the aseIRAIL CESUR EMU can be remotely monitored by ASELSAN, error scenarios are automatically detected through the software, and the data set is automatically transmitted to ASELSAN in such cases. Thanks to this feature, solutions are provided with prognostic actions against potential problems that may prevent operation.

The signaling system enables safe operation by providing real-time tracking of train location information and communication with trains on the line. Thus, by reducing train headway distances and intervals on signaled lines, the capacity of the line is increased, and it becomes possible to plan effectively.

The European Train Control System (ETCS) is a system developed as a solution to the problem of countries' established signaling equipment becoming inoperable in other countries following the liberalization of transportation in the European Union. This system has been designed as a single automatic train protection system that would replace all existing signaling systems. The European Rail Traffic Management System (ERTMS) aims to establish a seamless railway network across Europe and ensure cross-border interoperability. ETCS is a train control standard based on onboard equipment that can continuously monitor train movements and stop the train if it exceeds the permitted stopping point. Signal information sent to the system is obtained from trackside equipment, balises or wireless communication systems, depending on the operational level. ETCS continuously monitors the driver's responses and takes control (if necessary) by activating the service brake or emergency brakes.



Advantages of signaling systems

- ④ Providing high safety by ensuring continuous and instantaneous control over railway traffic.
- ④ Increasing railway traffic capacity by allowing minimum headway distance or interval between trains. In addition, these systems enable more accurate planning and high-precision timing.
- ④ Increasing transportation capacity by allowing multiple vehicles to operate simultaneously on the same line.
- ④ Making railway transportation a more preferred option by reducing costs and operational times due to increased railway capacity, safety and comfort. The spread of railway transportation offers a more economical and environmentally friendly transportation option.
- ④ Reducing maintenance costs and energy consumption.
- ④ Digital technology increases the level of automation, allowing for more accurate planning and management of transportation. Safe, fast and punctual transportation offers significant advantages, especially for cargo transport. Many transport companies aim to improve their performance and efficiency by increasing their speed while reducing energy consumption and risks through this system.

Increased railway investments, the intensity and safety requirements of railway traffic, and especially high-speed train lines, urban railway systems and international railway connections increase the demand for these systems.

Our country has historically held an important position in the transportation of cargo and passengers across all modes of transport (sea, land, air, and rail) in Asia, Europe and Africa. With the significant investments and advancements made in the railway industry in recent years, our country aims to leverage the advantages in this field. ERTMS plays a crucial and vital role in modernizing railway infrastructure and acquiring new infrastructure.

Considering that a railway network of 31,000 km is expected to be in place by the end of 2035, it is anticipated that railways will have a significant impact on our lives in terms of speed, transportation convenience and economic benefits. The acceleration of railway investments is expected to drive the establishment of new residential and industrial hubs, create additional employment opportunities and boost international trade.

More than
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Traction System and Train Control
Management Systems.



Toll Collection Systems

In the Toll Collection Systems field, 1,079 toll booths, 238 stations and 9 Main Control Centers/Disaster Recovery Centers have been established to date. Additionally, the Corridor-10 and Corridor-8 Toll Collection Systems Projects were successfully installed in North Macedonia. The total number of vehicles passing through all stations installed by ASELSAN is approximately 475 million annually.

Next-Generation Sur-Rail Systems

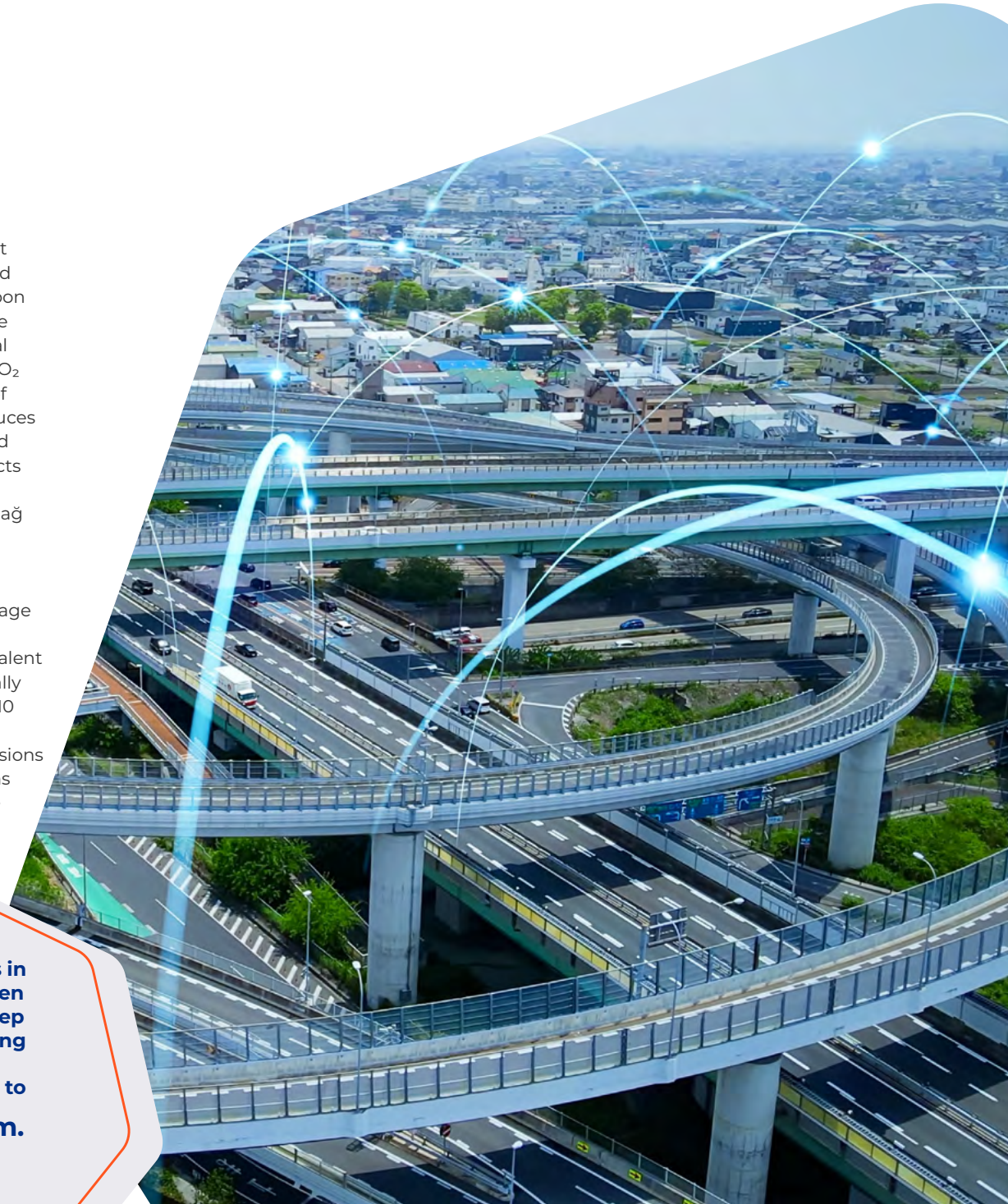
ASELSAN has contributed to the Next-Generation Sur-Rail Systems working group by setting technological goals in areas such as signaling, communication and traction systems for future transportation technologies, such as Hyperloop.

Smart City Traffic Safety

The project, carried out in collaboration between Samsun Metropolitan Municipality and ASELSAN, has been completed by transforming existing traffic signalisation systems into a dynamic and adaptive structure. As part of the project, the geometric structure of 110 intersections was changed and 75 of them were made adaptive. Intersections where 111 cameras were installed began to be managed with artificial intelligence. Thanks to the system established within

the scope of the project, various improvements have been achieved, such as accelerating traffic flow, deriving optimum phase diagrams based on density, reducing stop-start ratios, preventing noise pollution, and reducing fuel consumption and carbon emissions. These improvements have enabled Samsun to reduce its annual emissions by approximately 1,000 tCO₂ equivalent and prevent the release of 1,000 kg of PM10. In addition, it produces less noise than fossil fuel vehicles and contributes to noise reduction Projects carried out with the Metropolitan Municipalities of Kırıkkale and Tekirdağ aim to ensure efficient use of road capacity, economical use of energy, prevention of noise pollution and minimisation of environmental damage through intelligent transportation systems. In Tekirdağ, 700 tCO₂ equivalent emissions have been reduced annually at 31 intersections and 800 kg of PM10 emissions have been prevented. In Kırıkkale, 7,455 tCO₂ equivalent emissions have been reduced at 21 intersections and 8,190 kg of PM10 emissions have been prevented.

Railway projects in
Türkiye have been
implemented step
by step, increasing
our country's
railway network to
13.128 km.



Products Creating Social Value

We produce products that add value to social welfare and human health:

Medical Imaging Systems: In the field of Medical Imaging Systems, design, testing, and verification activities for the HealthView ADR-M100 mobile digital radiography system were completed. The device, which was introduced on March 14, Medical Day, has been used in Hacettepe University Hospital clinics during 2024. Healthview ADR-M100 provides ease of use and efficiency to healthcare professionals with its unique design, easy portability, fast imaging and high-resolution image presentation capabilities.

In the short term, iAI-supported imaging analysis features are planned to be added to HealthView ADR-M100 device to support healthcare professionals in their decision-making processes. The aim is to develop products with pioneering technologies such as Mobile C-Arm systems in the medium term and Magnetic Particle Imaging (MPI) in the long term.

Mobile X-Ray (Mobile DR) System: Designed for use in situations where the patient cannot be taken to the X-ray room, the Mobile X-Ray device operates with reduced radiation levels and wireless functionality. The carrying case of the device is made of reusable and environmentally friendly materials, and recyclable materials are used in its inner packaging as well. The Mobile X-Ray PACS integration enables all units within the hospital to access images through a central storage system, thereby ensuring that radiological images are stored digitally.

Imaging and Therapy with Magnetic Nanoparticles: Microparticles injected intravenously into the body, normally used as ultrasound contrast agents, can temporarily open the blood-brain barrier and allow drugs to pass into the brain when they interact with ultrasound. The first trials of this method, which can be used especially in the treatment of neurological diseases such as Alzheimer's, Parkinson's, ALS, MS and brain tumors, have recently started worldwide. With the method developed for the first time globally ASELSAN Research Center, magnetic nanoparticles can be vaporized by magnetic focusing. Nanoparticles can remain in the body much longer than microbubbles. Thanks to these advantages, it will be possible to open the blood-brain barrier quickly and safely in all regions of the brain.

Life Support Systems With the integration of the IoT module into our HEARTLINE AED (Automated External Defibrillator), the devices can now be remotely monitored in real time. The tests required prior to clinical trials of our Heart Lung Machine (LIFELINE HLM) were successfully carried out by our experts in the field. The General Directorate of Occupational Health and Safety of the Ministry of Labor and Social Security became the first user of the HEARTLINE AED with IoT Module.

At the Cardiovascular Surgery Congress held in 2024, the first prototype of LIFELINE HLM was exhibited. Our Manual External Defibrillator (HEARTLINE Pro) received iF Design and Red Dot design

awards. Also, our prototype device exhibited at the Emergency Medicine Congress held this year attracted great interest. HEARTLINE AED with IoT module was exhibited for the first time at the Emergency Medicine Congress.

In the Life Support Systems domain, the Company aims to create value with its HEARTLINE and LIFELINE product families developed in the fields of cardiology and cardiovascular surgery. Heartline has already contributed to saving many lives. Development activities for the HEARTLINE Pro and LIFELINE HLM, designed for use by healthcare professionals, are ongoing. Heartline AEDs have been exported to more than 15 countries, mainly in Europe.

Within the scope of the "Safe Campus Project," IoT devices have begun to be installed on university campuses across Türkiye. Thus, the aim is to enable rapid medical intervention in the event of a potential incident until emergency medical staff arrive, increase device awareness and train a large number of young individuals.

Automated External Defibrillator (AED) Device: ASELSAN contributes to public health in various fields with the products it manufactures. ASELSAN-manufactured AED devices are used in cases of sudden cardiac arrest and play a vital role in emergency medical intervention. To date, ASELSAN HEARTLINE AED devices have saved the lives of 12 people.

Internet-Based Healthcare and IoT Technology: Continuously improving our products and making them better suited to serve society are among our priorities. For this reason, the use of IoT technology in AED devices has been initiated through the efforts of our experts, enabling the remote monitoring of device status, location, test results and electrode pad expiration dates. Additionally, with the URUK software installed, ECG analysis and defibrillation data from treated patients can be directly transmitted to the Ministry of Health.

Heart-Lung Machine Development Project: The LIFELINE HLM Heart-Lung Machine developed by ASELSAN plays a vital role in critical operations by temporarily taking over heart and lung functions during open heart surgeries. THE LIFELINE HLM was awarded three different prizes in the field of industrial design: the iF Design Award, the A' Design Award, and the IDA Award.

Emergency Communication System:

ASELSAN communication systems were used during the evacuation of an international scientist who was trapped in the Morca cave in the Anamur district of Mersin after suffering a stomach hemorrhage. Following evaluations conducted with AFAD and TÜMAF officials, a communication solution was developed to access the wounded person located at a depth of 1,040 meters. Communication systems were delivered to the teams that would enter the cave for use by the teams descending into the cave. ASELSAN social responsibility volunteers provided technical support to the rescue team by being at the scene until the wounded was rescued.

High Speed Vehicle Detection and Weight Measurement System:

The aselFLOW HSWIM systems, which were installed at 17 stations in Azerbaijan, aim to measure the weight of vehicles moving on the highway, recognize their license plates, ensure traffic safety, protect the environment and optimize maintenance costs. Overloading violations are automatically monitored at high speeds, and vehicle exhaust emissions, tire and brake pad wear, as well as noise levels are reduced. Additionally, the reduction in maintenance periods for highways damaged due to overloading is prevented, and maintenance costs are reduced.

Urban Security: Under the Urban Security Management Systems, a significant step was taken in urban security with the installation of about 4,000 monitoring and license plate recognition system points across Istanbul. As part of the project, transitioning to

cloud infrastructure in Urban Security, one of the first in the world, will not only enable hardware optimization but also ensure energy efficiency.

The GEKO-300 4K Vehicle Recognition System, which is being expanded in the field as part of road safety, provides a solution that can read license plates and recognize vehicles with high accuracy day/night using a single camera in two lanes. With use of fewer cameras and a built-in light sensor, maintenance and repair activities and energy consumption will be more efficient. RoadGuard100, one of the few products that can simultaneously perform license plate recognition and in-vehicle face detection in flowing traffic, was started to be used in the field.

In line with the needs of our security forces, the installations of imaging and license plate recognition system points were completed in many provinces, and the systems were commissioned. Within the scope of Urban Security Solutions, new agreements were made to expand the imaging/recording infrastructure established by ASELSAN, which provides 24/7 service throughout Türkiye. AI-supported smart cameras and smart query capabilities at the center continued to be expanded in the field.

Under the management of the Turkish Presidency of Defense Industries, the installation of monitoring points started as part of the project in the safe city concept, which was implemented through a model applied for the first time for the needs of the Esenler Municipality, the Turkish National Police and the Turkish Ministry of National Education. Thanks to the Urban Security Management Systems, an end-to-end secure system solution is offered

with ASELSAN-designed smart cameras, recording systems and video management software.

With AI technologies, the system enables 24/7 video analysis (person/vehicle recognition, facial recognition, density analysis, etc.), thereby enhancing the detection of criminal and terrorist activities, increasing deterrence against crime and providing and reporting concrete evidence related to incidents.

More than 50,000 ODAKAN YAKA wearable cameras, which include AI-supported analysis, were delivered to our security forces and critical state institutions. In line with current needs, design activities of the 2nd Generation ODAKAN YAKA have been completed, and it will be put into use in 2025.

In addition, urban security solutions have been developed for the needs of some countries in the Middle East, Central Asia and Pacific regions, and activities in this field are ongoing.

We manufacture products to ensure urban safety.

We improve the quality of urban life and strengthen rapid response capabilities in emergencies.

With our products, we add value to the environment by reducing emissions and contribute to the reduction of noise pollution.





07



aFast

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ASELSAN is carrying out important projects with the aim of responding quickly to today's rapidly changing world, creating more agile processes, streamlining its processes, accordingly completing its digital transformation and integrating artificial intelligence technologies into its processes to a greater extent. Transforming into a company with fully digitalized end-to-end processes is valuable not only for our company's efficiency but also for ASELSAN's mission to serve as a model for Türkiye.

ASELSAN conducts agile, technological, environmentally and human rights-sensitive processes in its operations carried out with the entire supply chain.



In This Section:	Relevant Stakeholders:	Related Capital Elements
<ul style="list-style-type: none"> ④ Digital Transformation ④ Information Systems and Information Security 	<ul style="list-style-type: none"> ④ Suppliers ④ Employees 	<div> Manufactured Capital </div> <div> Intellectual Capital </div> <div> Social-Relational Capital </div>

Digital Transformation

ASELSAN's digital transformation strategy is based on integrating technological innovations with the opportunities offered by digitalization in accordance with our sustainability goals. The aim is to minimize environmental impact and increase operational efficiency.

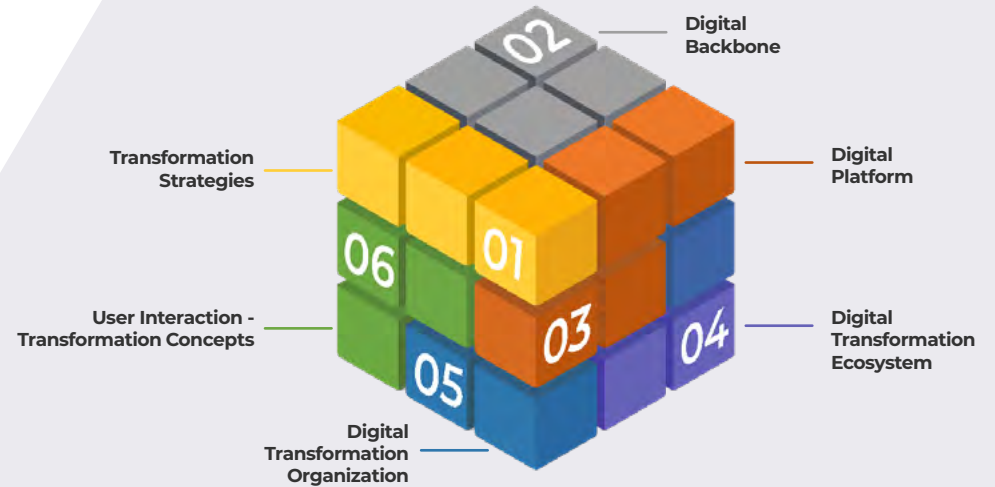
The 2025-2029 ASELSAN Strategic Plan was prepared to support the aselsaneXt Program, taking into account current developments, strategic analyses, inputs from policy documents and stakeholder opinions. Corporate Performance Indicators have been identified that are aligned with the main strategies and that will ensure the achievement of the strategic objectives.

aFast Digital Transformation Program

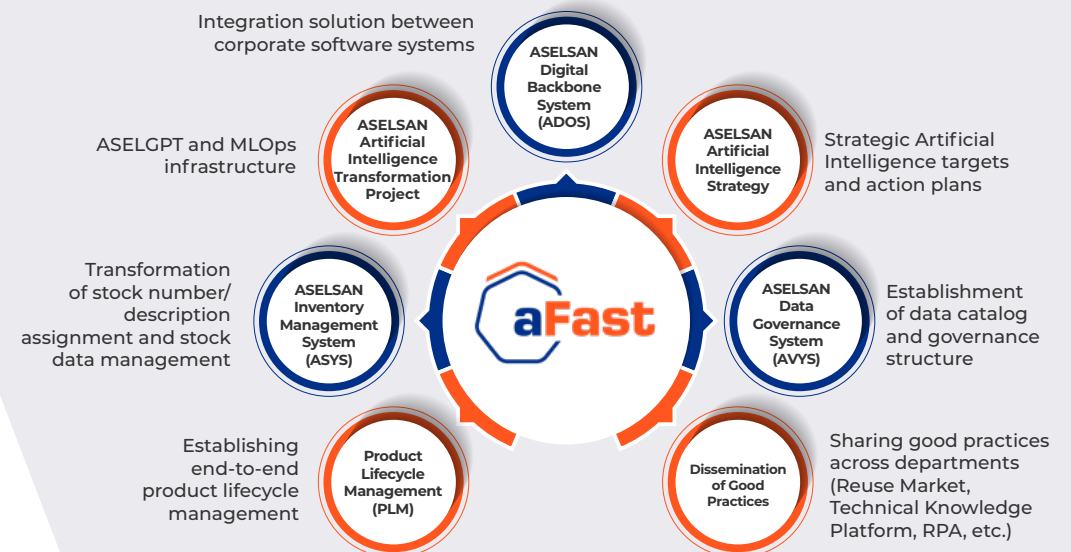
ASELSAN is implementing digital transformation within the aFast Program to achieve corporate digital transformation by adopting the principle of innovation in a sustainable structure. This program aims for a holistic transformation by focusing not only on digitalization but also on a sustainable future. Sustainable digital transformation efforts follow a strong and sustainable digital transformation strategy, taking into account software optimization in areas such as Artificial Intelligence, AselixAI, ASELSAN Digital Platform, ASELSAN Inventory Management System, ASELSAN Data Governance System, ASELSAN Digital Backbone System, User Interaction and Application Dissemination.



aFast Digital Transformation Program



Projects and Activities



ASELSAN Digital Transformation Roadmap

The ASELSAN Digital Transformation Roadmap, covering the period between 2025 and 2030, is being developed to systematically address the planning, prioritization and implementation processes of all ASELSAN's digital transformation efforts and is updated in light of evolving needs. Duplicate requests collected in 11 different domains are streamlined and addressed using an ASELSAN-specific evaluation method with reference to Gartner methodologies. This roadmap, which is managed in an agile manner, is updated every 3 months with the participation of all request owners and relevant stakeholders.

ASELSAN Inventory Management System (ASYS)

ASELSAN Inventory Management System (ASYS) aims to implement a centralized, effective and efficient stock management approach by standardizing material identification processes. Developed based on classification and attributes, ASYS provides sustainable inventory optimization by eliminating repetitive work processes with duplication and similarity control algorithms. It also offers a sustainable inventory management approach with standardized business processes and the ability to automatically generate stock numbers and definitions.

ASELSAN Digital Backbone System (ADOS)

To enable the effective implementation of digital transformation and artificial intelligence processes, a new infrastructure is being developed to ensure that the software solutions used at ASELSAN are low-cost and easy to integrate. The ASELSAN Digital Backbone System (ADOS), designed within this scope, aims to maximize efficiency in data management processes. It will enable ASELSAN data to be tracked and managed end-to-end across systems.

ASELSAN Data Governance System (AVYS)

Playing a vital role in the effective implementation and reporting of sustainability strategies, the ASELSAN Data Governance System (AVYS) aims to enable access to all data assets associated with Data Policies and manage the confidentiality classes of data assets through the creation of standardized business terms and a map of localized data. By determining data quality measurement methods and metrics, the goal is to ensure that accurate and reliable data can be transparently tracked and accessed by all data stakeholders. The reuse of reliable and transparent reports produced during decision-making and evaluation processes is intended to contribute to reducing the environmental impact of digital operations. The AVYS Data Catalog will provide input for ADOS in terms of accessing the right data from a single source.

Dissemination of Strategic Digital Applications

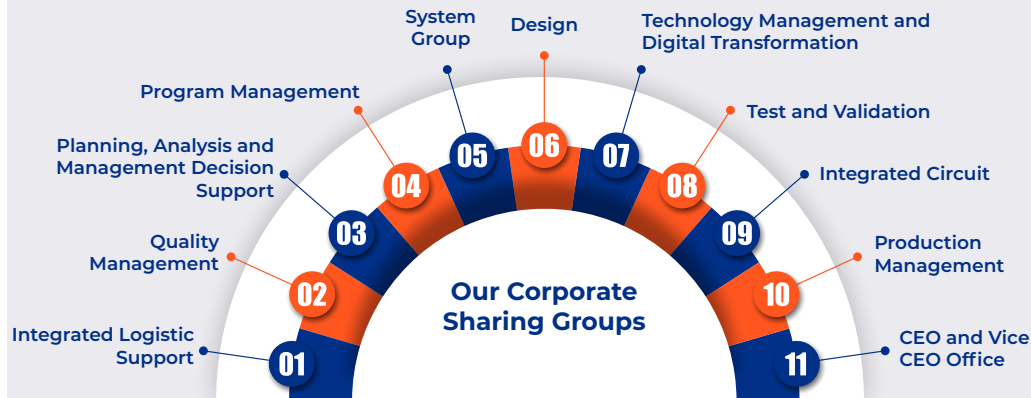
The Reuse Market, which provides resource efficiency, was disseminated, knowledge sharing was increased with the Technical Knowledge Platform and big data and artificial intelligence-supported corporate memory studies were carried out. Efforts to increase the use of RPA applications aim to save time in business processes.

The ASELSAN Data Governance System (AVYS) aims to enable access to all data assets associated with Data Policies and manage the confidentiality classes of data assets through the creation of standardized business terms and a map of localized data.



Process Transformation Project

The Process Transformation Project aims to provide faster solutions to customer and product/service needs through lean, agile, digital, easily accessible and applicable, as well as traceable processes and infrastructures. Moreover, in line with the expectations of the incoming generation Z and Alpha workforce, the project aims to update processes, enhance cross-process interactions, and leverage dijital infrastructures effectively, with the aim of making ASELSAN center of attraction for these generations. Accordingly, agile teams were established, current situation analyses were conducted and strategies and action plans were developed. The Best Practices Portfolio approach, adopted to prevent repetitive applications addressing the same need, ensures savings in time and resources. Furthermore, Corporate Knowledge Sharing Groups, which operate to develop an environment for information sharing among teams performing similar tasks, contribute to the development of a collaborative environment and continuous improvement.



Product Lifecycle

Product Lifecycle Management (PLM) systems, as one of the cornerstones of ASELSAN's digital transformation strategy, provides an integrated and synchronized working environment that covers the entire product lifecycle, from design to production, program management to integrated logistics support.

PLM systems enhance efficiency and accuracy in business processes by improving data accessibility and reducing manual data entry, thereby streamlining workflows and minimizing errors. The system, which supports innovation and productivity, contributes to reducing costs and development timelines.

PLM systems also facilitate tracking and reduction of carbon footprints in line with ASELSAN's green technology and sustainable production goals, and by enabling more efficient supply chain management, contribute to reducing environmental impact and optimizing energy and resource use.

Primavera-Hub Project

The Corporate Project Management tool Primavera aims to establish an integrated working model between the project WBS and its activities and the task management of sub-teams.

SAP S4 HANA Assessment Transformation Project

Ahe project aims to examine opportunities to increase the efficiency of ASELSAN's internal processes through the new SAP S4 HANA and develop a transformation plan. An assessment process has been planned within this scope, and at the end of the process, S4 HANA transformation opportunities, a possible project plan and gains will be obtained.



Information Systems and Information Security

Information security at ASELSAN is carried out in accordance with TS ISO 27001 Information Security Management System, ISO 20000 Information Technology Service Management System, ISO 22301 Business Continuity Management System and COBIT IT Management Framework. Additionally, the standards outlined in the Information Security Guide published by the Presidency of the Republic of Türkiye's Digital Transformation Office are strictly adhered to. Information systems management at ASELSAN is strategically structured across human, process and technology dimensions, with information security, business continuity and operational efficiency among the top priorities. In this scope, IT risks are dynamically monitored at ASELSAN, and comprehensive risk management processes ensure quick and effective interventions against potential threats.

ASELSAN implements layered security solutions covering endpoint security, encryption techniques, mobile device security and remote working protocols

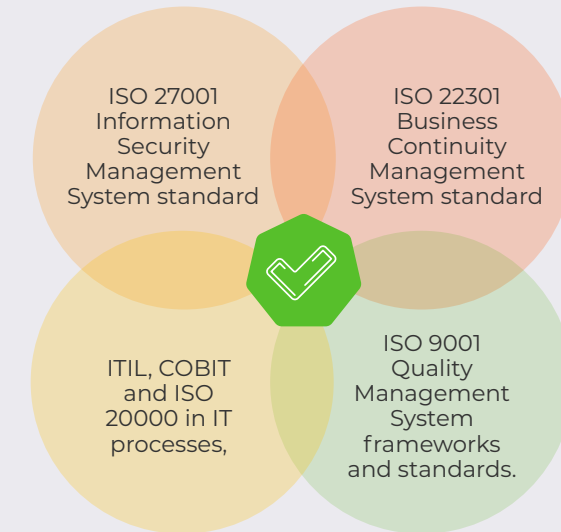
and regularly updates these solutions. Information security is ensured at the highest level through advanced encryption, access control systems and continuous security monitoring mechanisms. Furthermore, regular security audits and ongoing training programs are used to raise ASELSAN employees' awareness of information security.

Adopting a proactive approach, ASELSAN takes effective measures against cyberthreats and closely follows globally accepted best practices, particularly CIS (Center for Internet Security) Cybersecurity Controls.

ASELSAN implements a comprehensive IT business continuity plan to be prepared for potential disruptions and ensure IT business continuity. This plan includes the procedures and systems necessary to maintain critical business functions. Moreover, regular simulations and drills are conducted to ensure an effective response to natural disasters, cyberattacks or other unexpected situations.

Regular security audits and ongoing training programs are used to raise ASELSAN employees' awareness of information security.

ASELSAN's approach to information systems management is based on:



ASELSAN's Information Security Policy and Business Continuity Policy have also been published on its website in line with the principle of corporate transparency and made available to all stakeholders.

You can access the relevant policies [here](#).

Cybersecurity Operations Center

Established at ASELSAN in 2019, the Cybersecurity Operations Center brings together cybersecurity monitoring, response and remediation activities under one roof. The center conducts security tests on IT systems and applications and performs regular penetration tests.

SIEM (Security Information and Event Management) System

The SIEM (Security Information and Event Management) system, developed specifically for ASELSAN, generates early warning alerts against potential security threats and incidents, ensuring that necessary actions are taken quickly and effectively. The SOAR (Security Orchestration, Automation and Response) Project, which has been implemented in this context, enables faster, more consistent and more effective response to security incidents by standardizing and automating incident response processes.

At ASELSAN, business-critical data is stored in secure data centers located at different facilities and backed up regularly. Disaster Recovery Drills are conducted annually to maintain the level of corporate preparedness.

Project Risk Management System Application

The Project Risk Management System, which is used to support risk management activities in projects carried out within ASELSAN, was redesigned with a modern infrastructure and put into operation in 2024. Thanks to the new web-based application with a user-friendly interface, information about projects, risks and the lifecycle of these risks can be effectively monitored.

Data Center Project

The Data Center Project implemented at ASELSAN aims to achieve an uptime rate of nearly 100% in accordance with the international TIER 3 standard. Thanks to a measurable and manageable infrastructure, energy efficiency is increased, greenhouse gas emissions are reduced, and compliance with Green Information Technology criteria is targeted.

Secure Printing System

The Secure Printing System has provided security, cost savings and operational efficiency by centralizing the printer infrastructure and management. By regularly monitoring printer output movements, unnecessary printing has been prevented, thereby optimizing resource usage and reducing the organization's environmental impact.

Protection of Personal Data

ASELSAN adheres to the principle of full compliance with the Personal Data Protection Law No. 6698 (KVKK), relevant secondary legislation and fundamental opinions and policy decisions of the Personal Data Protection Board in all its activities.

In this scope, ASELSAN fulfills its obligations regarding the protection of personal data through an information text and its annexes and informs its employees, visitors, business partners, suppliers and all relevant persons whose personal data is processed. Where necessary, explicit consent forms are obtained, and the necessary undertakings are provided in data processing/transfer processes. In the event of personal data transfer, written consents are obtained from the parties to whom the data is transferred to ensure that the data is processed in accordance with the KVKK; this practice is carried out within the framework of ASELSAN's Personal Data Protection and Processing Policy and ASELSAN's Personal Data Storage and Disposal Policy. These policies are published in both Turkish and English on ASELSAN's website and are accessible to all stakeholders.

The ASELSAN Personal Data Committee, consisting of senior executives, was established to effectively manage personal data processing processes and ensure compliance with relevant regulations. The committee ensures that corporate policies are correctly implemented by all units and centrally coordinates processes related to personal data.

In addition, ASELSAN publishes privacy and cookie policies on its websites that clearly state the rights and obligations of users; these policies are regularly updated to ensure the secure and effective provision of digital services.





08



aTalent



Today, the most critical issue for all organizations is to become a center of attraction for talented employees. This issue is even more vital for technology companies such as ASELSAN. With aTalent, ASELSAN aims not only to work with the best, but also to offer them the best jobs and provide the most productive working environment. Comprehensive development programs are being created to further develop the best. With aTalent, it is planned that children and young people will get to know ASELSAN better, and retired ASELSAN employees will become ambassadors for the employer brand.



In This Section:	Relevant Stakeholders:	Related Capital Elements:
<ul style="list-style-type: none"> Human Rights and Fair Working Conditions Employee Experience Talent and Career Management Employee Health and Safety Social Responsibility 	<ul style="list-style-type: none"> Employees Society Academic Institutions 	<div> Human Capital </div> <div> Intellectual Capital </div> <div> Social-Relational Capital </div>

Human Rights and Fair Working Conditions

In managing our qualified human resources at ASELSAN, we aim to ensure full compliance with all legal regulations governing the business world, provide modern working conditions and support individual development. Our Human Resources Management Policy, established in accordance with the Universal Declaration of Human Rights, International Labor Organization (ILO) conventions and Turkish labor and social security legislation, aims to provide a fair, equal, inclusive, respectful and transparent working environment. In addition, all ASELSAN employees are responsible for the implementation of the Human Resources Management Policy within the scope of their duties and authorities.

You can access the ASELSAN Human Resources Management Policy [here](#).

and the Human Rights Policy [here](#).

Every ASELSAN employee has fundamental rights such as life, liberty and personal security and is treated equally regardless of differences in language, religion, race, gender or political views.

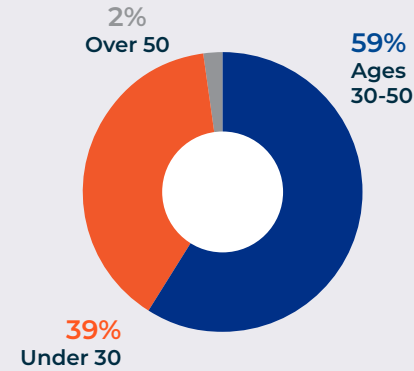
ASELSAN is committed to providing its employees with a fair and respectful working environment free from any form of physical or psychological torture,

inhuman or degrading treatment or punishment. In the event of any unfavorable situation, ASELSAN employees have the assurance to exercise their legal and constitutional rights to remedy any grievances.

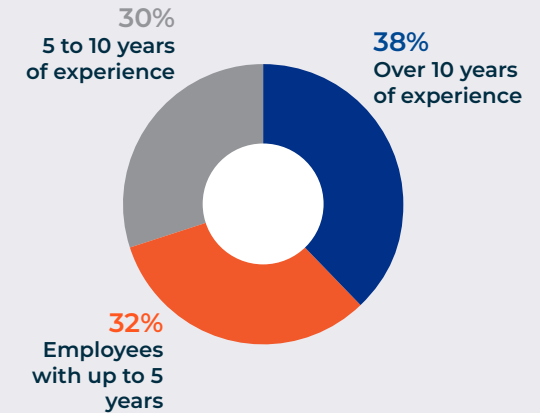
ASELSAN is strictly opposed to illegal and forced labor practices such as child labor, debt bondage, modern slavery and human trafficking. The company does not include candidates under the age of 18 in its recruitment processes for any position. These regulations are fully compliant with International Labor Organization (ILO) standards and reflect ASELSAN's sensitivity and commitment to human rights.

In line with its Human Resources Management Policy, ASELSAN benefits from international human rights principles, including the Universal Declaration of Human Rights, the ILO's 1998 Declaration on Fundamental Principles and Rights at Work, the United Nations (UN) Global Compact and the UN Guiding Principles on Business and Human Rights, for its employees and all stakeholders. ASELSAN also supports the Economic Cooperation and Development's (OECD) Guiding Principles for Multinational Enterprises and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.

ASELSAN Employees by Age



ASELSAN Employees by Seniority



Employee Experience

ASELSAN is a technology company that works with the best and aims to offer the best work experience. Therefore, it considers developing practices that increase employee satisfaction, supporting their personal and professional development, as well as increasing their sense of corporate belonging among its strategic goals.

Fair and Transparent Recruitment Practices

ASELSAN does not limit its workforce planning to short-term needs, but also takes long-term needs into consideration. As part of its annual workforce planning activities, workforce analyses are conducted taking into account the engagement data of current employees, feedback from departing employees and overtime rates, and the results are reported to senior management.

In 2024,

Number of employees recruited (including aTalent):

2,225

Ratio of female employees recruited

19.1%

ASELSAN strictly adheres to the principle of evaluating the knowledge, skills and experience required for each position in human resources management according to objective criteria. The aim is to recruit candidates who follow scientific and technological developments, can think creatively, adhere to ethical principles, possess the ability to make independent decisions and are inclined toward teamwork.

Employment and recruitment processes are conducted in full compliance with universal human rights standards, prioritizing equal opportunity and inclusiveness. ASELSAN has an innovative and continuously updated candidate selection system that utilizes various tools and methods to ensure the most suitable candidate is selected in the fairest way possible. Recruitment criteria are published on the company's website in line with the principle of transparency, and candidates are evaluated based on their compliance with these criteria. Candidates can apply for open positions via the ASELSAN application page and the career website, which are available for general applications during the year.

To assess the candidate experience, all interview participants are provided with satisfaction surveys regarding the interview process, while recruited employees receive comprehensive surveys covering the entire recruitment process.

Compensation Policy

ASELSAN employees' salaries are determined based on their job families and seniority. All ASELSAN employees with the same career points in their job family receive the same salary regardless of gender. ASELSAN's Compensation / Remuneration Policy is in full compliance with the Human

Rights Policy and Code of Ethics, Values and Conduct.

The compensation policy is shaped by taking into account the annual market wage survey, national and international economic indicators, ASELSAN's financial performance and trends in the labor market. In line with this approach, the opportunities offered to ASELSAN employees are periodically updated in accordance with market conditions in order to support the sustainability of the value that qualified labor provides to the organization.

Process Improvement with Data Analytics

Within the scope of data analytics activities, employee data is analyzed at specific intervals in various breakdowns and reported to senior management. In order to preserve the know-how of qualified and experienced ASELSAN employees, recruitments and resignations are analyzed and interpreted together. In addition, statistics on employees who transfer to different departments within ASELSAN are also analyzed, thereby evaluating preference trends and reasons based on departments or job families. Interviews are conducted with departing employees as part of the resignation process, and data obtained through one-on-one interviews and surveys are periodically analyzed and reported to senior management to ensure that the factors contributing to employee departures are transparently understood. Retention rates are also examined to measure the effectiveness of recruitment processes.

The annual Employee Engagement and Satisfaction Survey measures ASELSAN employees' levels of engagement and satisfaction with practices. Following the survey results, demographic data and departmental satisfaction data are analyzed,

presented to senior management along with action recommendations, and improvement efforts are made.

Regular meetings are held between employees and managers to establish an effective feedback mechanism. With this feedback from employees, projects are developed to increase sustainable success.

Diversity, Equity and Inclusion (DEI)

ASELSAN is committed to creating a working environment based on diversity, equity and inclusion (DEI) by adopting a decent work approach. ASELSAN, with its "decent work" approach, offers equal opportunities to all employees throughout their working lives, regardless of differences such as religion, language, race, gender, ethnic origin, age, disability and political opinion. This approach is applied without discrimination throughout the entire employment period, starting from the recruitment process, thereby ensuring a fair and inclusive environment for all employees. While diversity, equality and inclusion are committed to in ASELSAN's Human Resources Management Policy, the importance ASELSAN attaches to equality, diversity and inclusion (DEI) has been demonstrated once again with the Board of Directors' Diversity and Inclusion Policy prepared as a result of the 2023 studies.

ASELSAN has reporting and complaint mechanisms in place for employees who experience discrimination due to their individual differences. These processes are carried out by the Code of Ethics Committee, which is affiliated with the Corporate Governance Vice Presidency and consists of managers from different business units and employee representatives, and are closely monitored by senior management.

Any ASELSAN employee who believes they have been subjected to discrimination can directly apply to the Code of Ethics Committee, with their personal privacy protected. Detailed information about the process is available on ASELSAN's corporate website under its Human Rights Policy.

Various training sessions are organized to raise awareness among ASELSAN employees on diversity, equality and inclusion (DEI) issues. An educational video on the theme of "Unconscious Bias" prepared during the reporting period was shared with all ASELSAN employees. In addition, the "Managing and Inclusion of Diversity" training program was implemented for all managers, and employees involved in the recruitment process received the "Training on Interviewing Candidates with Disabilities and Communication in the Recruitment Process".

With the principle of continuous improvement, ASELSAN has set itself targets to improve its system in terms of diversity, equity and inclusion (DEI). In this scope, the targets of increasing the ratio of female managers to 21% by 2030 and increasing the ratio of female Board members to 25% within 5 years have been set. In addition, the target of offering internship opportunities to 10 foreign students was set and achieved for 2024.

Diversity and Inclusion-Focused Entrepreneurship Approach

In line with supporting the principles of diversity, equity and inclusion in entrepreneurship initiatives, our newly established Entrepreneurship Center aims to support at least one woman entrepreneur through Incubation and Acceleration Programs by the end of 2025.

Engelsiz ASELSAN

Within the scope of the Engelsiz ASELSAN project, improvements are being made to the personal rights and physical working conditions of employees with disabilities. In this regard, employees with disabilities have been granted the right to finish work early, and the number of leave hours has been increased. In addition, physical deficiencies identified at ASELSAN facilities have been addressed, and all areas have been made accessible in accordance with the "Engelsiz ASELSAN" principle.

In the event that disabled public officials are granted administrative leave due to adverse weather conditions by the governor's office of the province in which the relevant ASELSAN facility is located, disabled ASELSAN employees are also considered to be on administrative leave accordingly. In addition, special quotas are allocated for the children of disabled female and male ASELSAN employees at ASELSAN nurseries and kindergartens.

Equity and Inclusion: Empowerment and Well-being of Our Employees

The empowerment of women and girls in society is of critical importance in terms of the adoption of the principles of equality, diversity and inclusion by ASELSAN employees and all stakeholders.

Guided by the principle of gender equality, ASELSAN prioritizes increasing female employment and facilitating the business life of its female employees. In this regard, working hours for pregnant employees can be flexibly arranged according to individual

needs, provided that they do not exceed 7.5 hours per day, and a "mother shuttle service" is provided to those working in remote locations away from the city center. The additional rights provided to female employees during and after childbirth facilitate their business life, while seminars and training programs that support motherhood aim to strengthen their adaptation to professional life.

Female employees are given priority in nursery and kindergarten applications. The breastfeeding rooms at our nursery and kindergartens are equipped with sinks, refrigerators and milking equipment, while also being designed to be used not only by mothers but by all female ASELSAN employees. Special parking spaces have been allocated in the parking lot to increase employee well-being by allowing female ASELSAN employees to take their children to ASELSAN Nursery and Kindergarten safely and peacefully.

Nursery and kindergarten staff were trained on the importance of breast milk and breastfeeding. The nursery and kindergarten have been audited by the Ankara Provincial Health Directorate. As a result of the audits, all of our nurseries and kindergartens earned the title of "Baby-Friendly Organization" as of June 2024.

Capacity was increased to ensure that all nursery and kindergarten applications from female employees are met, and a 100% demand fulfillment rate was achieved in line with the 2024 target. In addition, Mother's Rooms were created in newly constructed buildings, and the scope of existing rooms was expanded.

In the event that pregnant public officials granted administrative leave due to adverse weather conditions by the governor's office of the province in which the relevant ASELSAN facility is located, pregnant ASELSAN employees are also considered to be on administrative leave accordingly.

With the health of our female employees as a priority, awareness seminars are held on health issues such as breast cancer. In addition, various training programs and postgraduate education opportunities are offered to encourage our female employees to succeed.

2024 female employee ratio

20.9%

ASELSAN aims to increase the ratio of its female Board members from

11% to 25% by 2030.

Internal Communication

ASELSAN implements many communication practices that increase internal knowledge sharing and make employees feel that their work is visible and important.

"İyi ki Varsın"

A cultural transformation study is being carried out to determine ASELSAN's corporate values and behavioral indicators, as well as to evaluate ASELSAN employees' approach to these values. The values manifesto prepared during this process is being disseminated across all facilities, contributing to retention efforts within the organization.

Cultural Ambassadors

In 2021, 59 voluntarily selected Cultural Ambassadors participated in activities aimed at spreading ASELSAN's corporate values. The Cultural Ambassadors expressed the common expectations of ASELSAN employees and made development suggestions. Subgroups were formed with the Cultural Ambassadors for each project, thus adopting a more effective working model.

Development Workshop

Launched in 2019, the Development Workshop is a suggestion system established to improve ASELSAN's operational quality, increase productivity, ensure customer and employee satisfaction and contribute to occupational safety and sustainability. Suggestions evaluated by experts in their fields are implemented based on their feasibility. In 2024, 570 suggestions were submitted, bringing the total number of suggestions to 3,802.

İz Birakanlar Award

The 2024 İz Birakanlar Award Ceremony, which recognises successful projects in categories designed in line with ASELSAN's mission, such as Process Improvement and Digital Transformation, Employee-Focused Application, Quality, Production, Nationalisation, Game-Changing Technology, Leading Products in the Field, End-User Experience and Export, was held in April 2025 with the participation of ASELSAN senior management, commission members and project teams.

Value to the Future Meetings

These meetings are held throughout the year to achieve the 2030 targets and evaluate the opinions and suggestions of ASELSAN employees.

Corporate Knowledge Sharing

ASELSAN Corporate Knowledge Sharing Working Groups and Committee were established to strengthen the culture of learning from each other, encourage free information sharing among teams with similar tasks and support development with a continuous improvement approach.

Incentive Awards/Patent and Utility Model

Aware of the importance of intellectual and industrial property rights in a rapidly changing world, ASELSAN employees who transform their innovative ideas into inventions are rewarded. As of 2024, 226 employees were eligible for Incentive Awards.

Integrated Management System (IMS) Cup

The IMS Cup is organized every year with the leadership of senior management and the participation of all ASELSAN employees to promote awareness and improvement in occupational health and safety, road and traffic safety, environment and climate change.

The Sector Presidency that provides the safest working environment and implements the most value-added occupational safety and environmental activities throughout the year wins the IMS Cup. The 7th Cup was awarded in 2024.

Seniority Awards

With the motto "ASELSAN is valuable with you," ASELSAN emphasizes the importance it attaches to employee engagement and presents seniority awards to employees with five to thirty-five years of service for their valuable contributions to the organization.



Fringe Benefits and Social Opportunities

Aiming to add value to both the personal and professional lives of its employees, ASELSAN offers its employees many opportunities with the goal of being the best employer.

Day Care Service

ASELSAN provides nursery and kindergarten services at 3 of its facilities to offer quality education opportunities to its employees' children. We give priority to our female employees in nursery and kindergarten applications to enhance their well-being and support them in their business lives. In 2023, making preparations to meet the education demands of the children of all female employees was included among the targets. In addition to the priority given to our woman employees, within the framework of our principle of diversity, equity and inclusion (DEI), a special quota is allocated for the children of our disabled employees in ASELSAN Nursery and Kindergarten.

A total of 467 students receive education in our Nursery and Kindergarten located in Macunköy, Gölbaşı and Akyurt facilities. In 2024, a series of trainings and seminars were organized with our continuous development perspective.

Within the scope of System Development Training, consultancy is received from Gazi University Continuing Education Center. An application was made for the Baby Friendly School Project with the aim of providing the best education to our children in 2023, and it was accepted as of 2024.

Recognizing the importance of raising sustainability awareness in children, ASELSAN joined the "Eco-Schools" program, which carries out activities on environmental awareness, environmental management and sustainable development, with its nurseries and kindergartens in 2024. With the aim of raising our children to be environmentally conscious individuals, our children will take important steps toward developing more environmentally friendly habits in our homes and communities through various activities during the program.

Care and Support Leave

ASELSAN provides its employees with the right to paid leave in cases where their first-degree relatives need care due to illness or accidents.

Flexible Working Hours

ASELSAN attaches importance to its employees' business-private life balance. The working hours, which are determined as 42.5 hours per week, are applied between 07:30-16:35, thereby minimizing the negative effects of traffic congestion. Flexible working hours allow ASELSAN employees to adapt to changes in their daily lives. The flexible working hours program, whose scope is expanded quarterly, contributes to both the efficient management of workloads and increased employee satisfaction.

First Day of School Leave

For ASELSAN employees with school-age children, "First Day of School Leave" is granted to enable them to accompany their children on their first day of school.

Corporate Advantages Offered by Ailem ASELSAN

ASELSAN provides advantages to its employees and their families by entering into agreements with various institutions and organizations in different categories. The "Ailem ASELSAN" mobile application enables ASELSAN employees to easily access these corporate advantages.

Retired Employees

In addition to legal payments, retired ASELSAN employees receive various gifts in recognition of their contributions. Retirees can benefit from ASELSAN's comprehensive health insurance, provided they pay their own premiums. They also have the right to use the ASELSAN Gölbaşı Social Area.

Other Fringe Benefits

ASELSAN offers its employees many fringe benefits, including private health insurance, life insurance, infirmary services, breastfeeding and milking rooms, graduate education leave, paternity leave and maternity and marriage allowances. In addition, Team Leaders, Managers and Senior Executives are provided with additional benefits such as fuel and telephone lines. ASELSAN employees can also benefit from various additional benefits such as event budget, birthday gifts and Ramadan gifts.

As of 2024, the scope of private health insurance was expanded, and with the new arrangement, maternity coverage has been included in the private health insurance package. ASELSAN employees have begun to benefit from a comprehensive health insurance package valid for themselves and their first-degree family members without paying any additional fees.



Employee Resource Groups

Strengthening the spirit of togetherness plays an important role in building employee engagement. The volunteer communities we established enable ASELSAN employees to share their values and goals, thereby forging strong bonds.

asıl Amateur Radio	asıl Cycling	asıl Basketball	asıl Billiard	asıl Bowling	asıl Dart	asıl Outdoor Sports
a Our Women Employees with Aramızda	a ASELSAN without Barriers	asıl Music	asıl Theater	asıl Photography	asıl Archery	asıl Triathlon
asıl Football	asıl Paw Friends	asıl Tennis	asıl Book	asıl Defens Sports	asıl Turkish Art Music	asıl Turkish Folk Music
asıl Running	asıl Snowboard, Ski	asıl Volleyball	asıl Table Tennis	asıl Underwater	asıl Sailing	asıl Folk Dances
asıl Chess	asıl Swimming	asıl Zumba, Pilates, Yoga	asıl E-Spor	a Mentee Group	asıl Handcrafts	

Activities that Strengthen Employee Engagement and Corporate Culture

ASELSAN aims to be not only a workplace but also a community where life is shared. ASELSAN employees come together through sports, art, music and travel events held annually with this approach, strengthening internal communication and reinforcing team spirit and a culture of collective achievement. Additionally, ASELSAN organizes training programs in various disciplines such as aikido, folk dances, music, theater and zumba to contribute to the personal development and hobbies of its employees.

Social Area: Our Gölbaşı Facility Social Area, which opened in 2020, includes our pond area with its wonderful view, areas where ASELSAN employees and guests can enjoy themselves, options for sports fans with different sports facilities and entertainment areas where our children can play happily. The playground at our social area was developed in 2024 for use of both our employees and their children.

Sustainable Agriculture Area: It is among our priorities to create a pleasant and personal development-oriented working environment for ASELSAN employees who achieve success by uniting around a strong sense of collective accomplishment. In our Gölbaşı Facility Social Area, which was realized with our sensitive approach to the environment and the well-being of our employees, an area of 3,150 m2 was designed as a hobby garden. Our legacy for the future, 65 sustainable agriculture areas, which will allow having fun in nature and growing plants, are available for the use of ASELSAN employees. There are 7 huts and a material rooms in the area for

the use of our employees. Fountains and lighting installations for each garden were prepared by ASELSAN and hand tools to be used for ASELSAN employees to have a pleasant time with their families are also provided by ASELSAN. Within the framework of our principles of equality and fairness, the users of the hobby gardens are determined by lottery at the beginning of each year, and the hobby gardens are delivered to the new users so that all employees can benefit from the social opportunities as a result of the lottery.

ASİL BAZAAR: With the aim of becoming a company where people live, the social facilities expected to be available at the compounds were analyzed as a result of the evaluation conducted among employees. In this scope, the ASİL Bazaar complex, which includes a canteen, buffet, restaurant and patisserie, as well as a market, women's hairdresser, men's barber, tailor, dry cleaner and shoemaker, was established on facilities. While ASELSAN provides the highest quality service to its employees, the income generated from the bazaar is shared with people in need by the ASİL Association.

Traditional ASELSAN Iftar: We continued to organize traditional social events in order to strengthen the ties between our employees and keep the corporate culture alive in 2024 as well. The Traditional ASELSAN Iftar Dinner was held at the Macunköy facility. This event brought ASELSAN employees together and played an important role in improving internal communication and reinforcing the sense of community. ASELSAN children enjoyed themselves thoroughly while watching shows and animations in the area set up for them. ASELSAN employees and their families were invited to the event, which was attended by 10,000 people.

Our legacy for the future,

65

sustainable agriculture areas, which will allow having fun in nature and growing plants, are available for the use of ASELSAN employees.



Talent and Career Management

One of ASELSAN's priorities is to ensure that each employee reaches their full potential by developing their individual talents. In this regard, ASELSAN supports continuous development and improvement processes by taking employee feedback into account and establishing effective communication channels. Data-driven approaches and regular analytical studies ensure that the company's human resources strategies are kept up to date.

ASELSAN maintains its labor market leadership by the awareness of considering qualified and talented workforce as its most valuable asset. With this awareness, it actively supports the continuous development and career advancement of its employees as an important policy and focuses its human resources efforts on these approaches.

In 2024, the internal manager promotion ratio was

76%

per female employees and

23.8%

for male employees.

HR Zone Project

Within the HR Zone project, modules related to career, performance, 360° competency and talent management processes were developed in 2024, and all data was transferred to a digital infrastructure. Through these modules, which were developed with a holistic approach and user-friendly interface, employees and managers can easily access the data they need from a single page.

Succession Plan

Within the scope of ASELSAN talent management model, short, medium and long term succession plans are created for managerial and critical roles in order to plan human resources in advance, prepare the organization for the future and create a sustainable healthy organization. These succession plans are based on the principle of identifying employees who will be brought into vacant positions in the event that key executive positions, including Board members, director and manager level management positions, and critical positions, become vacant for a variety of reasons, and bringing these employees to a level where they can perform the duties at hand.

The Board of Directors is authorized to ensure that the employees identified for key positions acquire the qualifications required by the relevant positions and to train the relevant employees as future managers, to determine the managers

who will take key positions, to evaluate the managers who contribute to the realization of ASELSAN's strategic goals and to assign them to the relevant positions with an employment policy that provides equal opportunities. As part of succession planning efforts for 2024, succession plans were created for 403 managerial positions, and successors for 160 critical roles were identified.

Career Development Planning Process

ASELSAN Career Development Planning System is a comprehensive platform that integrates ASELSAN employees' competency assessment results, individual development journeys and training needs. With its Career Development Planning screens, the system enables ASELSAN employees to create a development plans that includes gaining experience, learning from others, and training opportunities, while supporting them to progress both personally and professionally by providing access to various development tools. In 2024, the system was updated, and the renewed screens were made available to users. The Career Development Planning System encourages sustainable development and builds a learning culture that offers equal opportunities to everyone by allowing employees and managers to regularly monitor the action plans set throughout the year.

Supporting Employees and Internal Promotion

A transparent application process is followed for employees who want to advance in management positions. Within ASELSAN, job postings are published for manager positions, and application process is conducted are carried out through the stages of Technical committee, Assessment Center, Business Sector Presidency/Vice Presidency evaluation and General Manager interview.

ASELSAN supports the career development of its employees and provides opportunities for promotion to those who meet the appropriate conditions. All of the 124 manager appointments made as of 2024 were realized through internal promotion.

Dynamic Performance Management for Continuous Improvement

Implemented in 2020, the Performance Development and Feedback System (PGGS) aims to enhance performance management and foster a strong feedback culture. In this system, employees' individual performance is measured through individual goals that serve ASELSAN's corporate goals. It focuses on continuous development through periodic feedback meetings between executives and employees. In addition, peer and internal customer evaluations are also conducted as part of the individual performance system.

The Performance Development and Feedback System, which is implemented through a specially designed software infrastructure, forms the basis for ASELSAN employees' career management, remuneration and reward processes.

Career Paths Shaped by Training

Continuously developing the personal and professional skills of ASELSAN employees, increasing corporate performance and expanding intellectual capital are among ASELSAN's priorities. In this regard, the training programs offered are designed in line with ASELSAN's strategic goals, and individual and corporate learning processes are supported in line with the training and personal development policy and these goals.

ASELSAN Competency Development Catalog and Development Journeys

ASELSAN's learning and development system is continuously improved through the measurement and reporting of the impact created on business results. As part of these improvements, the ASELSAN Competency Development Catalog has been created, which includes development journeys based on the behavioral dimensions in the updated competency model. In 2024, a total of 15,078 development journey requests from our employees were met through asynchronous development journey training offered on our a BiL-GE platform.

In 2024, the average number of training hours per person at ASELSAN was **29.64** hours for blue-collar employees and **70.24** hours for white-collar employees.



In 2024, a total of **TRY 180,470,192** was spent on **696,897** hours of training. At ASELSAN, where the average training hours per person is **58.56** hours, the training cost per employee is **\$ 462,46.**

We achieved our goal of increasing the average training hours per person to **23** by 2025, reaching this goal ahead of schedule in 2024. We set a new goal of increasing this to **60** hours by 2030.

ASELSAN Technical Competencies

In 2024, a study was launched to identify the training that our employees had to receive throughout their careers based on their roles. As part of the lifelong training inventory study, the training that our employees in the engineering field had to receive were created based on job subfamilies and job titles. Our employees working as Engineer 1 and 2 in the Software Design subfamily, which was determined as the pilot group, were assigned asynchronous training, and face-to-face training were planned.

ASELSAN's internal training staff regularly provides training to employees on IPC (Association Connecting Electronic Industries) and ESA (European Space Agency) standards. These standard training courses were successfully conducted by ASELSAN's internal trainers, with a total of 968 certificates issued as of 2024.

ASELSAN Academy: The Fourth Generation University Model Implemented for the First Time in Türkiye

ASELSAN established ASELSAN Academy to meet its need for qualified human resources in order to maintain its leadership in the sector. Operating with an open innovation approach, ASELSAN Academy aims to strengthen the company's innovation capacity and quickly adapt to technological developments by increasing and sharing know-how and spreading a culture of joint development.

The program supports ASELSAN employees' academic studies, contributing to their professional and personal development, while helping to strengthen university-industry collaboration and accelerate knowledge transfer.

ASELSAN Academy launched master's and doctorate programs in Computer, Electrical-Electronics, Mechanical and Materials Engineering in collaboration

with Gazi University, Gebze Technical University, Istanbul Technical University, Middle East Technical University and Hacettepe University. With the Fourth Generation University Model, which is being implemented for the first time in Türkiye, ASELSAN aims to produce innovative solutions that will provide a competitive advantage by enabling employees participating in the program

By the end of the 2024-2025 academic year, 104 students graduated from ASELSAN Academy, bringing the total number of graduates to 435. In 2024, the number of students at ASELSAN Academy was 619.



to develop theses tailored to the projects they are working on. In this model, ASELSAN, as an industrial organization, serves as an external campus of multiple universities. Thanks to this model, ASELSAN employees can continue their graduate education without leaving their facilities and receive training based on the knowledge they acquire in the projects they work on. The program is conducted in accordance with the graduate education regulations set by the universities' institutes, and participants receive a master's or doctoral degree from the universities.

Aselsan Academy Research - Seed Projects

The Aselsan Academy Research - Seed Projects Program aims to create high added value through university-industry collaboration, enabling the development of product-oriented theses that are suitable for ASELSAN's needs, have academic depth and can be quickly integrated into the industry. In this scope, the Rapid Support Program, one of ASELSAN Academy's new support mechanisms, was also launched. This program, which provides fast and low-budget support for graduate students' thesis studies, encourages scientific innovation while contributing to sustainable academic success. As of 2024, a total of 7 projects received financial support under ASELSAN Academy Research-Seed Projects Support, and the number is expected to increase in the coming years.

a BiL-GE (ASELSAN Knowledge and Development Platform)

Launched at the end of 2019 to support the professional and personal development of ASELSAN employees, a BiL-GE learning management system aims to manage learning and development processes in a holistic manner. a BiL-GE offers employees a rich learning experience with its interface that aligns with next-generation learning trends and learner-focused infrastructure. Employees can access this platform outside the organization via the internet and mobile application.

Through a BiL-GE, volunteer employees prepare training content by drawing on their own knowledge and experience. This content is published on a BiL-GE platform and shared with all ASELSAN employees.

Orientation Training

Orientation training, which plays an important role in the adaptation process of new employees to ASELSAN, is provided online via a BiL-GE and supported by facility visits. New employees are provided with face-to-face classroom training on "Effective Communication" and "Teamwork." In addition, informative live training sessions related to their sectors and directorates are held periodically every 3 months.

Erasmus+ Accreditation and Vocational Training Activities

Under this programme, ASELSAN Vocational and Technical Anatolian High School students are expected to improve their skills by participating in internship activities organised abroad. As of 2024, a total of 24 students from ASELSAN Vocational and Technical Anatolian High School participated in overseas internship programs with grant support provided under Erasmus+ accreditation.

Internal Trainer Project

ASELSAN aims to strengthen the learning and development culture, transfer corporate memory and encourage knowledge sharing through its Internal Trainer Project, which was initiated as part of its sustainable human resources strategy. Thanks to this project, employees have the opportunity to learn from each other, and the pool of in-house expertise is being expanded. Following the selection process for candidate trainers, 51 employees were included in the trainer program, and as of 2024, 35 internal trainers have been actively serving. The inclusion of sustainability within the internal trainer program has been set as a goal for 2025.

PRIZMA Mentoring Program

ASELSAN aims to contribute to the personal and professional development of its employees through the PRIZMA Mentoring Program, which it launched in 2022 with the participation of social responsibility volunteers. The matching activities between mentor and mentee candidates who completed the trainings of the 8th term of the PRIZMA Mentoring program were finalized in 2024; 77 mentors and 77 mentees started their interviews in May 2024 and completed their processes by December 2024. In the 9th term, which opened for applications in October, 163 mentee and 129 mentor applications were received. As of 2024, a total of 240 mentees and 206 mentors benefited from the PRIZMA Mentoring Program.

PRIZMA Reverse Mentoring Program

The PRIZMA Reverse Mentoring Program, which aims to create synergy by sharing the experience and knowledge of ASELSAN employees from different generations, was launched in 2023. In this program, experienced employees act as mentors, while young employees act as mentees. In 2024, the mentor and mentee training sessions for the 1st term of the PRIZMA Reverse Mentoring Program were conducted. Matching work between mentor and mentee candidates who completed their training was finalized, and 24 mentors and 24 mentees started their interviews in May 2024 and completed their processes as of December 2024.

PRIZMA Coaching Program

The PRIZMA Coaching Program was launched to support the personal development of ASELSAN employees and help them achieve their performance goals. Under this program, employees designated as internal coaches completed ICF (International Coaching Federation) approved trainings and then began coaching sessions. The 2nd term of the PRIZMA Coaching Program, which was launched to unlock the potential of our employees and support their development, was opened for application in February 2024, and our 33 employees who applied as coachees were matched with 17 internal coaches. The term was successfully completed with the interviews of coaches and coachees between March and December. By the end of 2024, a total of 60 ASELSAN employees benefited from the PRIZMA Coaching Program.

ASELSAN MICRO MBA Leadership Development School

ASELSAN MICRO MBA Leadership Development School

which was implemented for Sector Heads, Vice Presidents, Directors and Managers, aims to enable executives to achieve their strategic goals and create a common leadership culture. The program includes personality inventory assessments, face-to-face training modules, pre-training preparations and reinforcement tasks between modules. Additionally, teams called Action Learning Teams (ALT) enable executives to work on strategic issues in cross-functional teams and present solutions to jury members consisting of senior management.

ASELSAN MICRO MBA Team Leaders Development Program

ASELSAN launched the ASELSAN MICRO MBA Team Leaders Development Program to support the personal and professional development of team leaders, improve their leadership skills and ensure the sustainability of the corporate leadership culture. In 2024, a total of 403 team leaders in 21 separate groups actively participated in the development journey under the program.

ASELSAN MICRO MBA Program Management School

The Program Management School was developed to enable program managers working at ASELSAN and managers in the fields of logistics support and business development to be more effective in customer relations, increase customer satisfaction and strengthen their effective communication skills. In addition, the program offers training to enhance participants' marketing competencies.

ASELSAN MICRO MBA Program Management Development Program

The ASELSAN MICRO MBA Program Management Development Program was launched to strengthen commercial perspectives and develop the marketing competencies of employees working in business families who are in direct contact with customers. In 2024, 133 of our employees benefited from the ASELSAN MICRO MBA Programme Management School and Programme Management Development Programme.

ASELSAN MICRO MBA First 90 Days Program for Managers

The ASELSAN MICRO MBA First 90 Days Program, designed for new managers who would lead ASELSAN's ever-growing talent pool, was launched to support managers to adapt quickly and effectively to their new roles. In 2024, 118 new managers participated in this program.

In 2024,
133
of our employees benefited from the ASELSAN MICRO MBA Programme Management School and Programme Management Development Programme.



Employee Health and Safety

ASELSAN, which prioritizes employee health and safety in all its operations and activities with its people-oriented approach, considers providing a safe and healthy working environment for its employees as one of its core responsibilities. Suitable and reliable working conditions are designed in line with legal requirements and a strong occupational health and safety (OHS) culture; these efforts are carried out within the framework of the Integrated Management System (IMS) Policy determined under the leadership of senior management. The aim of the occupational health and safety activities carried out within the scope of the Integrated Management System Policy is to minimize risks by eliminating hazards that may arise in the workplace due to various reasons, thereby ensuring the safety of employees and the workplace, as well as the safety of the immediate environment and all relevant parties.

ASELSAN has been implementing the OHSAS 18001:2007 Occupational Health and Safety Management System since 2009. With the publication of the TS ISO 45001:2018 standard, compliance efforts were carried out, and the transition to the TS ISO 45001:2018 standard was completed in 2019. Management systems at ASELSAN facilities are carried out by an occupational health and safety team consisting of occupational safety specialists and occupational physicians who are experts in their fields in an integrated manner covering all facilities.

The main goal of OHS practices is to eliminate potential dangers in the workplace, minimize risks, thus protect not only ASELSAN employees and facilities, but also the environment and all stakeholders at the highest level.

You can access the ASELSAN Integrated Management System (IMS) Policy [here](#).

In 2024, the injury frequency rate decreased

by **9.7%** compared to the previous year

Occupational Health and Safety (OHS) Management

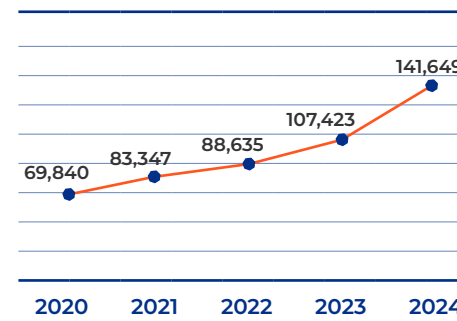
ASELSAN maintains its OHS processes in accordance with the Integrated Management System Policy (Integrated environment, occupational health and safety, road traffic safety policy) and the TS ISO 45001:2018 standard. The aim is to establish a strong OHS culture and environmental awareness with the participation of everyone, including all employees, interns, visitors and subcontractor employees. The support provided by senior management is critical to ensuring the sustainability and effectiveness of the system.

OHS related decisions made at nearly 40 OHS Committee meetings and ASELSAN Executive Committee meetings held each year are communicated to employees. OHS Committees convene for each specific sector at regular intervals.

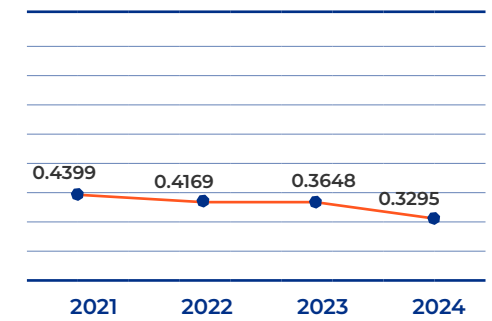
ASELSAN uses the Occupational Safety and Environment Information System (OSEIS) software to ensure the effective participation of all employees in the system. Through this software, notifications such as near misses, work accidents, and hazardous situations, as well as risk analyses, are quickly and easily communicated to the relevant people.

Training activities aimed at increasing employee awareness in the field of OHS and preventing risks are systematically carried out across the organization. Also during the reporting period, with the aim of utilizing virtual reality technologies in OHS training, scenarios were developed on fire safety and road traffic safety, and the relevant simulations were made ready for implementation. Within the scope of this application, which was put into operation in the second half of the year, more than 500 employees received a total of over 750 hours of training.

OHS Training Hours Provided to Employees (person*hours)



Injury Frequency Rate



ASELSAN has also identified potential emergencies for each facility and prepared Emergency Plans that include the measures to be taken to deal with these situations. An Emergency Crisis Management Center has been established for each facility, and the intervention steps and team information for emergencies have been detailed in the plans. In addition, specific procedures have been established for employees who require special precautions as well.

In 2024, Emergency Evacuation and Fire Extinguishing Drills were conducted at all facilities as part of emergency management to ensure that employees are prepared for emergencies. Updates were made to the emergency team lists for all facilities. An application was submitted to AFAD for the ASELSAN Disaster and Emergency Search and Rescue Team to be accredited as “Light Class/Level” in the “Urban Search and Rescue Team Accreditation” field. In addition to the fire safety inspections conducted at the main facilities, on-site inspections were carried out in outdoor areas to ensure that fire safety measures were implemented in all work areas.

An Approach Covering the Entire Ecosystem

ASELSAN has determined the training and qualification requirements of subcontractor employees who come to work at its facilities and closely monitors these processes. Before starting work, OHS documents are checked by ASELSAN Occupational Safety Experts, and the information is recorded and

approved in the Occupational Safety and Environmental Information System. In addition, an informational presentation conveying the facility's occupational safety rules is shown to subcontractor employees, and this process is documented.

ASELSAN works only with approved suppliers, and supplier companies are subject to an approval process following inspections conducted by the ASELSAN Supplier Evaluation Team. These inspections serve as a guide for suppliers to improve their occupational health and safety (OHS) practices. Companies that do not meet the defined criteria are not engaged in collaboration, while approved suppliers are monitored through periodic audits and encouraged to continuously improve their OHS performance. The results of the inspections are shared transparently with suppliers via a dedicated portal, and companies can view their assessment scores and areas for improvement directly.

ASELSAN includes specific OHS obligations in the contracts and purchase orders it signs with suppliers and subcontractors. In this scope, suppliers are required to comply not only with legal regulations but also with additional OHS standards set by ASELSAN.

ASELSAN provides OHS training not only to its own employees but also to the employees of companies it contracts with as subcontractors, ensuring that they are also integrated into ASELSAN's OHS culture and contribute to it. In 2024, all stakeholders were included in the Occupational Safety Culture through

training provided to 1,678 subcontractor employees in addition to the OHS training given by their primary employers.

Employee Involvement in Occupational Safety

OHS and Environmental activities at ASELSAN facilities are managed under an integrated structure called “Integrated Management Systems (IMS).” At the heart of this system are employee involvement and internal communication, and more than 250 IMS Leaders have been appointed to ensure effective coordination in each unit.

IMS Leaders undergo comprehensive training in accordance with the ISO 45001 standard before assuming their roles, taking on critical responsibilities such as ensuring the effective implementation of OHS practices, informing employees and promoting OHS awareness across the organization.

Additionally, IMS Leaders and OHS professionals enhanced their competencies by participating in the “Safety Coaching Training” program offered by ÇASGEM, affiliated with the Turkish Ministry of Labor and Social Security, and accredited by the International Coaching Federation (ICF) in 2024.

Visible Leadership

ASELSAN reinforces its commitment to creating a strong OHS culture by prioritizing the well-being of its employees through its annual “Visible Leadership” events. These events led by the CEO,

relevant Vice Presidents and Sector Heads enable executives to take an active role in the field to communicate directly with employees, raise OHS awareness and strengthen the culture of trust within the organization through two-way interaction.

Safety in All Areas: Road Traffic Safety

ASELSAN established the ISO 39001:2012 Road Traffic Safety Management System in 2021 with the aim of providing safe, healthy and efficient transportation services. This system regulates and monitors the road traffic movements of personnel service vehicles and company passenger vehicles used in transportation of ASELSAN employees.

Comprehensive video-based road traffic safety risk analyses were conducted on all service routes, risk analysis results were communicated visually to drivers, and necessary actions were taken in identified high-risk areas to ensure ASELSAN employees travel more safely. Additionally, an environmentally friendly approach was adopted, encouraging employees to use public transportation. As a result, significant steps have been taken to reduce traffic congestion and carbon emissions caused by private vehicles.

As part of Virtual Reality (VR) studies, areas within and outside the facility where ASELSAN vehicles would drive were simulated, and simulation training with VR glasses started for professional drivers and ASELSAN employees who requested driverless vehicles.

In 2024;

Number of ASELSAN employees who received Road Traffic Safety training: 8,127

Kilometers gained through route merging 220,825 km

Number of ASELSAN employees who received Professional Driving Training: 353

Virtual Reality (VR) Road Traffic Safety (YTC) Simulation Training: 420

Carbon emissions avoided through route merging: 41.1 tCO₂

Total inspection distance achieved through road safety inspections: 128,144 km

Information Sharing with Stakeholders/Information Acquisition Activities

Participation was made in the Sustainable Defense Industry Occupational Health and Safety Workshop, organized under the coordination of the Defense Systems Presidency (SSB) with the involvement of occupational health and safety professionals from Turkish Armed Forces Foundation (TSKGV) companies and defense industry subcontractors/suppliers. In the 1st session titled "Technology and OHS", information was provided about ASELSAN practices, and the 2nd session titled "Subcontractor/Supplier Management" was moderated. During the workshop, questions raised by occupational health and safety professionals from subcontractors and suppliers forming the defense industry ecosystem were answered, and information was shared on good practices, contributing to the creation of a sustainable occupational health and safety culture across the entire defense industry ecosystem.

Information was shared by participating in the "Birlikte Güveneyiz (We Are Safe Together)" workshop series held in the reporting year under coordination of SSB with the participation of occupational safety teams from TSKGV companies. In this scope, in four different meetings themed:

- Digitalization in Occupational Safety,
- Emergency Management,
- Integrated Risk Management and
- Health Practices, ASELSAN practices were shared, and information was obtained about other companies' applications.

Health Screening and Employee Well-being

ASELSAN develops various projects to protect the health and improve the well-being of its employees. Diabetes has been one of the key areas of focus for ASELSAN's healthcare team in 2024, as it has been in previous years. To highlight the link between obesity and diabetes and monitor the effectiveness of treatment for newly diagnosed individuals, blood sugar levels of 465 employees with Body Mass Index (BMI) ≥ 30 were recorded during outpatient clinic exams, pre-employment exams, job change exams and periodic check-ups, and necessary information was provided. In addition, ASELSAN workplace physicians performed a total of 48,214 health procedures in 2024 and administered seasonal flu vaccines to 974 employees.

Health Seminars

ASELSAN organizes various seminars, awareness campaigns and health screening programs to support the health of its employees. Information activities are carried out on health issues such as infectious diseases including HIV/AIDS, stress and anxiety management, smoking cessation and eye screening. Additionally, awareness seminars on women's health issues, such as breast cancer, are organized to empower female employees and prioritize their health. For mothers, "First Steps to Motherhood" health seminars are being held.

Health Training

Under the First Aid Regulation, the ASELSAN First Aid Training Center was opened in 2007 with the aim of training first responders and reducing the risk of accidents by ensuring that all public and private institutions have first responders according to their hazard class. In 2024, 412 people were trained at this center, increasing the total number of first responders to 1,385.

In order to strengthen the medical emergency response skills of kindergarten and nursery staff and emergency teams, increase awareness of medical emergencies and improve the coordination skills of emergency teams, drills were organized at the Gölbaşı Facility Nursery and Kindergarten in 2024. Similar drills are planned to be held twice a year at nurseries and kindergartens of our 3 facilities in 2025.

Sports for Health

ASELSAN offers a wide range of sports facilities to support the health of its employees. The sports complex at the Gölbaşı Facility offers various facilities, from fitness areas to squash courts, basketball courts and table tennis areas, while group classes such as pilates, yoga and zumba are being offered by internal trainers. The football field at the Akyurt Facility is another area where ASELSAN employees can play sports.

Smoke-Free Air Zone

ASELSAN was declared a Smoke-Free Air Zone on November 20, 2019, World No Tobacco Day. Throughout 2024, activities continued to raise awareness among ASELSAN employees on this issue.

Healthy Nutrition, Food Safety and Hygiene

ASELSAN provides healthy food to its employees. In the kitchen at the Gölbaşı facility, meals prepared under the supervision of expert dietitians and in accordance with high quality standards are served daily to approximately 15,000 people. Alternatives are also available for those with different dietary needs, such as gluten allergies, vegetarianism or diabetes.

In 2024, with the aim of maximizing food safety and hygiene, the TS ISO 22000:2018 Food Safety Management System (FSMS) and TS 13811:2018 Hygiene and Sanitation Management System (HSMS) were established, and audits conducted by international audit firms were successfully completed, resulting in the issuance of certificates. The FSMS has been integrated to effectively manage food supply, while the HSMS has been integrated to establish and implement hygiene conditions.

ASELSAN established hygiene teams by conducting Hazard Analysis and Critical Control Points (HACCP) studies, and the members of these teams received the necessary training. In addition, companies that supply food to ASELSAN are inspected twice a year. Hygiene supervisions are carried out regularly across all facilities by occupational safety experts and workplace physicians, and any non-compliance issues are reported, taking the necessary corrective measures.



Social Responsibility

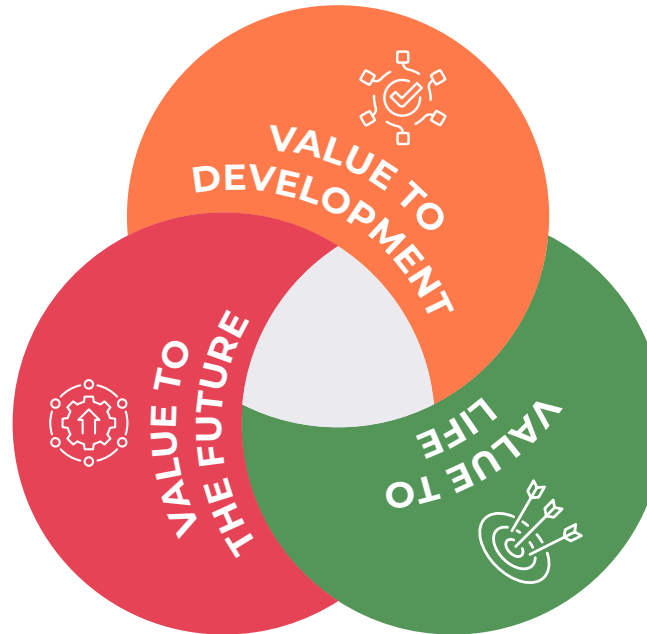
Corporate Social Responsibility Strategy

Since our foundation, we have been striving to contribute to the welfare and development of society and believing in the importance of being a source of hope and inspiration for the future. In line with our strategic priorities, we implement social and environmental projects that are in line with the United Nations Sustainable Development Goals. ASELSAN's Corporate Social Responsibility (CSR) activities are carried out under three main value headings.

You can access the ASELSAN Donation and Aid Policy [here](#).

In the light of our community involvement policy and corporate social responsibility strategies to add value to the future, we undertake that we will always work with all our strength to be a part of the solution together with our corporate volunteers.

ASELSAN Corporate Social Responsibility (CSR) Approach and Community Involvement Policy



Value to the Future

In order to leave a better world for future generations, we develop innovative technologies and implement projects to reduce our impact on climate change and the environment, together with our stakeholders.

Value to Development

We implement various projects to raise awareness and encourage efforts in sustainability and green transformation among all individuals, institutions, and organizations included in our stakeholder map.

Value to Life

With the philosophy of "Technology serving people and the planet", we develop solutions that enhance quality of life and deliver value-creating technology with our principle of "Hope to the future, value to life".

Corporate Volunteering

We draw our strength from our human capital in all our projects. Inspired by the value ASELSAN employees add to future technologies, we determine our corporate social responsibility (CSR) strategies. With our corporate volunteering approach, we encourage our employees to participate in our social responsibility initiatives and even take the lead in projects. We are working to build a large corporate volunteerism ecosystem not only with ASELSAN employees but also with young people participating in programs such as "a Future" or the families of ASELSAN employees, aiming to add "Hope to the Future, Value to Life." In 2023, our ASİL Association, which was granted the status of a public benefit association, and our working groups formed under ASİL are working to add value to our society, sometimes with our detailed projects and sometimes in emergencies such as the earthquake disaster in Türkiye. Together with all ASELSAN volunteers, we realize projects that will educate young generations to produce the solutions of the future by addressing the main source of problems, increase sensitivity to climate change and raise awareness on diversity, equality and inclusion (DEI). Depending on the type of project, we increase the working wellbeing of our employees by ensuring that our employees are considered as on administrative leave during corporate social responsibility activities. In the light of our corporate social responsibility strategies to add value to the future, we undertake that we will always work with all our strength to be a part of the solution together with our corporate volunteers.

Some ASİL Corporate Social Responsibility Projects in Numbers



“No More Children Left Cold” campaign reached
1,000 children



A total of
378 people
people had their basic needs met through the “Askıda İyilik Request and Donator Matching Portal”.



Food support was provided to
1,288 families
contributing to the improvement of their living conditions.



A total of
TRY 499,000
bin scholarships was awarded to successful students, educational support was provided by supplying stationery to

1,000 students
and clothing to

2,034 students..



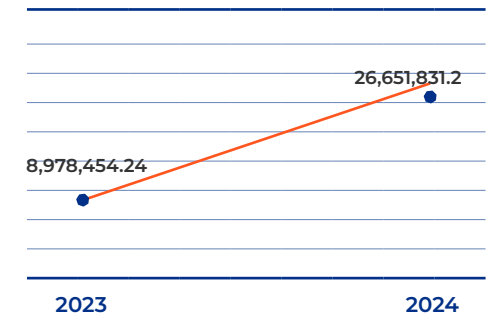
A total of
TRY 28.070.369,69
in donations was made.

ASELSAN Social Innovation Leaders (ASİL) Solidarity Association

Founded in 2019 within ASELSAN and granted public benefit association status in 2023, ASİL Solidarity Association aims individuals and communities to take action in a spirit of solidarity and to develop sustainable projects. Supporting projects that provide social benefits in areas such as education, health, environment and social justice, the Association has played an active role in many important initiatives, from assisting earthquake victims to supporting stray animals.

In line with these activities,

Aids Provided by the ASİL Association (TRY)



Total educational aid provided by the ASİL Association in 2024 amounted to
TRY 18,123,750

FUTURE OF SHARING

Our Social Value Activities

ASELSAN works intensively with its stakeholders and corporate volunteers to shape the future of young people, science and technology, creating value through these partnerships. At the same time, it aims to improve the quality of life of individuals and contribute to a sustainable society through its social responsibility projects and volunteer activities.



ASELSAN 1975

Launched in 2020, the ASELSAN 1975 digital and physical store aims to contribute to sustainable growth and increase the global awareness of the ASELSAN brand. Supporting domestic production with its innovative and environmentally conscious product designs, ASELSAN 1975 also distributes a portion of its revenue to those in need through the ASİL Association. A portion of the revenue from canteens, restaurants and patisseries operating on ASELSAN facilities is also used for social support purposes.

As part of its 2024 initiatives:

- ① ASELSAN established bazaars on its facilities that include services such

as markets, tailors, dry cleaners and car washes to improve the quality of life for its employees and increase social aids.

- ② A total of TRY 750,000 in in-kind and cash aid was provided to individuals and families facing difficulties in accessing basic needs.
- ③ As part of the association's traditional "Every Child Wants a Feast Dress" campaign, clothes were distributed to needy children living in Ankara, Diyarbakır and Malatya, sharing in the joy of the feast.
- ④ Through the funds raised under the "Our Doctor Tolga Runs for Girls" campaign, gifts were presented to 54 girls at the Ankara Children's Support Center (ÇODEM).

- ⑤ The "Bisikletiniz Bayram Olsun" campaign was launched for children affected by the February 6, 2023 earthquakes. As part of the campaign, bicycles and scooters donated by ASELSAN employees were delivered to earthquake areas after undergoing necessary maintenance and repairs.

LÖSEV

Since 1998, six social responsibility activities are being carried out each year through stands set up at our three facilities in cooperation with LÖSEV, which has been supporting thousands of children with leukemia across Türkiye. Thanks to volunteer ASELSAN employees, support is provided to children with leukemia and their families.

Supporting domestic production with its innovative and environmentally conscious product designs, ASELSAN 1975 also distributes a portion of its revenue to those in need through the ASİL Association.

THE FUTURE OF YOUTH

ASELSAN Vocational and Technical Anatolian High School

ASELSAN Vocational and Technical Anatolian High School, a pioneer in its field, was established in Ankara in 2019 as a result of collaboration between the Turkish Ministry of National Education's Directorate General of Vocational and Technical Education and ASELSAN, with the aim of training qualified human resources needed by the defense industry. ASELSAN Vocational and Technical Anatolian High School is a unique school in its field, both in terms of the education it provides and the opportunities it offers after graduation.

Thanks to the workshops created for the defense industry, students have the opportunity to reinforce their theoretical knowledge with practical experience. In addition, students have the opportunity to develop their professional skills through internships offered at ASELSAN. The school, which graduated its first class in 2024, offers its students direct employment opportunities within ASELSAN, enabling a swift transition from education to employment.

ASELSAN Vocational and Technical Anatolian High School offers a comprehensive five-year education in two main fields: electronics and mechanical systems. The curricula of these programs were specially prepared by ASELSAN experts and Ministry of National Education officials in line with the needs of the sector.

Career Talks events are held regularly to contribute to the professional development of students and to convey ASELSAN's vision and mission.



ASELSAN Vocational and Technical Anatolian High School is a unique school in its field, both in terms of the education it provides and the opportunities it offers after graduation.

ASELSAN Konya Vocational and Technical Anatolian High School

ASELSAN Konya Vocational and Technical Anatolian High School is a pioneering educational institution that was founded with the goal of providing qualified and competent human resource to Türkiye's defense industry. The strong collaboration and support provided by ASELSAN, the Ministry of National Education and Konya Savunma Sanayi A.Ş. have played an important role in the implementation of this strategic mission.

The school, which started education in 2021, accepts students from the highest achievement bracket (0-1%) across Türkiye each year and reached a capacity of 218 students as of 2024-2025 academic year. According to the base score data for the same year, ASELSAN Konya Vocational and Technical Anatolian High School ranks 5th among vocational and technical Anatolian high schools across Türkiye, following ASELSAN Vocational and Technical Anatolian High School. In 2024, a PCB Manufacturing Workshop was established at ASELSAN Konya Vocational and Technical Anatolian High School in accordance with the curriculum.

Alimhane

The Alimhane Project was launched in 2022 at Ankara Science High School with the aim of unlocking the potential of young individuals and preparing them for careers in engineering. Conducted within the framework of the innovative "3H Model" (Dream-Prepare-Act), the project allows students to freely express their dreams, transform their ideas into projects with the guidance of ASELSAN employee mentors and get the opportunity to put them into practice with advanced laboratory facilities. Alimhane provides young people with a solid career foundation by imparting not only technical knowledge but also fundamental skills such as critical thinking, creativity and teamwork.

Business Life 101

Launched by ASELSAN under the motto “Experience for Youth, Inspiration for the Future”, the Business Life 101 Program is a technical and personal development-focused training program with a certificate of participation, that aims to introduce 2nd-year university students to the business world. Open to all university students regardless of their field of study, the program is delivered through a platform where experts from both within and outside ASELSAN share their experiences via online courses. The program covers topics such as financial literacy, artificial intelligence, agile career and cybersecurity, all tailored to the needs of the modern era.

In 2024, 1,187 students applied to the program, and 101 were accepted. Of the participants, 97 successfully earned their certificates of participation.

a Yetenek 4 Program

ASELSAN's a Yetenek 4 Program is a program that has been offering professional development opportunities to young talents since the 1980s and that was restructured in 2019. Students are provided with training in engineering and administrative fields, the opportunity to learn about ASELSAN culture, participate in social responsibility projects and receive mentoring. Participants receive salary, meal, transportation and insurance support and are also given the opportunity to participate in volunteer projects in collaboration with the ASİL Association. The Reverse Mentoring program, launched in 2020, has enabled young people to share their vision and perspectives with senior management

and encouraged inter-generational interaction. At the end of the program, students present their projects for recognition, with top performers receiving certificates. There were 5,899 applications for the 2023-2024 period and 10,567 applications for the 2024-2025 period. In the 2023-2024 period, 172 out of 215 participants successfully completed the program and joined the ASELSAN staff.

a Yetenek 3 Program

Launched in line with ASELSAN's goal of reaching the engineers of the future earlier, a Yetenek 3 Program supports young talents studying at university to discover their professional orientations. Admission to the program involves a rigorous selection process that includes a general aptitude test, competency assessments and technical interviews. As part of this special four-month program, participants are offered

many development opportunities such as technical and personal trainings, mentoring support, group projects and industry introduction days.

a Yetenek Summer Internship Program

aTalent Summer Internship Program offers higher education students the opportunity to intern at ASELSAN between June and September every year. In 2024, 1,084 students selected among 12,633 applicants completed their summer internships.

Participating students completed their internships in 199 different directorates, with a satisfaction rate of 90.4%. During the internship, 40 different training topics were defined under the “a Development” heading, which can be accessed through the digital education system (a BiL-GE), thus increasing students' personal awareness, new world skills and competencies regarding business life.

a Yetenek High School Program

aTalent High School Program is a talent program implemented to make the skills training of vocational high school students more efficient, to meet the technician needs of the defense industry with a methodological approach and to increase the attractiveness and preference of vocational high schools. The program also aims to provide qualified human resources to the sector by contributing to the personal development of students as well as their technical knowledge and skills.

The program, which is carried out within the scope of the Vocational Education Law No. 3308, is aimed at 12th grade students studying in Anatolian Vocational Programs of vocational and technical Anatolian high schools. While students are equipped with both basic and technical knowledge throughout their vocational training process, their learning process is supported in a multifaceted way with one-to-one mentoring support, personal development trainings and regular periodic evaluations.

In September 2024, 177 students started their vocational training under the program.



In 2024
1,084 students
selected among
12,633 applicants
completed their
summer internships.



ASELSAN Tekno Macera aims to raise children between the ages of 6-13 as conscious and well-equipped individuals by offering equal opportunities in the light of technology and science.

ASELSAN Tekno Macera

ASELSAN Tekno Macera is a pioneering corporate social responsibility project initiated in 2019. Launched after April 23rd National Sovereignty and Children's Day, this project aims to instill a love of science and technology in children. The project is based on increasing children's interest in science and technology and encouraging them to develop their talents in this field with content prepared under the supervision of expert pedagogues.

ASELSAN Tekno Macera project aims to increase children's interest and literacy by offering them opportunities to interact with technology and science from an early age. ASELSAN Tekno Macera aims to raise children between the ages of 6-13 as conscious and well-equipped individuals by offering equal opportunities in the light

of technology and science. By increasing children's curiosity and desire to explore through fun and interactive activities, Tekno Macera aims to inspire them in the field of science and technology, while at the same time raising awareness about environmental awareness and sustainability principles.

By prioritizing disadvantaged groups, the project supports equality of opportunity in education and provides the necessary resources for every child to step into a future intertwined with technology and science. ASELSAN Tekno Macera also makes a significant contribution to social development by transforming children from being mere consumers of technology to creative and productive individuals. With the support offered to parents and educators, children are encouraged to establish a healthy relationship with technology and grow up as future technology leaders.

Within the scope of the ASELSAN Tekno Macera project, a wide audience was reached through various activities and workshops. Since 2019, the project has reached more than 60 thousand children in 9 different cities with training workshops and experience areas organized to increase children's technology literacy.

ASELSAN Tekno Macera continues to increase interest of children and young people in science and technology with more than 26,000 followers on various digital platforms, more than 870,000 views on its YouTube channel, more than 1,000,000 reach on digital media, and 2,500,000 viewing hours.

To date, extensive effort demonstrates the commitment of ASELSAN Tekno Macera to making science and technology education widespread and accessible. The project aims to make significant contributions to raising conscious and talented generations for a sustainable future and continues its activities in this direction.

ASELSAN Campus

ASELSAN Campus is a comprehensive program launched to establish direct communication with young talents and introduce the company to university students. Thanks to the events organized with the participation of technical experts and human resources representatives, sustainable relationships are being established with universities, and annual talent acquisition plans are being created. Within the scope of the program, active collaboration is being carried out with universities such as METU, Bilkent, Hacettepe, ITU and YTU, and regular meetings are held with the career centers of universities. In 2024, ASELSAN Campus reached more than 10,000 university students.

ASİL Children's Theater

Launched in Macunköy facility under the leadership of ASİL Theater Group, ASİL Children's Theater provides drama, basic acting and improvisation trainings to ASELSAN children, supporting their artistic development and providing them with the opportunity to get to know ASELSAN culture.

High School Events

Informative presentations are organized to introduce ASELSAN to high school students and to guide them in their career planning with the concept of "High School Events". ASELSAN also participates in career fairs, seminars and panels for university students, and volunteer ASELSAN employees make presentations on technology and the business world within the scope of corporate social responsibility. In addition, simulations are conducted under expert guidance to improve students' interview skills, and all these activities contribute to the personal and professional development of young people.

THE FUTURE OF SCIENCE AND TECHNOLOGY

Gebze Technical University - Cybersecurity Vocational School

As part of the “Protocol on Opening of Cybersecurity Vocational Schools” signed between the Digital Transformation Office of the Presidency of the Republic of Türkiye and the Presidency of the Council of Higher Education, the Cybersecurity Vocational School was established within Gebze Technical University. ASELSAN provided information technology support to this important initiative and contributed to the establishment of cybersecurity laboratories within the university. Within the scope of this support, desktop computers, instructor computers, laser printers, projectors, cameras and various equipment for hybrid course teaching infrastructure were provided for the use of students.

TEKNOFEST

ASELSAN has been actively participating as a stakeholder organization in TEKNOFEST Aviation, Space and Technology Festival, one of the world’s largest aviation, space and technology events, since 2018. This participation reflects ASELSAN’s commitment to creating social impact, strengthening science communication and increasing technology awareness and is also considered as an important part of its mission to contribute to the National Technology Move.

Science Festival and Contributions to the Entrepreneurship Ecosystem

ASELSAN takes an active role in various events to support individuals interested in science and technology and to increase social awareness in these fields. At the

same time, it continues its efforts to contribute to the technology-oriented entrepreneurship ecosystem with determination.

Accordingly, the new ASELSAN building in Teknopark Istanbul has been planned to be equipped with office and workshop areas specially designed for entrepreneurship activities. The center aims to provide office, mentoring, promotion, marketing, infrastructure and training support for ASELSAN entrepreneurs within the scope of incubation and acceleration programs. In addition, open and closed office support within the “DeepDefence” startup accelerator program focused on advanced technology will be implemented in this center.

With all these activities, ASELSAN continues to make significant contributions to increasing scientific awareness, supporting young entrepreneurs and the sustainable development of the entrepreneurship ecosystem.

Academic Talks and Academic Collaborations

Within the Academic Talks series organized by ASELSAN Academy throughout 2024, 8 scientific talks were held with the participation of expert academicians from various disciplines. These events contributed to academic and technological developments, while encouraging knowledge sharing and multidisciplinary interaction.

ASELSAN Academy publishes Sectoral Reports that include students’ relations with projects, academic outputs and

statistical information in order to deepen sectoral collaborations. In addition, a Technology Trend Analysis Report was prepared and shared with the public, which analyzes the groundbreaking technology areas that will shape the future and guide the sector.

Sector on Campus Program

The Sector on Campus Program, launched under the umbrella of the National Technology Academy affiliated to the Turkish Ministry of Industry and Technology, aims to strengthen university-industry collaboration, integrate competencies in line with current industry needs into university curricula and equip students with practical training.

Within the scope of the programme, 94 partner companies and 208 universities are working together. In 2024, ASELSAN contributed to the programme by offering seven different courses at eight universities through its volunteer employees, who are committed to corporate social responsibility.

Next Big Move to Türkiye Program

ASELSAN aims to bring not only qualified human resources from within the country, but also Turkish citizens living abroad, who have specialized in their fields, back to Türkiye. Within the framework of the program, transportation and relocation expenses of ASELSAN employees returning to Türkiye from abroad are covered by ASELSAN under certain criteria, thus facilitating the integration of globally talented human resources into our country and ensuring strong contributions to strategic

projects. Started in 2006 as Back to Turkey, the process was expanded and turned into a project in 2019 and named Next Big Move to Türkiye in 2020. Since 2019, approximately 160 competent professionals have started to work within ASELSAN as part of the relevant project.

ASELSAN DONATION AND AID POLICY

ASELSAN aims to provide benefit to the society by supporting institutions while carrying out projects to increase social opportunities for social welfare and scientific activities for the development of society. The Donation and Aid Policy created in this direction is shared transparently with our stakeholders.

Within the scope of ASELSAN Donation and Aid Policy, cash donations and aids can be made to institutions, organizations, foundations and associations engaged in scientific research and development activities, to institutions and similar organizations established for social purposes, to the construction of structures such as schools and health facilities that are of public benefit and to other works that ASELSAN may deem beneficial. Every year, the annual donation plans and the upper limit of the donation amounts are determined at the ASELSAN General Assembly meetings, and donations are realized by the decision of the Board of Directors.

Donations and Aids (TRY thousand): 57,968

ASELSAN did not donate to any political party or group and contribute to or participate in any political activities in 2024.

09



aBusiness



At ASELSAN, we work with the goal of creating more value for all ASELSAN employees by matching our engineering skills with the demands of modern business life, a listed company and domestic and foreign end users. We support good products with the right business model, the right financing structure and the right communication channels and produce them without compromising ethical and transparent management.



In This Section:	Relevant Stakeholders:	Related Capital Elements:
<ul style="list-style-type: none"> Corporate Foundations Compliance with Regulations Responsible Production, Consumption, Business Development and Marketing Climate Change Management 	<ul style="list-style-type: none"> Employees Suppliers Public Institutions and Organisations Society 	<div> Human Capital Manufactured Capital Intellectual Capital </div> <div> Natural Capital Social-Relational Capital </div>

Corporate Foundations

Our sustainability strategy has been built on the corporate foundations that we have meticulously managed since our establishment. Corporate foundations are the main axes of our value creation approach and continuous performance areas. Business Ethics and Transparency, Corporate Governance, Anti-Bribery and Anti-Corruption are the corporate foundations of ASELSAN. We attach great importance to these areas and see them as areas of continuous investment.

Corporate Governance

We keep our principles of fairness, transparency, responsibility and accountability, which are the foundations of corporate governance, at the center of our activities, while paying attention to the sensitivity of the sector in which we operate, and protecting the interests of stakeholders.

We continue our efforts to carry our national leadership to the international arena and to ensure full compliance with corporate governance and legal regulations.

ASELSAN carries out all its activities with the goal of full compliance with the corporate governance principles

determined by the Capital Markets Board (CMB) by focusing on the value it creates for its stakeholders. Accordingly, ASELSAN has achieved full compliance with all principles in force and required by the Corporate Governance Communiqué.

Without prejudice to the inalienable powers of the General Assembly pursuant to the relevant provisions of the Turkish Commercial Code (TCC), all business and administration of the Company is carried out by the Board of Directors elected by the General Assembly in accordance with the provisions of the TCC and CMB regulations.

The number and qualifications of the independent members of the Board of Directors are determined in accordance with the CMB's regulations on Corporate Governance Principles. The Board of Directors, which is responsible for managing ASELSAN in accordance with corporate governance principles and strategic goals, supports the effective management of risks and opportunities and the long-term success of the Company with an integrated thinking approach.

Since 2004, we have been publishing a Corporate Governance Principles Compliance Report every year.

You can access the Corporate Governance Principles Compliance Report [here](#).

Since 2012, our level of compliance with corporate governance principles has been assessed annually by an independent rating agency. As a result of the efforts

carried out throughout 2024 to improve the corporate governance rating, our rating increased from 9.41 in 2023 to 9.49 in 2024, reaching its historical peak.

The shares of ASELSAN, which have been traded on BIST since 1990, are listed on the National Market. Indices in which the Company is included:

BIST SUSTAINABILITY 25 INDEX

BIST DIVIDEND

BIST SUSTAINABILITY

BIST PARTICIPATION 50

BIST 500

BIST LIQUID 10 EX BANKS

BIST ALL

BIST TECHNOLOGY

BIST 100

BIST PARTICIPATION ALL

BIST CORPORATE GOVERNANCE

BIST 50

BIST PARTICIPATION 30

BIST STARS

BIST SUSTAINABILITY PARTICIPATION

BIST 30

BIST ANKARA

BIST PARTICIPATION DIVIDEND

BIST PARTICIPATION 100

Management Structure

The Board of Directors plays a decision-making and supervisory role in the identification and management of economic, environmental and social impacts, risks and opportunities. The Board of Directors ensures that the work carried out is in compliance with the legislation, articles of association, directives and established policies, as well as that the work is carried out efficiently and effectively.

The Company's Board of Directors regularly reviews the Company's governance practices in line with its sectoral expertise as well as its financial expertise and focuses on sustainable growth by monitoring the needs of its stakeholders.

ASELSAN shares are traded on BIST under the ticker ASEL.

33%
of ASELSAN's Board of Directors consists of independent members.

In 2024, ASELSAN's corporate governance rating reached its historical peak by rising to 9.49

ASELSAN provides separation of duties in order to support corporate values at the highest management level. The Chairperson of the Board of Directors and the CEO are different persons. The execution of the decisions taken by the Board of Directors is carried out under the leadership of ASELSAN's CEO.

At ASELSAN, the Board of Directors and its affiliated Committees can support the company in providing access to the information it needs by appointing consultants in the areas of expertise it deems necessary.

Our Committees

In accordance with the Capital Markets Board's Corporate Governance Principles, three committees have been established within ASELSAN to contribute to the healthy fulfillment of the duties and responsibilities of the Board of Directors. Principles regarding the formation, working, meeting and reporting principles of the committees are determined by the Board of Directors.

Audit Committee: The Committee consists of three independent board members. The main duties of the Committee are to ensure that financial information is disclosed to the public and to oversee the functioning and effectiveness of ASELSAN's accounting system, independent audit, internal audit and internal control system. All audit committee members are non-executives.

The Internal Audit Department reports directly to the Audit Committee and the Board of Directors. The Audit Committee has the right to make changes in Internal Audit employees and executives when deemed necessary. The Audit Committee convenes at least four times a year.

Early Detection and Management of Risk Committee: The Early Detection and Management of Risk Committee consists of two board members, and its Chairman is an independent board member. The committee, which convenes at least six times a year, determines ASELSAN's strategic, operational, financial and compliance risks and oversees the management of these risks in line with the ASELSAN's corporate risk taking profile.

Corporate Governance Committee: KThe orporate Governance Committee consists of three members of the Board of Directors and the manager of the investor relations function in accordance with Capital Markets Board regulations. The Chairman of the Committee is an independent member of the Board of Directors.


The Committee makes recommendations to the Board of Directors for the realization of compliance with corporate governance principles and improvement efforts. The Committee also oversees the activities of the Investor Relations and Financial Analysis Department and convenes at least four times a year.

Due to the structure of the Board of Directors, ASELSAN does not have a Nomination Committee and a Remuneration Committee, and the duties and responsibilities of these committees are fulfilled by the Corporate Governance Committee. All compensation committee and nomination committee board members are non-executives.

Detailed information on ASELSAN's corporate governance structure, board members and committees is available on the corporate website.

Diversity and Inclusion in the Board of Directors

As part of the importance ASELSAN attaches to the principles of equality, diversity and inclusion (DEI), ASELSAN Board of Directors Diversity and Inclusion Policy was established. Pursuant to the targets set in this area, it is aimed to increase the ratio of female board members to 25% within 5 years. For this purpose, priority is given to female candidates among candidates with similar knowledge, expertise and skills.

 The Board of Directors Diversity and Inclusion Policy is available [here](#).

Relations with Shareholders

ASELSAN attaches importance to the fair fulfillment of shareholders' right to obtain information. Care is taken to respond to the information requests of shareholders who apply to ASELSAN for information in a complete and understandable manner.

Legislation, articles of association and other internal regulations are complied with in the exercise of shareholders' rights. Necessary measures are taken to ensure the exercise of these rights and equal treatment. General Assembly voting results are recorded, and reports are sent to shareholders. Throughout 2024, the Investor Relations and Financial Analysis Department took the necessary care to ensure that all written and verbal information requests of all shareholders were met in the most accurate and fastest manner.

Information and disclosure that may affect the exercise of shareholders' rights are presented to the attention of shareholders on our corporate website.

Material event disclosures announced through the Public Disclosure Platform (PDP) established within Borsa Istanbul have been disclosed in Turkish and English since 26.10.2015, and material event disclosures and other notifications are also published on ASELSAN's website on the same day in Turkish and English. Changes in the company structure are announced on our website, and investor presentations are constantly updated.

Information on capital increases and dividend distributions is also made available to investors on our website. Information is provided on shareholders' participation in the general assembly and electronic general assembly principles.

Business Ethics and Transparency

ASELSAN Code of Ethics, Conduct and Values is regularly reviewed and updated in order to create working environments in accordance with ethical principles, which are based on honesty, integrity and business discipline, to prevent unethical behavior, to raise awareness of ethical values and to integrate ethical principles with practices.

Code of Ethics, Conduct and Values consists of basic principles, code of conduct, prevention of conflicts of interest, ASELSAN's relations with third parties, gratuities and discounts, use of ASELSAN information and assets, ASELSAN's opportunities, confidentiality, occupational health and safety, behavior towards official institutions and officials, investor relations, intellectual and industrial property rights, protection of the rights of the applicant, prevention of discrimination and harassment, prevention of mobbing, environmental protection, political activities, social responsibility, use of social media, use of information technology resources, compliance with laws and company regulations, personal and private activities headings.

Code of Ethics enable the creation and protection of a working environment where ASELSAN employees treat each other with courtesy, sincerity, tolerance and respect, and where everyone shares their views with open-mindedness. With the mutual trust provided, employees act with a sense of responsibility and look out not only for their own interests as individuals, but also for the long-term interests of the society they are a part of, ASELSAN and its stakeholders.

Ethics Management

ASELSAN senior management provides leadership and full support for the implementation of code of ethics and the development of the ethics system. ASELSAN Code of Ethics Board, established within the scope of ASELSAN's corporate structure and management system, consists of eight members.

The ASELSAN Code of Ethics Board is chaired by a member with a director or higher title selected by the CEO. The members of the Board include representatives of the Internal Audit Department, Legal Affairs Department, Corporate Governance Vice Presidency, Human Resources Directorate, Supply Chain Management Vice Presidency and two ASELSAN employees who meet the criteria determined as a result of the voting made by ASELSAN employees.

All ASELSAN employees can receive information from the Board and report to the Board the behaviors they think are contrary to the code of ethics. Behaviors contrary to the code of ethics are immediately evaluated by the Board, and relevant measures are put into practice with the knowledge and contribution of senior management.

At ASELSAN, an environment that encourages the employees to internalize the code of ethics and always apply these principles in their daily business life is provided. In cases of violation of the code of ethics, applications from within ASELSAN can be made through the Code of Ethics Help Desk, while applications from outside ASELSAN can be made by

sending them to etik@aselsan.com or by sending them to the mail address of ASELSAN Macunköy Facility.

In cases where an ethical violation is detected, depending on the severity of the violation, Code of Ethics Board conducts processes of warning, referring to the Disciplinary Board for further disciplinary review, and informing the relevant Sector Presidency/Vice Presidency in writing about potential measures. As a result of the Disciplinary Board's investigation, one of the following penalties may be imposed on employees with the approval of the CEO: drawing attention, warning, reprimand or termination of service contract.

ASELSAN Code of Ethics Board regularly announces to all ASELSAN employees the applications received by the Board and the Board's evaluations regarding these applications in order to ensure awareness of code of ethics and values. The report on the activities of the Code of Ethics Board, the applications made and the measures taken is presented at the Board of Directors meeting in January each year.

Ethics Training

Each ASELSAN employee is included in the orientation program where they undergo a comprehensive training on ASELSAN Code of Ethics, Conduct and Values and ASELSAN Code of Ethics Directive. All employees are assigned mandatory Code of Ethics, Conduct and Values Training, and

they are provided with a booklet of Code of Ethics, Conduct and Values. ASELSAN employees undertake to act in accordance with the Code of Ethics in the ASELSAN Work Commitment Letter.

In order to encourage the behaviors of the employees that contribute to the sustainability of code of ethics and values, certificates of appreciation are given to the employees from time to time by ASELSAN Code of Ethics Board. In addition, "İyi ki Varsın (Glad You Are Here)" notifications are sent to employees. These incentive mechanisms have been actively used since 2021.

You can access ASELSAN Code of Ethics [here](#).



Internal Control and Internal Audit

The evaluation and development of the effectiveness of corporate governance, corporate risk management and internal audit processes at ASELSAN is ensured through internal audit activities conducted within the framework of international internal audit standards. The main purpose of internal audit activities is to provide reasonable assurance to the Audit Committee and the Board of Directors that the risks are being managed effectively. Accordingly, annual audit plans and work schedules are prepared on a risk-based approach, and audit results are periodically reported to the Audit Committee and the Board of Directors.

Efforts to increase the effectiveness of the audit process through planned audit activities and to strengthen ASELSAN's corporate structure were continued, and examination and research activities were conducted with an agile working model. In 2024, risk-based audits were conducted in twelve areas in line with the Internal Audit Plan.

The Internal Audit Department regularly evaluates compliance with legal and corporate regulations, the implementation of code of ethics and the adequacy of the controls established to mitigate risks.

Internal auditors working at ASELSAN are committed to work in accordance with the code of ethics determined by the Institute of Internal Auditors. In addition, an internal auditor is assigned to each of the ASELSAN Code of Ethics Board and Disciplinary Board in order to strengthen the presence

of code of ethics in the corporate culture and to disseminate the value-oriented management approach.

ASELSAN has taken the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) model as a guide in order to ensure the effectiveness of the internal control system and to systematize control activities based on existing processes and functions.

On the basis of these principles, reports prepared by the relevant departments in accordance with a risk-oriented approach are submitted to the submitted to management, and the corresponding control activities are carried out.

The Internal audit methodology focuses on improving internal controls within processes to support the achievement of long-term corporate sustainability goals, such as improving efficiency in business processes, reducing costs in supply chain management and promoting the use of green technology.

In the audits conducted in 2024, contributions were made to process improvement through the standardization and harmonization of the applications and IT infrastructures used by the Sector Presidencies, as well as the digitalization of operations and controls that had previously been carried out on paper. Within the scope of the Information and Communication Security Guide issued by the Digital Transformation Office of the Presidency of the Republic of Türkiye, the audit activity was completed and reported, and control processes were developed in collaboration with the process owners. With these efforts, ASELSAN became one of the first institutions other than financial institutions in Türkiye to perform this audit for the first time.

Anti-Bribery and Anti-Corruption

At ASELSAN, preventing conflicts of interest, managing stakeholder relations in a professional manner and fulfilling all legal obligations are at the core of the values that constitute the corporate culture. ASELSAN clearly defines its relations with its customers and shares its communication methods with them on its corporate website.

All internal auditors working at ASELSAN receive training on business ethics. In addition to the preventive regulations established within the scope of the internal control system, bribery and corruption risks are reviewed by the Internal Audit Department during the audit processes. In addition to the activities carried out by the Disciplinary Board in order to investigate the incidents related to these risks in detail, the Internal Audit Department also carries out investigation activities when assigned by the Board of Directors.



In 2024, risk-based audit was conducted in twelve areas in line with the Internal Audit Plan.

The Disciplinary Board or the Internal Audit Department submits the report prepared by the Disciplinary Board or the Internal Audit Department on the results of the investigation and examination carried out within the scope of the assigned task to the Board of Directors or the CEO.

ASELSAN's Anti-Bribery and Anti-Corruption Policy is available in Turkish and English on the corporate website. Within the scope of the policy, ASELSAN acts with a "zero tolerance" approach against bribery and corruption and aims to carry out its activities in accordance with fair, honest, legal and code of ethics.

The Anti-Bribery and Anti-Corruption Policy covers ASELSAN Board Members and executives, other ASELSAN employees, shareholders, subcontractor and supplier companies providing services to ASELSAN, companies providing consultancy and audit services to ASELSAN, all other stakeholders with whom ASELSAN has commercial and social relations, companies, joint ventures and partnerships in which ASELSAN directly or indirectly holds more than 50% of the shares or voting rights.

Employees and third parties can report bribery and corruption to ASELSAN Code of Ethics Board without any limitation and can consult the Code of Ethics Board on all matters that they think may be contrary to the Code of Ethics. After the preliminary examinations of the notifications, the matters that do not comply with the code of ethics and are deemed to have a high risk of bribery and corruption are referred to the Disciplinary Board, and sanctions are imposed as a result of the examinations.

In the process of determining the organizations, dealers, business partners and suppliers to be contracted, persons and organizations with negative intelligence on bribery or corruption are excluded from the evaluation. Companies that are found to have committed corruption in the tender process through fraud, promises, threats, use of influence, obtaining benefits, agreements, extortion, bribery or other means are included in the list of banned companies.

In addition, the methods regarding the selection of representatives, determination of remuneration and approval process within the scope of ASELSAN's overseas marketing and business development activities are defined in the Determination and Management of Overseas Representatives Tracker.

ASELSAN Code of Ethics, Conduct and Values clearly defines the corporate approach on relations with third parties, receiving and giving gifts, personal use of ASELSAN resources and confidentiality.

All employees, including Board Members, and their first-degree relatives are prohibited from accepting gifts, personal services or support from third parties that may affect ASELSAN's preferences and decisions.

You can access ASELSAN's Anti-Bribery and Anti-Corruption Policy [here](#).

Crisis Management

Business processes for the implementation of crisis communication in crisis situations that may arise as a result of extraordinary circumstances related to ASELSAN, possible crisis conditions that may affect ASELSAN and possible service problems that may directly affect ASELSAN's stakeholders have been clearly determined.

All national or international extraordinary situations that may adversely affect ASELSAN's objectives and require ASELSAN to react quickly are defined as crises. ASELSAN crisis communication covers the whole of communication strategy and methods to be followed in times of crisis. Taking precautions in advance to prevent crises, eliminating the factors that may cause a crisis, producing solutions, sharing crisis management, solutions and developments with the public constitute the subject of crisis communication.

ASELSAN's crisis communication plan is based on establishing and maintaining a traditional, digital and social media communication strategy with communication chain and task allocations.


In crisis communication, which is urgent and requires flexibility, ASELSAN takes the most effective actions in the fastest way possible, taking into account its interests and positive perception in the public opinion and emphasizes message content that supports proactive, measurable, variable and sustainable communication.



Compliance with Regulations

ASELSAN is among the world's 50 largest defense industry companies in the Defense News Top 100 ranking and considers export control compliance a fundamental requirement as a world-class defense industry organization.

To ensure compliance with all applicable national and international regulations governing the export/re-export of goods, services and technology, ASELSAN implements the Export Control Compliance Policy.

 You can access the management principles within the scope of ASELSAN's export control compliance and the ASELSAN Export Control Compliance Policy [here](#).





Responsible Production, Consumption, Business Development and Marketing

With our responsible production, consumption, business development and marketing approach, we view our environment as a legacy to be passed down to future generations, and we work on climate change, energy management, water management, environmental compliance legislation, waste management and biodiversity under the leadership of our senior management and with the dedication of ASELSAN employees. While valuing resource efficiency, we work to reduce the environmental footprint of not just ourselves but also our society through the technologies we develop. In doing so, we establish transparent communication with our stakeholders and involve them in our processes.

Climate Change Management

Our Strategic Goals and Objectives

ASELSAN, which believes in the importance of concrete steps and clear goals in the fight against climate change, announced its net zero emissions target for 2050 to its stakeholders in June 2021. In this scope, a relevant strategy was prepared, and the Climate Change Policy was published.

Under the aBusiness umbrella, the ASELSAN 2050 Net Zero Emission Roadmap was created with short, medium and long-term targets covering all Scope 1, Scope 2 and Scope 3 emissions through the aselsaneXt program. Within the scope of this roadmap, annual targets were defined in addition to short, medium and long-term targets.



ASELSAN

2050 NET ZERO EMISSION ROADMAP

2030

Until 2030

In Scope 1-2 emissions:

55% Reduction

Scope 3*:

10% Reduction

- 100% renewable electricity
- 100% electric passenger vehicle fleet
- Reducing employee-based waste rate by 2%
- Low emission fire extinguishers
- Starting the use of electric personnel shuttle service vehicles
- Responsible Sourcing Standard
- Green Transformation Projects with digital technologies
- Initiation of Biodiversity Original Contribution Project
- Increasing the use of rail in business travels

2035

Until 2035

In Scope 1-2 emissions:

60% Reduction

Scope 3*:

12% Reduction

- Increasing compliance with sustainable packaging
- Increasing the use of greywater and rainwater
- Mainstreaming the Responsible Sourcing Standard
- Reducing the use of plastics
- Use of recycled plastics
- Increasing the use of renewable energy
- Transition to smart building systems

2045

Until 2045

In Scope 1-2 emissions:

70% Reduction

Scope 3*:

37.5% Reduction

- Planting 500,000 trees
- Low emission transportation for business travel
- Greywater and rainwater infrastructure in new buildings
- Increasing the use of electric personnel service vehicles to 40% and above
- Increasing the renewable energy utilization rate of our critical suppliers
- Increasing compliance with sustainable packaging
- Achieving net zero emissions at the Istanbul Teknopark building

Net Zero
Emission 
2050

- 100% renewable energy for product supply transportation
- 100% renewable energy for product sales transportation
- Emissions neutral business travel
- Emissions neutral personnel service
- Renewable energy in purchased products and services

*Purchased materials and services, transportation processes, business travel, waste

**Base year: 2022

ASELSAN regularly analyzes the emissions and environmental impacts of its activities and plans improvement processes. Emission data is collected digitally through the Climate Change Inventory Management System, greenhouse gas emissions are calculated according to ISO 14064 standard, and all scopes and categories are verified by an international external audit firm.

Sustainability Ambassadors and other Sustainability Working Groups work together to achieve ASELSAN's 2050 Net Zero Emission targets.

At ASELSAN, climate risks are assessed within the framework of Corporate Risk Management and monitored with "specific, measurable, achievable, relevant, time-bound" targets and indicators. At ASELSAN, climate-related risks and opportunities have been considered among corporate risks since 2021.

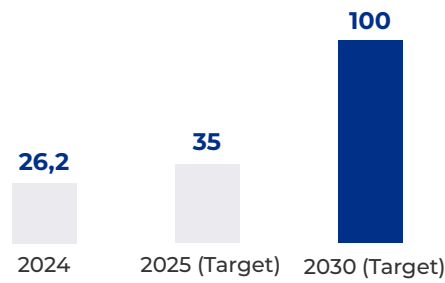
ASELSAN works to reduce the carbon footprint of the society with the technologies it develops and utilizes the opportunities created by climate change. Climate change risk and opportunity analyses are transparently shared in the Carbon Disclosure Project (CDP) Climate Change Reports.

Changes in energy supply and demand, planned sanctions per emission emitted within the scope of international legislation and national green transformation incentives are among the short and medium term risks. In this direction, corporate emission intensity

was analyzed, and investments were made for electricity and passenger vehicle fuels that may pose a risk to ASELSAN's sustainability. ASELSAN's work on meeting electricity from renewable energy sources and converting passenger cars into electric vehicles was carried out in 2024, and plans were determined for the coming years as well. In 2024, the ratio of electric vehicles was increased to 26.2%, resulting in a reduction in NOx emissions from diesel vehicles. Within the scope of the emission reduction target, it has been set as a target to increase the ratio of electric vehicles from 26.2% to 35% in 2025.

While the installation of electric vehicle charging stations for the passenger vehicle fleet was completed, electric vehicle charging stations were installed in employee parking lots with discounted service in order to encourage ASELSAN employees to reduce emissions from transportation.

ASELSAN Electric vehicle usage ratio (%)



Instead of the task tracking forms used to monitor the use of fleet vehicles, a system that enables vehicle use authorization and collection of driving data by scanning personal cards integrated into the vehicles was installed. In this way, vehicle tracking forms were replaced with digital information, and unauthorized use of vehicles was prevented. At the same time, carbon emission information can be monitored instantly by collecting driving efficiency information of individuals. Within the scope of development projects, a tire usage tracking system for passenger cars was also established. Within the scope of efforts to minimize PM10 formation, tires with expired economic life are not used, tires are replaced every 40,000 kilometers and separate tires are used for summer and winter periods. ASELSAN parking lots also include areas where employees can park their bicycles safely. In order for employees to prefer low-emission transportation alternatives, team leaders, managers and directors are provided with free electric vehicle charging facilities.

ASELSAN provides its employees with a wide shuttle network, offering them the opportunity to reach the facilities with ASELSAN's shuttles instead of passenger cars and encouraging public transportation. Optimization efforts enable the optimization of shuttle capacity and routes according to the changing number of employees and planning of shuttles in a way to leave a minimum environmental footprint. In order to reduce the carbon emission impact caused by individual

and passenger vehicle transportation between the facilities, shuttle services that provide public transportation between the facilities are organized. Encouraging employees to continue their education, ASELSAN also provides shuttle services on the routes where schools are located. ASELSAN Macunköy Technology Base can be reached by metro, one of the public transportation alternatives. In order to reduce the emission values caused by the transportation of employees, the goal of converting employee shuttles into electric vehicles was added to the 2050 net zero emission roadmap.

ASELSAN Climate Change Policy is available [here](#).

As part of the 2050 Net Zero Roadmap, the use of carbon offsetting was included in business plans. In this framework, a pilot carbon credit offsetting study was conducted at the Sustainability Workshop.

Energy Management and Efficiency

In all new building and infrastructure designs, work is carried out to meet green building requirements with applications such as renewable energy use, waste energy recovery, optimum energy performance, daylight optimization and smart building solutions.

The Istanbul Teknopark building, which was commissioned in 2024, was designed as a green building and received LEED Gold Certificate. Similarly, two buildings on Gölbaşı Facility were equipped with solar energy and thermal-day systems, reflecting ASELSAN's commitment to green building standards. In 2023, the buildings were became operational. In 2024, 1,667 gigajoules of renewable electricity was generated with the SPP at Gölbaşı Technology Base. With the commissioning of the thermal-day system, an additional 324 gigajoules of renewable energy was generated and utilized. In this way, a total of 1,991 gigajoules of renewable energy was generated and utilized with



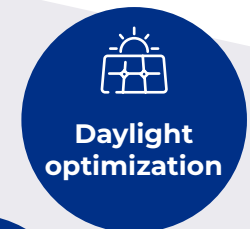
With energy efficient transformation activities at ASELSAN facilities,

2.914,461 kWh
annual savings were achieved in 2024.

the SPP and thermal-day system. Within the scope of energy efficiency, 2050 net zero emission roadmap, NOx and SOx reduction targets, natural gas efficiency projects were realized in 2024, and 1,038,929 kWh/year savings were achieved. Thus, NOx, SOx, emission and energy use reduction targets were successfully achieved.

ASELSAN carries out energy efficiency studies within the scope of TS ISO 50001 Energy Management System. The Energy Efficiency Policy was established to increase energy efficiency, reduce costs, optimize capital investment for energy efficiency, reduce environmental impacts and greenhouse gas emissions and protect natural resources. During the ISO 14064 Verification audit, energy data was also subject to external audit and verified by an independent auditor.

All new building and infrastructure designs target:



In 2024

552.964 kWh
of renewable energy was generated from renewable energy systems at Gölbaşı Technology Base.

Through the works carried out in 2024 in line with energy targets:

552,964 kWh/year
of energy was generated by renewable energy sources. In addition:

Ventilation and cooling systems
1,768,649 kWh/year



Engine replacements
26,083 kWh/year

Lighting systems
152,180 kWh/year



Transition to uninterrupted power supplies (UPS) new technological products
159,456 kWh/year

Heating boiler improvements
630,700 kWh/year



Natural gas system improvements
1,038,929 kWh/year

Electrical systems improvements
1,866,918 kWh/year



Critical operating parameters and operational controls
244,083 kWh/year

Totally
2,914,461 kWh, 1,012,550 tCO₂e
improvement was achieved.

With the improvements planned to be realized in 2025, an energy efficiency target of

4,117,345 kWh
reduction and an emission reduction target of improvement equivalent to

1,418,853 tCO₂
emission have been set.

Sustainable Packaging and Logistics Process

In product packaging, instead of plastic-based materials which take a long time to be recycled in nature, parcels and boxes made of paper and cardboard which are recycled have started to be used. With this change, environmental impact was minimized thanks to the low-carbon emissions of the packaging materials used. A similar approach was adopted in storage areas; pallet frames made of environmentally friendly corrugated cardboard material were used instead of wooden pallets with metal frames.

ASELSAN started to use cardboard separators instead of plastic styrofoam in the packaging of defibrillator devices. This change resulted in a 53% reduction in packaging dimensions, while reducing carbon emissions by 63%.

ASELSAN has enabled the use of drones to access high points in Dry-Run and Field Acceptance activities. This practice facilitates physical condition control and the reading of information such as serial numbers.

The shipment and delivery process was started to be carried out with plastic baskets for contract orders sent to subcontractor companies and re-entered ASELSAN. With this practice, the use of cardboard boxes was reduced. In one-way shipments, honeycomb panel crates made of recycled materials were started to be used instead of wooden unit crates.

An electric transport vehicle is being used for material transportation between warehouses and between sectors within the facility. Routing optimization is carried out in domestic transportation.

Efforts to Reduce Packaging Use

Reducing Packaging Use in Microwave Mechanical Product Group

The aim of the project is to ensure that products previously transported in cardboard boxes are now transported with adjustable carrying boxes. The project aims not only to reduce consumables but also to shorten boxing/packaging work times.

Reducing the Use of Packaging in the Board Product Group

Disposable cardboard boxes without ESD feature are used for packaging the products produced in the internal board production workshop and storing them in the warehouse. It is aimed to reduce the usage areas of disposable cardboard and to ensure that ESD technical requirements are met in the packaging boxes used in the production area. For this purpose, it is planned to switch to plastic boxes that are suitable for multiple use and produced by local suppliers.

In product packaging, instead of plastic-based materials which take a long time to be recycled in nature, parcels and boxes made of paper and cardboard which are recycled have started to be used.



Our GücümüzBir (Power Together) Approach

ASELSAN continued its activities to raise the awareness of all individuals, institutions and organizations in its stakeholder map on sustainability and green transformation issues and to support their efforts in this field in 2024 as well.

In 2024, face-to-face and online sustainability training were organized, and suppliers were informed about current developments regarding climate change and environmental legislation. Emission inventory work was conducted with selected suppliers, and Scope 1 and Scope 2 emissions were calculated. Following the calculations, suppliers were visited, and the findings on environmental sustainability and occupational health and safety were shared with them. In order to emphasize environmental sustainability in supplier selection and to encourage their sustainability development, we have set the target of including the water data of our subsidiaries and affiliates in the inventory system as of 2025.

In the purchasing processes, a new option was offered for new products to be included in the inventory, ensuring ASELSAN employees who initiated the purchasing process to choose green purchasing. Special training was organized for the supply chain management team in order to manage purchasing processes in a way to minimize their environmental impact.

ASELSAN carries out activities in climate change and environmental sustainability together with the associations of which it is a member. The Sustainability and European Green Deal Committee of SASAD (Defense and Aerospace Industry Manufacturers Association) works on fight against climate change, circular economy, environmental regulations and systemic improvements. ASELSAN actively contributes to this committee. In addition, ASELSAN contributes to energy efficiency and emission reduction activities in the working groups of the Turkish Exporters Assembly (TIM) in order to adapt to climate change policies and support the net zero emission target.

ASELSAN comes together with its stakeholders to raise awareness on climate change and environmental awareness in many different areas, from the training offered to ASELSAN Vocational and Technical Anatolian High School students to the national environmental painting competition organized in collaboration with the Turkish Ministry of National Education, from the efforts to encourage entrepreneurs on environmental sustainability to the activities carried out with the families of ASELSAN employees, from the goal of raising awareness of many young people on environmental sustainability using digital media through Tekno Macera to the efforts to direct them to science in this field at TEKNOFEST events.





10



Appendix

PERFORMANCE INDICATORS

Environmental Performance Indicators

ASELSAN Solo Emissions						
Greenhouse Gas Emissions (tCO ₂ e)	2019	2020	2021	2022	2023	2024
Direct Emissions (Scope 1)	14,148.26	14,689.13	15,481.32	22,593.70	20,089.56	21,010.91
Indirect Emissions (Scope 2)	37,785.79	42,319.99	37,926.60	41,389.27	45,494.51	50,610.10
Direct and Indirect Emissions (Scope 1-2)	51,934.05	57,009.12	53,407.93	63,982.97	65,584.07	71,621.01
Other Emissions (Scope 3)	15,661.22	14,169.90	33,786.47	40,958.50	58,742.12	94,539.97
Total Emissions (Scope 1-2-3)	67,595.27	71,179.02	87,194.39	104,941.47	124,326.19	166,160.98
Scope 1-2 Emission Intensity (tCO ₂ e/TRY million)	3.99	3.54	2.65	0.96	0.89	0.60
Reduction of Intensity Compared to Previous Year (%)		11.0%	25.08%	63.91%	6.88%	33.14%

ASELSAN/Subsidiaries Consolidated Emissions	
Greenhouse Gas Emissions (tCO ₂ e)	2024
Direct Emissions (Scope 1)	23,761.47
Indirect Emissions (Scope 2)	65,842.27
Direct and Indirect Emissions (Scope 1-2)	89,603.74

*As of this year, the equity method has been adopted for emissions calculation methodology. For this reason, subsidiary emissions are also included in Scope 1-2 emissions, and the the version calculation is provided separately.

Scope 3 Emissions (tCO ₂ e)	2021	2022	2023	2024
Purchased Goods and Services	10,427.61	15,478.93	26,443.51	53,129.12
Upstream Transportation and Distribution	1,263.49	1,003.52	1,281.70	1,705.59
Waste	116.90	121.45	105.01	65.24
Business Travels	1,623.31	3,575.08	6,108.78	8,072.30
Employee Commuting	971.14	1,098.59	1,367.79	1,364.01
Emissions from Purchased Energy Supply	7,212.43	7,994.73	8,742.70	9,576.96
Downstream Transportation and Distribution	34.04	27.87	78.93	108.46
Water Supply	64.51	79.40	90.65	94.74
Material Use	12,073.04	11,578.93	14,523.05	20,423.54
Total Scope 3 Emissions	33,786.47	40,958.50	58,742.12	94,539.96
Total Scope 3 Emissions Density (tCO ₂ e/TRY million)	1.68	0.61	0.80	0.79
Total Indirect Emissions (Scope 2-3)	71,713.07	82,347.77	104,236.63	145,150.06
Indirect Emissions Intensity (Indirect Emissions/USD million)	31.62	38.68	33.63	39.60
Total Emissions (Scope 1-2-3)	87,194.39	104,941.47	124,326.19	184,143.70
Total Emissions Intensity (Total Emissions/TRY million)	4.33	1.57	1.69	1.53
Total Emissions Intensity (Total Emissions/USD million)	38.44	49.29	40.11	50.23



Energy Consumption by Fuel Type (GJ)	2019	2020	2021	2022	2023	2024
Electricity (Non-Renewable)	294,228.00	317,408.40	306,370.80	299,289.60	358,919.79	410,831.19
Electricity (Onsite Renewable Energy)	0,00	0,00	0.00	0.00	144.00	1,651.28
Natural Gas	146,313.97	176,515.43	156,118.50	183,022.31	213,884.07	234,710.20
LPG	28.98	20,70	0.55	0.55	0.00	0.00
Fuel Oil	703.32	0,00	0.00	421.26	0.00	0.00
Gasoline	703.32	0,00	0.00	421.26	0.00	21,312,72
Diesel	24,266.55	28,555.92	28,962.64	29,530.27	29,530.27	13,019.28
Total	466,244.14	522,500.45	491,452.49	512,685,25	602,478.13	681,524.67
Total Energy Intensity (Total Energy / USD million)	202.85	279.76	216.68	240.81	194.38	185.92
Renewable Energy Usage Rate	0	0	0	0	0,000239	0,002423

Energy Savings	2020	2021	2022	2023	2024
Total Energy Savings (GJ)	2,826.34	1,973.88	11,633.34	10,248.99	57,247.06

Operational Energy Efficiency: Energy Indicators	2020	2021	2022	2023	2024
Electricity (Non-Renewable) (MWh) (A)	88,176.05	85,109.81	83,142.65	102,366,08	114,119,77
Electricity (Renewable) (MWh) (B)	0	0	0	40,003	458.69
Total Electricity Consumption (MWh) (A+B)	88,176.05	85,109.81	83,142.65	102,406.09	114,578.46
Intensity	5.48	4.3	1.24	1.39	0.95
Intensity Reduction (%)		22.81%	70.58%	-11.90%	31.52%

Water Withdrawal by Source (m³)	2020	2021	2022	2023	2024
Third Party Sources (Municipal water)	502,716	432,960	523,824	467,491	515,637
Third Party Sources (Water tanker)	0	43,990	42,940	57,140	66,480
Groundwater	0	0	0	447	0
Rainwater	0	10,664	21,975	31,441	37,035
Total	502,716	487,614	588,739	556,463	619,152
Water Withdrawal Density (m³/TRY million)	31.22	24.21	8.81	7.56	5.15
Water Withdrawal Density (m³/USD million)	269.17	214.99	276.54	179.54	168.90

Water Discharge by Destination (m³)	2020	2021	2022	2023	2024
Surface Water	94,886.00	115,200.00	175,029	154,112	209,003
Third Party Sources	407,830.00	317,760	348,795	313,322.53	306,634
Groundwater	0	54,654	64,915	89,028	103,515
Total Water Discharge	502,716.00	487,614	588,739	556,462,53	619,152

Water Recycled or Reused (m³)	2021	2022	2023	2024
Amount of Water Recycled or Reused	10,664.00	21,975.00	31,441.00	37,035
Ratio of Water Recycled or Reused	2.19%	3.73%	5.65%	5.98%

Chemical Oxygen Demand	2022	2023	2024
Chemical Oxygen Demand (COD) (tons)-Macunköy	1.47	3.97	1.52
Chemical Oxygen Demand (COD) (tons)-Gölbaşı	6.12	6.48	6.61
Chemical Oxygen Demand (COD) (tons)-Akyurt	46.45	25.60	78.73
Total COD of 3 Facilities (tons)	54.04	36.05	86.86
Water Pollutant Intensity (tons/ TRY million)	0.0008	0.0005	0.0007

Akyurt Facility domestic wastewater is directly connected to the sewage system and is routinely checked by ASKİ for pollutant parameters, and its compliance with sewage discharge standards is confirmed. At the Macunköy Facility, it is discharged into the sewage system after chemical treatment. At the Gölbaşı Facility, it is discharged into the receiving environment after biological treatment.

NO _x , SO _x , VOCs and Particulates	2024
NO _x	9.00
SO _x	3.60
VOC	1.05
Particulates	0.06
NO _x Intensity (tons/USD million)	0.002455
SO _x Intensity (tons/USD million)	0.000982
VOC Intensity (tons/USD million)	0.000286

Hazardous Waste (tons)	2020	2021	2022	2023	2024
Hazardous Waste	426.43	466.45	396.39	521.68	705.97
Waste to Recovery	232.80	256.57	222.52	336.86	501.82
Waste to Incineration (Without Energy Recovery)	193.63	209.88	173.87	184.82	204.15
Waste to Landfill	0	0	0	0	0
Hazardous Waste Intensity (tons/TRY million)	0.0265	0.0232	0.0059	0.0071	0.0059
Hazardous Waste Intensity (tons/USD million)	0.2283	0.2057	0.1862	0.1683	0.1926

Non-hazardous Waste (tons)	2020	2021	2022	2023	2024
Waste to Recovery	1,436	1,340	1,190	1,935	1,668
Waste to Other Disposal Operations	0	0	283.66	0	0
Total Non-hazardous Waste	1,436	1,340	1,474	1,935	1,668
Total Waste	1,862	1,806	1,871	2,456	2,374

Total Waste (tons)	2020	2021	2022	2023	2024
Total Recycled Waste	1,668.37	1,596.20	1,413.00	2,271.56	2,169.82
Total Waste	1,862.00	1,806.08	1,870.53	2,456.38	2,373.89
Total Waste Intensity (tons/TRY million)	0.116	0.09	0.028	0.033	0.0197
Total Waste Intensity (tons/USD million)	0.9970	0.7963	0.8786	0.7925	0.6476
Ratio of Recycled Waste (Recycled Waste / Total Waste)	89.60%	88.38%	75.54%	92.48%	91.40%

Social Performance Indicators

	2020		2021		2022		2023		2024	
Number of Employees	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of Employees by Gender	1,818	6,989	1,962	7,498	2,094	7,841	2,234	8,284	2,487	9,413
Total	8,807		9,460		9,935		10,518		11,900	

	2020		2021		2022		2023		2024	
Number of Employees by Working Type	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Definite Term	-	18	-	15	-	16	-	11	1	17
Indefinite Term	1,796	6,868	1,923	7,331	2,048	7,666	2,185	8,109	2,431	9,113
a Talent	22	93	39	152	46	159	52	161	55	283
Total	1,818	6,979	1,962	7,498	2,094	7,841	2,237	8,281	2,487	9,413

	2020			2021			2022			2023			2024		
Number of Employees by Age	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Under 30 Years	741	2,759	3,500	785	2,925	3,710	791	2,958	3,749	821	3,006	3,827	913	3,673	4,586
30-50 Years (Including 30 and 50)	1,016	3,942	4,958	1,116	4,281	5,397	1,225	4,524	5,749	1,363	4,991	6,354	1,537	5,510	7,047
Over 50 Years	61	288	349	61	292	353	78	359	437	53	284	337	37	230	267

	2020		2021		2022		2023		2024	
Number of Employees by Category (White Collar) Age	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30 Years	662	1,837	708	1,952	717	2,002	753	2,143	850	2,600
30-50 Years (Including 30 and 50)	844	2,506	937	2,745	938	2,806	1,066	3,140	1,245	3,590
Over 50 Years	51	162	53	171	50	214	36	172	27	166
Total	1,557	4,505	1,698	4,868	1,705	5,022	1,855	5,455	2,122	6,356

	2020		2021		2022		2023		2024	
Number of Employees by Category (Blue Collar) Age	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30 Years	79	922	77	973	74	956	66	866	63	1073
30-50 Years (Including 30 and 50)	172	1,436	179	1,536	287	1,718	296	1,851	292	1,920
Over 50 Years	10	126	8	121	28	145	17	112	10	64
Total	261	2,484	264	2,630	389	2,819	379	2,829	365	3,057

	2020		2021		2022		2023		2024	
Number of Employees by Working Years	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Employees Working up to 5 Years	953	3,610	1,048	4,005	1,160	4,237	713	2,552	796	3,023
Employees Working for 5-10 Years	304	1,179	339	1,188	355	1,253	677	2,313	812	2,793
Employees Working over 10 Years	561	2,200	574	2,306	579	2,351	844	3,419	879	3,597



Number of Employees by Position	2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Titles Above Manager	52	277	60	283	56	287	69	350	73	372
Titles Below Manager	1,766	6,712	1,904	7,213	2,041	7,551	2,168	7,931	2,414	9,041
Total	8,807		9,460		9,935		10,518		11,900	
Woman Ratio in Titles Above Manager	15.80%		17.49%		16.32%		16.47%		16.40%	

Number of Employees by Employment Type	2020		2021		2022		2023		2024	
	Full Time	Half Time	Full Time	Half Time	Full Time	Half Time	Full Time	Half Time	Full Time	Half Time
Number of Employees by Employment Type	8,807	0	9,460	0	9,730	205	10,305	213	11,562	338

Subcontracted Employees by Gender	2024	
	Female	Male
Number of Subcontracted Employees by Gender	744	3,331

Hiring	2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Titles Above Manager	0	4	1	4	1	5	0	14	0	2
Titles Below Manager	249	1,226	241	930	320	990	307	1,000	424	1,799
Total	249	1,230	242	934	321	995	307	1,014	424	1,801

Internal Promotion Ratio	2020	2021	2022	2023	2024
Female	16.84%	20.49%	24.09%	30.62%	23.80%
Male	83.16%	79.51%	75.91%	69.38%	76.20%
Titles Above Manager	100.00%	95.00%	96.00%	98.00%	100.00%

	2020		2021		2022		2023		2024	
Promotion	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Ratio of Employees Promoted	14.53%	15.12%	33.75%	29.02%	23.72%	21.54%	47.08%	55.87%	34.31%	29.61%

Employee Turnover (Excluding a Talent)	2020	2021	2022	2023	2024
Voluntary Employee Turnover Rate	2.34%	4.55%	7.06%	5.28%	5.97%
Involuntary Employee Turnover Rate	0.97%	0.97%	1.29%	1.59%	1.32%
Total Employee Turnover Rate	3.31%	5.52%	8.35%	6.86%	7.29%

Total Employee Turnover Rate (Excluding a Yetenek)	2020	2021	2022	2023	2024
Female	0.76%	1.04%	1.87%	1.52%	1.56%
Male	2.55%	4.48%	6.48%	5.35%	5.73%
Under 30 Years	0.97%	2.10%	3.30%	2.13%	1.72%
30-50 Years (Including 30 and 50)	1.47%	2.87	4.31%	3.69%	3.76%
Over 50 Years	0.87%	0.56%	0.74%	1.05%	1.82%
Titles Above Manager	0.24%	0.22%	0.42%	0.29%	0.46%
Titles Below Manager	3.06%	5.30%	7.93%	6.57%	6.83%

Voluntary Employee Turnover Rate (Excluding a Talent)	2020	2021	2022	2023	2024
Female	0.63%	0.91%	1.67%	1.17%	1.30%
Male	1.69%	3.62%	5.42%	4.11%	4.67%
Under 30 Years	0.73%	1.90%	2.99%	1.87%	1.45%
30-50 Years (Including 30 and 50)	1.10%	2.23%	3.71%	2.94%	2.99%
Over 50 Years	0.49%	0.41%	0.38%	0.46%	1.53%
Titles Above Manager	0.13%	0.14%	0.23%	0.18%	0.32%
Titles Below Manager	2.19%	4.39%	6.85%	5.09%	5.65%
Voluntary Employee Turnover Rate	0.0147%	0.0306%	0.0463%	0.0349%	0.0396%

Involuntary Employee Turnover Rate	2020	2021	2022	2023	2024
Female	%0,12	%0,12	%0,20	%0,35	%0,26
Male	%0,86	%0,86	%1,06	%1,24	%1,06
Under 30 Years	%0,23	%0,20	%0,31	%0,26	%0,27
30-50 Years (Including 30 and 50)	%0,37	%0,64	%0,60	%0,74	%0,76
Over 50 Years	%0,38	%0,14	%0,36	%0,58	%0,29
Titles Above Manager	%0,11	%0,08	%0,19	%0,11	%0,15
Titles Below Manager	%0,87	%0,90	%1,08	%1,48	%1,17

Employee Layoff	2021	2022	2023	2024
Total Number of Announced Layoffs	111	73	161	143
Ratio of Layoffs (Number of Layoffs/Total Number of Employees)	0.0117	0.0073	0.0153	0.0120



Performance Evaluation	2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Employees Subjected to Regular Performance and Career Development Evaluation	1,778	6,813	1,876	7,176	2,035	7,629	2,155	8,024	2,433	9,143
Employee Coverage of Multidimensional Performance Appraisal	20.70%	79.30%	20.72%	79.28%	21.06%	78.94%	21.17%	78.83%	21.02%	78.98%

	2020	2021	2022	2023	2024
Average Seniority	7.64	7.63	7.6	7.5	6.7
Gender Pay Gap Ratio (%)	100%	100%	100%	100%	100%

Total Training and Development Data By Position	2020	2021	2022	2023	2024
Titles Above Manager (hours)	17,755	17,302	32,569	17,153	19,339
Titles Below Manager (hours)	103,759	137,796	206,277	220,380	677,559
Total Training Hours (person*hour)	121,514	155,098	238,846	237,533	696,897

Average Hours of Training and Development Per FTE	2020			2021			2022			2023			2024		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Average Hours of Training per Employee (Number) (Blue Collar)	15.2	14.4	14.6	17.6	18.3	18.2	15.3	16.4	16.3	14.7	19	18.5	27.15	29.94	29.64
Average Hours of Training per Employee (Number) (White Collar)	14.5	12.8	13.4	15.7	15.5	15.5	30	27	27.7	26.1	23.8	24.4	65.84	71.71	70.24
Average Amount Spent per FTE on Training and Development (TRY)	16,943,183			23,881,890			93,534,178			134,231,321			192,478,422		



Average Hours of Training and Development Per FTE Per Gender	2020	2021	2022	2023	2024
Female	14.76	15.99	27.31	24.13	60.16
Male	13.55	16.5	23.17	22.17	58.14

Average Hours of Training and Development Per FTE Per Age	2020	2021	2022	2023	2024
Under 30 Years	11	15.1	16.69	21.18	88.87
30-50 Years (Including 30 and 50)	15.57	17.32	19.14	23.37	39.56
Over 50 Years	16.37	15.98	17.53	22.93	39.47

Average Hours of Training and Development Per FTE By Position	2020	2021	2022	2023	2024
Titles Above Manager	54	50.4	95	40.9	43.46
Titles Below Manager	12.2	15.1	21.5	21.8	59.15

Total Training Hours	2020		2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total Training Hours (Blue Collar)	3,934.00	36,378.00	4,654.00	48,137.00	5,964.00	46,294.00	5,571	53,751	9,909	91,526
Total Training Hours (White Collar)	22,901.00	58,301.00	26,711.00	75,597.00	51,226.00	135,363.00	48,416	129,829	139,705	455,757

Environmental Training (Person*Hour)	2020	2021	2022	2023	2024
Environmental Training (Person*Hour)	5,217	1,719	6,900	3,604	3,472

Supplier ESG/Sustainability Training (Person*Hours)	2023	2024
Supplier ESG/Sustainability Training (Person*Hours)	677	500

OHS Training (Person*Hours)	2020	2021	2022	2023	2024
OHS Training (Person*Hours)	69,840	83,347	88,635	107,423	141,649

Disabled Employees	2022	2023	2024
Disabled Employee Ratio	2%	2%	2%

Occupational Health and Safety for Employees	2021	2022	2023	2024
Total Annual Working Hours	18,637,423	20,625,930	21,928,725	24,276,000
Number of Work Accidents	41	43	40	40
Accident Frequency Rate	0.4399	0.4169	0.3648	0.3295
Occupational Disease	0	0	0	0
Occupational Disease Rate	0	0	0	0
Non-Lost Time Injury Frequency Rate	0.3219	0.349	0.3192	0.2718
Lost Time Injury Frequency Rate	0.118	0.0679	0.0456	0.0577
Number of Fatalities From Work Accidents	0	0	0	0

OHS Data - Subcontractors	2021	2022	2023	2024
Total Annual Working Hours	2,604,162	3,129,666	3,332,000	3,390,480
Number of Work Accidents	15	42	43	61
Accident Frequency Rate	1.152	2.684	2.581	3.598
Occupational Disease	0	0	0	0
Occupational Disease Rate	0	0	0	0
Non-Lost Time Injury Frequency Rate	0.768	2.2367	2.2209	3.48
Lost Time Injury Frequency Rate	0.384	0.4473	0.3601	0.118
Number of Fatalities From Work Accidents	0	0	0	0

OHS Data - Total	2021	2022	2023	2024
Total Annual Working Hours	21,241,585	23,755,596	25,260,725	27,666,480
Number of Work Accidents	56	85	83	101
Accident Frequency Rate	0.5273	0.7156	0.6571	0.7301
Occupational Disease	0	0	0	0
Occupational Disease Rate	0	0	0	0
Non-Lost Time Injury Frequency Rate	0.3767	0.5977	0.57	0.6651
Lost Time Injury Frequency Rate	0.1506	0.1179	0.0871	0.065
Number of Fatalities From Work Accidents	0	0	0	0

Lost Working Day	2023	2024
Employee	21	94
Contractor	13	10
Total	34	104

	2020	2021	2022	2023	2024
Charitable Donations Amount (Thousand TRY)	14,737	4,734	8,464	153,223	57,968

Other Indicators

R&D	2023	2024
R&D Expenditure (TRY million)	19,486	31,955
R&D Expenditure from Equity (TRY million)	2,791	5,242
Externally Sourced R&D Expenditure (TRY million)	16,695	26,714
Number of Registered Patents	127	187
Number of Patent Applications Filed	182	105

ASELSAN Academy	2023	2024
ASELSAN Academy Research-Seed Project Financial Supports (project)	7	7
Number of ASELSAN Academy Graduates	125	104
Number of Active ASELSAN Academy Students	550	607
Number of postgraduate thesis studies	148	94
Number of journal articles	22	9
Number of conference papers	91	77
Number of patents/utility models	9	12

Education Additional Information	2023	2024
a BİL-GE social groups	44	51
a BİL-GE blog posts	30	30
Number of internal trainers		35
Leadership development school participants	74	122
Number of groups at Team Leaders Development Program	20	21
Number of team leaders at Team Leaders Development Program	360	403
Number of managers participating in the First 90 Days Program	62	118

Supply	2023	2024
Number of domestic subsidiaries	16	17
Number of foreign subsidiaries	13	18 (3 foreign units are in the establishment phase.)
Number of active suppliers	Over 5,500	Over 5,500
Number of Products Localized	106	106

Road Traffic Safety	2023	2024
Kilometers gained through route merging (fleet)	232,643	220,815
Carbon emissions prevented through route merging (tCO ₂)	43.31	41.11
Total number of audits	87,485	128,144
Number of daily fleet vehicle controls	68,300	91,562
Number of monthly fleet vehicle controls	16,593	29,262
Number of fleet vehicles serviced	511	1092
Number of annual controls in employee services	2,081	1,789
Number of shuttles with route risk analysis	511	456
Professional driver training	605	353
ASELSAN employee road safety training	3,255	8,127

Health	2023	2024
Blood Donation (number of volunteers)	920	519
Stem Cell Donation (number of volunteers)	10	2

MTAL	2023	2024
Number of students with internships at ASELSAN MTAL with grants received under Erasmus+ accreditation	10	24
Number of teachers accompanying the students above	2	3
Number of teachers participating in education abroad	8	0
Number of MTAL students with summer internships at ASELSAN	234	235

ASiL	2023	2024
Educational Aid (TRY)	7,270,653.87	18,123,750.30
Family Aid (TRY)	569,349.00	6,659,668.11
Health Aid (TRY)	1,138,451.37	1,868,412.75
Aid Provided to Those in Need Through ASELSAN 1975 Store Project (TRY)	300,000.00	750,000.00
Number of Children Reached Through the No More Children Left Cold Campaign	549	1000
Askıda İyilik Request and Donator Matching Portal - people in need	618	378
Number of families received food aid	268	1288
Zakat aid (TRY)	322,000	1,070,900.00
Scholarships for successful students (TRY)	320,000	499,000.00
Number of students receiving stationery support	1,000.00	1000
Number of students receiving clothing support	472	2034

Internal Promotion	2023	2024
Number of applications for Manager positions made by ASELSAN employees	584	806
Total number of manager appointments	121	124
Percentage of managers promoted internally	98%	100%

a Talent High School	2023	2024
Number of high schools	42	32
Field	6	5
Branch	10	9
Student	259	177

BUSINESS LIFE 101	2023	2024
Number of students who applied	1,790	1,187
Number of students who started the program	101	101
Number of students eligible to receive a participation certificate	101	97

a Talent	2022-2023 academic year	2023-2024 academic year	2024-2025 academic year
Number of “a Talent” applications	6,515	5,899	10,567
Number of people who started working at “a Talent	209	215	342
Number of People Transferred from “a Talent” to the Staff	158	172	-

a Yetenek Summer Internship Program	2023	2024
Number of applications	11,161	12,633
Number of students doing internships	871	1,084
Percentage of students from earthquake-affected regions	5%	–
Number of asynchronous training courses taken in the “a Development” category	44	40

ASELSAN Campus	2023	2024
Number of students reached	Over 10,000	Over 10,000

Financial Management*	2022	2023	2024
Backlog (USD Billion)	8.2	10.9	14.0
Cash Generated from Operations (TRY Million)	17,390	12,092	21,417
EBITDA Margin (%)	21%	22%	25%
Operating Profit per Employee (TRY Thousand)	1,530	1,578	2,242
Cash Deosits	13,529	9,543	16,637

Condensed Balance Sheet (TRY Million)	2022	2023	2024
Total Assets	208,533	217,403	242,798
Tangible Fixed Assets	26,644	34,261	37,409
Intangible Fixed Assets	13,183	17,539	21,831
Total Equity	116,667	127,603	141,359

Condensed Income Statement (TRY Million)	2022	2023	2024
Net Sales (TRY Million)	96,532	106,252	120,206
Total EBITDA (TRY Million)	20,271	23,140	30,234
Net Profit for the Period	1,717	10,647	15,223
Net Profit Margin	2%	10%	13%

Shareholders	2023	2024
BIST	25.80%	25.80%
TSKGV	74.20%	74.20%

Corporate Governance Rating Score	2022	2023	2024
Shareholders	89.59	89.59	89.82
Public Disclosure and Transparency	98.72	98.72	98.72
Stakeholders	99.17	99.17	99.17
Board of Directors	89.82	91.88	94.06
Average	9.34	9.41	9.49

* Amounts are expressed in terms of the purchasing power of the TL at 31 December 2024.

GRI Content Index

Statement of Use

Use of GRI 1

Applicable GRI Sector Standard(s)

ASELSAN has prepared its report covering the period from 1 January to 31 December 2024 with reference to the GRI Standards.

GRI Foundation 2021

N/A

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us, p. 10; Our Fields of Activity, p. 11; Shareholding Structure, p. 13			
	2-2 Entities included in the organization's sustainability reporting	About the Report, p. 5			
	2-3 Reporting period, frequency and contact point	About the Report, p. 5			
	2-4 Restatements of information	GRI Content Index: There is no restated information in the report.			
	2-5 External assurance	About the Report, p. 5			
	2-6 Activities, value chain and other business relationships	About Us, p. 10; Our Fields of Activity, p. 11; Shareholding Structure, p. 13; Our Value Creation Model, p. 22-23			
	2-7 Employees	Social Performance Indicators, p. 145			
	2-8 Workers who are not employees	Social Performance Indicators, p. 147			
	2-9 Governance structure and composition	https://www.aselsan.com/tr/hakimizda/organizasyon-yapisi			
	2-10 Nomination and selection of the highest governance body	ASELSAN 2024 Activity Report; Structure and Composition of the Board of Directors, p. 277 https://www.aselsan.com/tr/yatirimci-iliskileri/faaliyet-raporlari?s=2025			
	2-11 Chair of the highest governance body	https://www.aselsan.com/tr/hakimizda/yonetim-kurulu			
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Sustainability Governance, p. 23-26			
	2-13 Delegation of responsibility for managing impacts	Our Sustainability Governance, p. 23-26			
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Governance, p. 23-26			

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	https://www.aselsan.com/tr/hakkimizda/aselsan-etik-ilkeler			
	2-16 Communication of critical concerns	About the Report, p. 5; Relations with Our Stakeholders, p. 50-53			
	2-17 Collective knowledge of the highest governance body	Our Sustainability Governance, p. 24-27			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, p. 124-125			
	2-19 Remuneration policies	Ucretlendirme_Politikasi_7784-(1)-(1)-(1).pdf			
	2-20 Process to determine remuneration	Ucretlendirme_Politikasi_7784-(1)-(1)-(1).pdf			
	2-21 Annual total compensation ratio	Ucretlendirme_Politikasi_7784-(1)-(1)-(1).pdf			
	2-22 Statement on sustainable development strategy	Message From The Chairman Of The Board Of Directors, p. 6; Message From The President and Ceo, p. 7-8; Sustainability Strategy and Management, p. 19-20			
	2-23 Policy commitments	Sustainability Strategy and Management, p. 19-20; Sustainability Policies, p. 28 https://www.aselsan.com/tr/surdurulebilirlik/politikalarimiz			
	2-24 Embedding policy commitments	Our Sustainability Governance, p. 24-29; Our Sustainability Goals, p. 38-49			
	2-25 Processes to remediate negative impacts	Our Sustainability Goals, p. 38-49			
	2-26 Mechanisms for seeking advice and raising concerns	About the Report, p. 5; Relations with Our Stakeholders, p. 49-52			
	2-27 Compliance with laws and regulations	GRI Content Index: No developments violating laws were recorded during the reporting period, and no administrative fines for non compliance were issued.			
	2-28 Membership associations	Corporate Memberships, p. 16			
	2-29 Approach to stakeholder engagement	Relations with Our Stakeholders, p. 50-53			
	2-30 Collective bargaining agreements	ASELSAN does not have a collective agreement system.			

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Topics, p. 30-31			
	3-2 List of material topics	Our Material Topics, p. 30-31			
Technology, Innovation, Digitalisation and Cyber Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Innovation, p. 74;Technology and Entrepreneurship, p. 77; Digital Transformation p. 92; Information Systems and Information Security, p. 95			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Systems and Information Security, p. 95-96			
Product Quality and Reliability					
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Safety and Quality of Service, p. 56-57			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Safety and Quality of Service, p. 56-57			
Climate Crisis					
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Impact Management, p. 59			
	305-1 Direct (Scope 1) GHG emissions	Environmental Performance Indicators, p. 139			
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance Indicators, p. 139			
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance Indicators, p. 139			
	305-4 GHG emissions intensity	Environmental Performance Indicators, p. 139			
	305-5 Reduction of GHG emissions	Environmental Impact Management, p. 59			
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Environmental Performance Indicators, p. 143			

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Human Rights and Fair Working Conditions					
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights and Fair Working Conditions, p. 99			
Energy Management and Efficiency					
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management and Efficiency, p. 134			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators, p. 141			
	302-3 Energy intensity	Environmental Performance Indicators, p. 141			
	302-4 Reduction of energy consumption	Energy Management and Efficiency, p. 134			
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Health and Safety, p. 111			
	403-1 Occupational health and safety management system	Employee Health and Safety, p. 111			
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety, p. 111			
	403-3 Occupational health services	Employee Health and Safety, p. 111			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety, p. 111			
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Employee Health and Safety, p. 111, Social Performance Indicators, p. 152-153			
	403-6 Promotion of worker health	Employee Health and Safety, p. 111			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety, p. 111			
	403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety, p. 111			
	403-9 Work-related injuries	Employee Health and Safety, p. 111, Social Performance Indicators, p. 152-153			
	403-10 Work-related ill health	Employee Health and Safety, p. 111, Social Performance Indicators, p. 152-153			

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Supply Management , p. 67			
Employee Experience					
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Experience, p. 100-102			
Talent and Career Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Talent and Career Management, p. 106-110			
	404-1 Average hours of training per year per employee	Talent and Career Management, p. 106-110, Social Performance Indicators, p. 150-152			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Career Management, p. 106-110			
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators, p. 150			
Regulatory Compliance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics and Transparency, p. 126; Internal Control and Audit, p. 127			
Resource Efficiency and Circular Economy					
GRI 3: Material Topics 2021	3-3 Management of material topics	Resource Efficiency and Circular Economy, p. 62			
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity, p. 66			
Zero Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	Zero Waste Management, p. 63-64			

Gri Standard/ Other Source	Disclosure	Location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Zero Waste					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Zero Waste Management, p. 63-64			
	306-2 Management of significant waste-related impacts	Zero Waste Management, p. 63-64			
	306-3 Waste generated	Environmental Performance Indicators, p. 144			
	306-4 Waste diverted from disposal	Environmental Performance Indicators, p. 144			
	306-5 Waste directed to disposal	Environmental Performance Indicators, p. 144			
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management, p. 60-61			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p. 60-61			
	303-3 Water withdrawal	Environmental Performance Indicators, p. 142			
	303-4 Water discharge	Environmental Performance Indicators, p. 142			
	303-5 Water consumption	Environmental Performance Indicators, p. 142			
Social Responsibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Responsibility, p. 115-116			
Responsible Consumption, Responsible Production, Responsible Business Development and Marketing					
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Production, Consumption, p. 130; Business Development and Marketing, p. 130			

S1 & S2 Compliance Report
To The Türkiye Sustainability
Reporting Standards (Tsrs)
For The Activity Period

2024



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2. INFORMATION ON THE PREPARATION OF THE REPORT

2.1. Purpose of the Report and Statement of Compliance

With the amendment made to Article 88 of the Turkish Commercial Code No. 6102 in the Official Gazette dated 04.06.2022 and numbered 31856, the Public Oversight Authority (KGK) was given the power to determine and publish Türkiye Sustainability Reporting Standards (TSRS) in line with international standards. Based on this authority, the KGK has decided to adopt the international standards issued by the International Sustainability Standards Board (ISSB), established within the International Financial Reporting Standards Foundation (IFRS), as the international basis for Türkiye Sustainability Reporting Standards. The purpose of TSRS 1 General Disclosure of Sustainability-Related Financial Information is to require an entity to disclose information about its sustainability-related risks and opportunities to be utilized by the primary users of general-purpose financial reports in making sourcing decisions. The purpose of TSRS 2 Climate-related Disclosures is to enable these users to disclose information about climate-related risks and opportunities.

AELSAN Elektronik ve Sanayi Ticaret A.Ş. ("AELSAN" or the "Company") is subject to the regulation and supervision of the Capital Markets Board and is obliged to report in line with TSRS Standards since it meets the criteria of exceeding the threshold values of at least two of the specified magnitude criteria in two consecutive reporting periods.

This report has been prepared in line with the provisions set out in TSRS 1: General Provisions on Disclosure of Sustainability-Related Financial Information and

TSRS 2: Climate-related Disclosure Standards. AELSAN has evaluated the entire value chain, including its subsidiaries and affiliates, as well as the defense industry, which is its main field of activity, and included them in the scope of the report. Unless otherwise specified, all of the information and statements in this report cover AELSAN Elektronik ve Sanayi Ticaret A.Ş. and all of its subsidiaries included in the consolidated financial statements.

TSRS 1 and TSRS 2 standards, together with all their appendices, have been used in the preparation and reporting of the related financial disclosures in order to describe risks and opportunities related to sustainability and climate change that are likely to reasonably affect AELSAN's future financial competence.

2.2. Fair Presentation

AELSAN's 2024 Türkiye Sustainability Reporting Standards Compliance Report and the set of financial disclosures related to climate change presented at the level of the parent company and subsidiaries with reporting obligations present fairly all climate-related risks and opportunities that are likely to reasonably affect AELSAN's financial competence in the future. TSRS 1, Annex B Application Guide, paragraphs B1-B12 were applied in determining the relevant risks and opportunities. The information offered in the report presents AELSAN's climate-related risks and opportunities in a complete, unbiased and accurate manner.

2.3. Materiality

In AELSAN's TSRS Compliance Report, financial materiality is used as the materiality criterion. The outputs of the AELSAN Climate Risks and Opportunities Analysis study, which covers AELSAN and its subsidiaries, have been prioritized by considering the financial magnitude of the impact. In this process, the materiality criteria in paragraphs B13-B37 of TSRS S1 have been taken into consideration.

2.4. Reporting Entity

The sustainability and climate-related disclosures in this report have been prepared for AELSAN and should be evaluated together with the consolidated financial statements of the Company. The scope of the report is prepared in parallel with AELSAN's Annual Reports and covers all investments in other entities included in AELSAN's consolidated financial statements.



The main fields of activity and share of capital rates of the companies included in the consolidation are as follows:

Name of the Subsidiary / Affiliate	Activity Region	Main Activity	Share Ratio (%)	Form of Consolidation
ASELSANNET ELEKTRONİK VE HABERLEŞME SİSTEMLERİ SANAYİ, TİCARET, İNŞAAT VE TAAHHÜT İŞLETMECİLİĞİ TİCARET LTD.ŞTİ.	Türkiye	Communication systems, Security systems, Informatics & Geographic information systems, Health & Energy systems, Infrastructure, Construction & ELD	100	Fully consolidated
ASELSAN GLOBAL DIŞ TİCARET VE PAZARLAMA A.Ş.	Türkiye	Foreign Trade Operations	100	Fully consolidated
MİKROELEKTRONİK ARAŞTIRMA GELİŞTİRME TASARIM VE TİCARET LTD. ŞTİ.	Türkiye	Electronics Industry/Integrated Circuit Design	85	Fully consolidated
ASELSAN KONYA SİLAH SİSTEMLERİ A.Ş.	Türkiye	Research, design, development and engineering activities for all kinds of weapons and weapon systems	51	Fully consolidated
BİTES SAVUNMA HAVACILIK VE UZAY TEKNOLOJİLERİ YAZILIM ELEKTRONİK TİCARET A.Ş.	Türkiye	Research, design, development and engineering activities, including augmented reality, artificial intelligence and simulation software	100	Fully consolidated
ASELSAN SİVAS HASSAS OPTİK SAN. VE TİC. A.Ş.	Türkiye	Mass Production of Visible Precision Optical Devices & Electro-Optical Devices Maintenance & Repair Operations	80	Fully consolidated
ADIYAMAN KABLO VE KONNEKTÖR A.Ş.	Türkiye	Manufacturing, design and sale of cables, connectors, cabling and similar products and technologies	15	Consolidated by the equity method
TÜYAR MİKROELEKTRONİK SANAYİ VE TİCARET ANONİM ŞİRKETİ	Türkiye	Manufacturing of micro- and nano-sized devices containing semiconductors and similar technological materials	51	Consolidated by the equity method
ULAK HABERLEŞME A.Ş.	Türkiye	Design, development and engineering activities of mobile communication systems and broadband communication devices	51	Consolidated by the equity method
MİKRO NANO TEKNOLOJİLERİ SANAYİ VE TİCARET ANONİM ŞİRKETİ	Türkiye	Manufacturing of micro- and nano-sized devices containing semiconductors and similar technological materials	50	Consolidated by the equity method
EHSİM ELEKTRONİK HARP SİSTEMLERİ MÜH. TİC. A.Ş.	Türkiye	Electronic Warfare, Tactical Command and Control and False Target Systems	50	Consolidated by the equity method
İSTANBUL FİNANS VE TEKNOLOJİ MERKEZİ	Türkiye	Management and operation of the financial technology development zone	44,44	Consolidated by the equity method




Name of the Subsidiary / Affiliate	Activity Region	Main Activity	Share Ratio (%)	Form of Consolidation
TR EĞİTİM VE TEKNOLOJİ A.Ş.	Türkiye	Human resources operations, consultancy and training activities, certification activities, educational software activities and publishing activities	35	Consolidated by the equity method
TEKNOHAB TEKNOLOJİ GELİŞTİRME BÖLGESİ YÖNETİCİ ANONİM ŞİRKETİ	Türkiye	Management and operation of the technology development zone	13,04	Consolidated by the equity method
KIBRIS ÜLKE MÜDÜRLÜĞÜ (ŞUBE)	Cyprus	Software design, ELD and Business Development activities	100	Fully consolidated
ASELSAN BAKÜ MMC.	Azerbaijan	Marketing and sales of group products	100	Fully consolidated
ASELSAN UKRAINE LLC.	Ukraine	Marketing and sales of group products	100	Fully consolidated
ASELSAN MALAYSIA SDN BHD.	Malaysia	Remote-controlled weapon systems	100	Fully consolidated
ASELSAN KATAR ŞUBESİ	Qatar	Business Development & Marketing Maintenance & Repair	100	Fully consolidated
ASELSAN LATİN AMERICA SpA	Chile	Marketing and Business Development	100	Fully consolidated
ASELSAN BALKANLAR ŞUBESİ	North Macedonia	Business Development & Marketing	100	Fully consolidated
ASELSAN GÜNEY AFRIKA ŞUBESİ	South Africa	Business Development & Marketing	100	Fully consolidated
KAZAKHSTAN ASELSAN ENGINEERING LLP	Kazakhstan	Manufacturing, development, maintenance and repair of electronic devices and systems	49	Consolidated by the equity method
ASELSAN MIDDLE EAST PSC	Jordan	Production, sales, and technical services of electronic and electro-optical devices and systems	49	Consolidated by the equity method
INTERNATIONAL GOLDEN GROUP ASELSAN INTEGRATED SYSTEMS LLC	United Arab Emirates	Production, testing, maintenance, repair and marketing of remote-controlled systems	49	Consolidated by the equity method

2.5. Connected Information

When identifying sustainability-related risks and opportunities and sharing key information about them, the relevant links have been considered. This information has been disclosed in the context of ASELSAN and its subsidiaries by considering the links between their relationships, governance, strategy, risk management and disclosures on metrics and targets. The financial statements, which include information on sustainability-related risks and opportunities, are consistent with the consolidated financial statements presented in the ASELSAN 2024 Annual Report. The currency used in ASELSAN's TSRS Reporting, as well as the Annual Reports, is Turkish Lira.

2.6. Timing of Reporting and Location of Disclosures

The financial disclosures on climate change presented within the scope of Türkiye Sustainability Reporting Standards (TSRS) Compliance Report, which was prepared and submitted in a separate report format as per the decision of the KGK for the 2024 financial period, the first year of implementation, cover the same reporting period (01.01.2024 - 31.12.2024) as the relevant financial statements.

 ASELSAN's relevant financial information covering this period is available [here](#).

2.7. Comparative Information

Since an entity is not obliged to provide the disclosures and comparative information specified in TSRS S1 and S2 as per the provisional article of the Board Decision on the Scope of Application of TSRS for any period before the date of initial application, only metrics for 2024 are provided in this report. Practicing upon the transitional exemption, this report does not include climate-related financial disclosures from previous years.

2.8. Sources of Guidance

ASELSAN applies TSRS 1 and TSRS 2 standards when disclosing information on risks and opportunities related to sustainability and climate change. We assessed the Guidance on Sector-Based Application of TSRS 2, which sets out possible ways of identifying, measuring and disclosing information about climate-related risks and opportunities for ASELSAN's subsidiaries that represent a significant proportion of the consolidated financial statements. "Volume 49 - Electrical and Electronic Equipment" guidance forms the basis for ASELSAN's subsidiaries, who manufacture electronic equipment. In addition, "Volume 46- Aviation and Defense" and Volume 54- Electronics Manufacturing Services and Original Design Production" guides were used.

ASELSAN's Climate Risks and Opportunities Analysis study evaluates external trend analysis based on sectoral and macro level reports and guides prepared considering the parent company and its subsidiaries, and strategic analysis focusing on the relationship between ASELSAN business strategy and sustainability topics.

2.9. Notes on Content

There are some transitional exemptions in accordance with items E3, E4, E5 and E6 in TSRS 1 and items C3, C4, and C5 in TSRS 2. The transition exemptions applied by ASELSAN are as follows:

- In its first annual reporting period, an entity is only permitted to disclose information about climate-related risks and opportunities (in accordance with TSRS 2) and therefore applies the requirements in TSRS S1 only to the extent that they are related to disclosing information about climate-related risks and opportunities. While preparing this report, ASELSAN has only considered the risks and opportunities related to climate change. However, information on the governance, strategy and risk management approach covers all sustainability topics, including climate.
- Since an entity is not required to provide the disclosures and comparative information specified in TSRS S1 and S2 for any period before the date of initial application, ASELSAN

presents only the metrics for 2024 in this report. Practicing upon the transitional exemption, this report does not include climate-related financial disclosures from previous years.

- If an entity used a method other than the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (2004) in the annual reporting period before the date of initial application of TSRS, the entity is permitted to continue to use the other method. ASELSAN measures and reports greenhouse gas emissions in line with ISO 14064-1 methodology. Calculations in accordance with this standard have been shared as per the first-year transition exemption.
- In line with TSRS requirements, entities are not required to disclose Scope 3 greenhouse gas emissions for the first two years of sustainability reporting. As per this exemption, ASELSAN reported Scope 3 emissions from its operations. Scope 3 emissions of its subsidiaries were excluded.
- In the first annual reporting period when the TSRS was applied, the entity is permitted to report sustainability-related financial disclosures after issuing the relevant financial statements. ASELSAN issues the TSRS Compliance Report within the period granted by the Public Oversight Authority after sharing the financial statements for the period between January 1 - December 31, 2024.

3. GOVERNANCE

ASELSAN has a proactive and dynamic governance structure to manage risks and opportunities related to sustainability and climate change.

Our sustainability governance structure was created by considering the current and potential needs to ensure the functionality of ASELSAN's sustainability approach across the entire value chain. With this structure, it is aimed to ensure the efficient management of sustainability within ASELSAN and thus to produce impact-oriented solutions for all stakeholders.

In the sustainability governance model, which aims to lead the value chain, sustainability efforts are adopted and continuously improved by the Board of Directors and the General Manager and guaranteed by the senior management. In all strategic decision-making mechanisms, such as investments, new product developments, renewals and transformation, ASELSAN takes into account climate-related risks and opportunities, which are a component of risk management processes, and the trade-offs that may be encountered in this context.

3.1. Sustainability Management Structure

3.1.1. Board of Directors: At ASELSAN, the sustainability governance processes and performance are overseen by the Board of Directors. The Board of Directors plays a critical role in making strategic decisions on sustainability governance. Sustainability targets monitored by the Sustainability Committee are included in the agenda of the physically organized Board of Directors meetings. ASELSAN

reports its sustainability efforts to the Board of Directors through the Corporate Governance Committee within the scope of Sustainability Principles Compliance Reporting.

3.1.2. Early Detection and Management of Risk Committee: This committee, which is responsible for early detection of risks that may jeopardize the existence, development, and continuity of ASELSAN and threaten the targets, taking the necessary measures regarding the identified risks and managing these risks, is composed of members of the Board of Directors. The committee is involved in the assessment and prioritization of sustainability-related risks and opportunities.

3.1.3. Corporate Governance Committee: The committee is established by the Board of Directors from among the members of the Board of Directors or third parties who are experts in their fields, provided that the majority of its members are from the Board of Directors and the manager of the Investor Relations Department is also a member of the Committee, in order to carry out and coordinate ASELSAN's activities within the scope of Corporate Governance Principles.

3.1.4. Sustainability Committee: The Sustainability Committee, which reports to the Board of Directors, has been established with the participation of senior executives working in different functions in order to create the sustainability vision and strategy, to identify material topics, to determine policies, targets and implementation plans, to execute, monitor and audit them in line with the strategy and to increase the sustainability performance level.

Sustainability Committee Members

Name and Surname	Title	Department
Mehmet ARTAR	Vice President	Corporate Governance Vice Presidency
Hülya YILDIRIM	Director	Support Services Directorate
Murat ŞAHİN	Director	Strategy and Process Management Directorate
Mahmut ALMAS	Director	Digital Transformation Directorate
Ali ERAY	Director	Finance Directorate
Burak SARI	Director	Procurement Strategies and Nationalization Directorate
Onur ERIŞEN	Director	Strategic Purchasing Directorate
İlkem Demet ŞENSOY YANAR	Director	UGES Production Directorate
Muhammed Ali IŞIK	Director	Human Resources Directorate
Yıldırım AZİZOĞLU	Director	Information Technology Director
Elif GÜRBÜZ	Manager	UGES Technology Management and Digital Transformation Department
Gökem KASAP	Manager	HBT Technology Management and Digital Transformation Department
Erdem KANAT	Manager	REHİS Technology Management and Digital Transformation Department
Hakime KOÇ	Manager	REHİS Technology Management and Digital Transformation Department
Çağrı KOÇ	Manager	AGS Technology Management and Digital Transformation Department
Aslıhan ALBAYRAK	Manager	SST Technology Management and Digital Transformation Department
Mehmet Burak SAAT	Manager	Integrated Management Systems Management (IMSD)
Ecem GÖZDE KARABULUT	Engineer	IMS Sustainability Management Unit
Mustafa SAYIN	Engineer	IMS Sustainability Management Unit
Koray YANIK	Engineer	IMS Sustainability Management Unit

3.1.5. Corporate Risk Coordination

Board: At ASELSAN, the Corporate Risk Management Coordination Board was established to carry out activities to identify and manage risks at different levels.

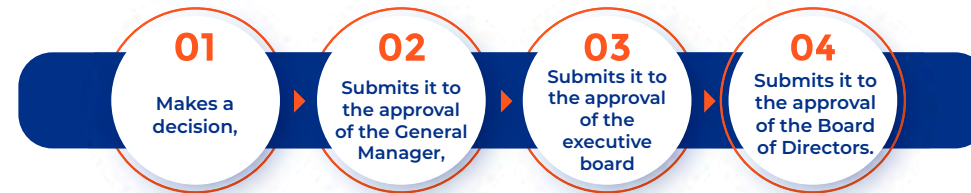
3.1.6. Internal Control and Audit: At ASELSAN, the main purpose of internal audit activities is to provide assurance to the Audit Committee and the Board of Directors that risks are managed effectively. Accordingly, annual audit plans and work schedules are prepared on a risk-based basis, and audit results are periodically reported to the Audit Committee and the Board of Directors.

The Sustainability Committee and the Early Detection and Management of Risk Committee review and finalize climate-related risk analyses and present the critical risks assessed to be of high importance to the Board of Directors every two months. It reports to the Board of Directors on the financial and operational measures to be taken by ASELSAN in order to carry out mitigating and preventive activities for the identified risks. The Board of Directors decides on the measures to be implemented; assessments are reported to the Early Detection and Management of Risk Committee, which are then monitored and acted upon.

Sustainability Decision-Making Mechanism

The Sustainability Committee meets at least once every two months and has a 4-stage decision-making mechanism according to the level of the topic.

According to the nature of the topic, the Committee:



The Board of Directors (meets once a month) and the Executive Committee (meets once a week) assess the topics brought to their attention and take the relevant decisions.

3.2. Developing and Updating Sustainability Competencies

ASELSAN annually evaluates the people and bodies involved in managing risks and opportunities related to climate and sustainability in terms of skills, knowledge and experience, academic and professional background, past experiences and conferences they attended. When necessary, it provides training or external expert support in the field of climate change and sustainability and carries out capacity building through the sharing of appropriate guiding resources and reports.

In order to contribute to corporate knowledge in the field of sustainability, ASELSAN Sustainability Ambassadors received Corporate Sustainability Training at the Boğaziçi University Lifelong Learning Centre in 2022. In 2025, three ASELSAN

employees attended the Corporate Sustainability Reporting Expertise Training.

In 2025, a training program on Sustainability and Climate Change is planned for Sustainability Committee members.

3.3. Integration of Environmental, Social and Governance (ESG) Indicators into the Performance System

In order to integrate sustainability into all business processes and to ensure the efficiency of the work to be carried out for sustainability goals, there are many sustainability and climate-related key performance indicators in the scorecards affecting the remuneration and career paths of ASELSAN employees, especially senior executives.

Within the scope of the Remuneration Policy for Senior Executives, remuneration and fringe benefits management is organized and implemented in a fair, objective, competitive, rewarding, and motivating manner that recognizes high performance. Sustainability performance is monitored within the scope of corporate scorecards. Corporate scorecards, where senior management performances are evaluated, are transferred to the scorecards of the relevant units at the beginning of each year, guiding the work of the employees in this direction, and they are evaluated through these scorecards at the end of the year.

The scorecards of ASELSAN senior management include ESG-oriented targets. ESG performance affects the performance score calculated at the end of the year. The performance score affects the annual bonus, promotion and remuneration of senior management and all ASELSAN employees in accordance with the ASELSAN Remuneration Policy.

All these practices ensure that key performance criteria on sustainability and climate change and commitments on sustainability are directly linked to decision-making and leadership responsibility.

**ESG performance indicators included in the scorecards of ASELSAN employees and executives**

Fight Against Climate Change	- Execution of 2050 net zero emission roadmap	General Manager, Corporate Governance Vice President, Support Services Director, Construction Real Estate Director, Human Resources Director, Information Technology Director, Corporate Communications Manager, corporate management employees, other relevant ASELSAN employees
Sustainable Supply Chain Management	- Sustainable supply chain management	General Manager, Supply Chain Management Vice President, Strategic Purchasing Director, Central Purchasing Director, Subsidiary Industry Purchases Director, Supply Strategies and Nationalization Director, Logistics and Foreign Trade Director, supply chain employees, other relevant ASELSAN employees
	- Supply chain communication and incentives	
	- Execution of 2050 net zero emission roadmap	
Resource Efficiency and Circular Economy	- Resource efficiency	General Manager, Financial Management Vice President, all relevant Vice Presidents/Sector Heads and relevant design/production/procurement managers, relevant ASELSAN employees
	- Sustainable packaging	
	- Resource efficient, sustainable design and production	
Ensuring Operational Excellence	- Waste Management: Waste recovery	Corporate Governance Vice President, Support Services Director, other relevant ASELSAN employees
	- Waste Management: Hazardous waste generation	
	- Occupational Health and Safety: OHS score	Corporate Governance Vice President, Support Services Director, other relevant ASELSAN employees
Improving Human Resources Management	- Employee engagement and satisfaction	General Manager, Corporate Governance Vice President, Support Services Director, Construction Real Estate Director, Human Resources Director
	- Talent management	
Digital Transformation	- Completion of transformation activities	General Manager, Technology and Strategy Management Vice President, all relevant Vice Presidents/Sector Heads, Digital Transformation Director, relevant ASELSAN employees
	- Execution of the Digital Transformation Roadmap	
Sustainable Technology	- Supporting entrepreneurship and innovation activities	Technology and Strategy Management Vice President, all relevant Vice Presidents/Sector Heads, Entrepreneurship and Innovation Management Directorate employees, all ASELSAN employees
	- Smart city technologies	TSEAH Sector Head, Directorates and employees
Corporate Social Responsibility (CSR) Strategy	- Social responsibility projects	Corporate Governance Vice President, Support Services Director, Corporate Communications Manager, relevant ASELSAN employees

3.4. Corporate Policies on Sustainability

ASELSAN integrates its sustainability vision into its management strategy and business model through sustainability-related policies. Through the policies, the implementation principles of sustainability focus are shared with all stakeholders.

The Corporate Governance Vice Presidency is responsible for checking that the directives and policy documents are up-to-date every three years and the guidelines every two years, as well as for notifying the relevant units to initiate the update process.

Policy documents are put into effect, amended and repealed with the approval of the Board of Directors if they are related to the company in general, and with the approval of the General Manager if they are related to a specific Sector Presidency or Vice Presidency.



Type of Policy	Coordination Officer	Review Frequency
Environmental Sustainability and Occupational Health and Safety Policies		
Integrated Management System Policy	Corporate Governance Vice Presidency	At least once a year
Sustainable Climate Change Policy	Corporate Governance Vice Presidency	At least once a year
Energy Management System Policy	Corporate Governance Vice Presidency	At least once a year
Water Efficiency Policy	Corporate Governance Vice Presidency	At least once a year
Food Safety, Hygiene and Sanitation Policy	Corporate Governance Vice Presidency	At least once a year
Human Resources Policies		
Human Rights Policy	Corporate Governance Vice Presidency	At least once a year
Human Resources Management Policy	Corporate Governance Vice Presidency	At least once a year
Board of Directors Diversity and Inclusion Policy	Sustainability Committee	By the target year
Remuneration Policy	Corporate Governance Vice Presidency	At least once a year
Compensation Policy	Corporate Governance Vice Presidency	At least once a year

Quality Policies		
HBT Quality Policy	HBT Sector Presidency	At least once a year
MGEO (AGS and MEOS) Quality Policy	AGS and MEOS Sector Presidency	At least once a year
SST Quality Policy	SST Sector Presidency	At least once a year
REHIS Quality Policy	REHIS Sector Presidency	At least once a year
UGES Quality Policy	UGES Sector Presidency	At least once a year
KYGMY and TZYGMY Quality Policy	Corporate Governance Vice Presidency	At least once a year
Procurement Policies		
Procurement Policies	Supply Chain Management Vice Presidency	At least once a year
Conflict Minerals Policy	Supply Chain Management Vice Presidency	At least once a year
Business Ethics and Code of Conduct for Suppliers	Supply Chain Management Vice Presidency	At least once a year
Other Policies		
Export Control Compliance Policy	Supply Chain Management Vice Presidency	At least once a year
Information Security Policy	Corporate Governance Vice Presidency	At least once a year
Business Continuity Policy	Corporate Governance Vice Presidency	At least once a year
Anti-Bribery and Anti-Corruption Policy	Corporate Governance Vice Presidency	At least once a year

4. STRATEGY

4.1. Climate-Related Risk and Opportunities

For ASELSAN, climate-related risks and opportunities arising from climate change are of strategic importance in a wide range, from operational continuity to new product development, from legal compliance to supply chain management. While the Paris Climate Agreement aims to reduce carbon emissions on a global scale and promote sustainable development, defense industry companies are also expected to reduce their environmental impact and develop climate-resilient technologies. ASELSAN develops sustainability-based approaches to manage climate-related risks in both production processes and supply chain and to adapt to low-carbon economy. It also fulfils its national and global responsibilities by playing an active role in combating climate change through technologies developed in various fields such as smart city systems, security systems and energy efficiency.

ASELSAN provides consultancy to its subsidiaries by sharing information about the activities carried out at ASELSAN regarding the Corporate Risk Management System to help them establish such systems. As a result of the identified climate risks and analyses, a comprehensive risk assessment is performed for ASELSAN and all its subsidiaries.

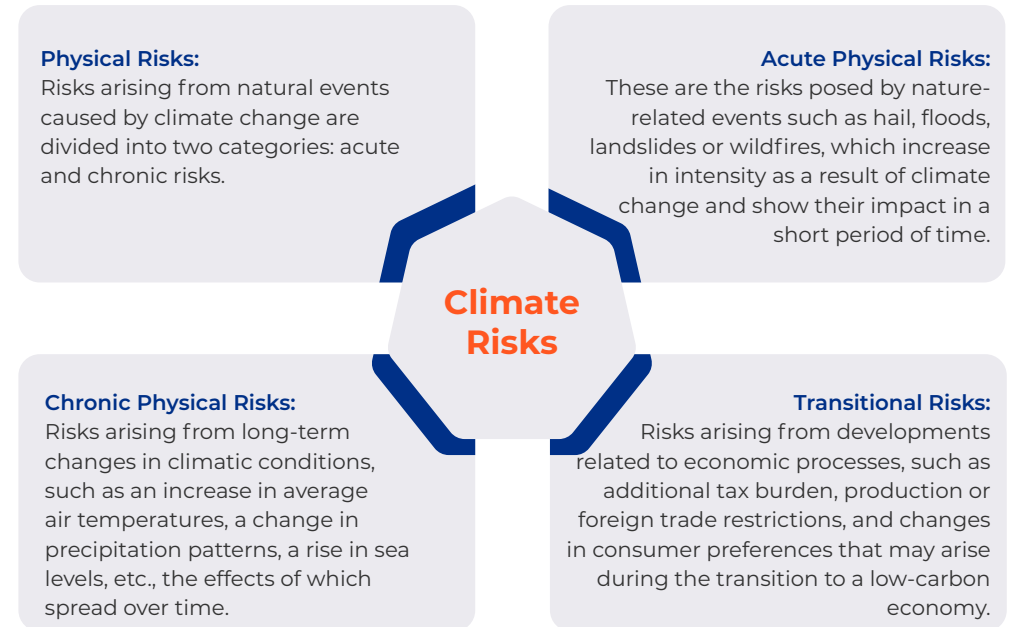
At ASELSAN, risks and opportunities related to the environment and climate change are evaluated by the

Technology and Strategy Management Vice Presidency, Strategy and Process Management Directorate, Strategy Management Directorate and Corporate Governance Vice Presidency, Support Services Directorate, Integrated Management Systems Directorate Sustainability Management Unit. The Strategy Management Department, in coordination with the Sustainability Committee, is responsible for setting targets to mitigate the impact of identified risks and conducting performance reviews to ensure that climate-related targets are met together with the Sustainability Management Unit. It also decides how and when the identified opportunities can be utilized. The Sustainability Management Unit is responsible for the follow-up and coordination of projects and practices implemented as part of ASELSAN's sustainability strategy, responding to sustainability and climate data requests submitted by stakeholders and monitoring the reporting and auditing processes of ESG performance.

The carbon border adjustment mechanism risk, which is one of the risks and opportunities identified on a consolidated basis, is categorized as level three (medium) in the five-point risk impact scale used by ASELSAN. In this framework, although it is not predicted that the topic will have a critical impact on ASELSAN in the short term, it was deemed necessary to make a disclosure since it is closely followed by the sector. Other climate-related risks were assessed as lower priority.

Climate Risks

Climate risks are defined as financial and non-financial risks that may arise from climate change and during the transition to a low-carbon economy. At ASELSAN, climate risks are categorized as physical risks and transitional risks. Physical risks arise from event-related environmental factors (acute: e.g. heat waves and floods) or long-term changes (chronic: rising temperatures and sea levels) that can damage assets, while transitional risks arise in the process of transition to a low-carbon economy. Managing climate risks is critical for sustainable growth and transition to a low-carbon economy.



Strategic integration of climate risks

ASELSAN's corporate risks were included in the Strategic Plan for 2025-2029, which was created in 2024 in order to integrate the risks related to the strategic objectives and goals found in the ASELSAN Strategic Plan and Integrated Roadmap. In the process of updating the Risk Inventory, the Strategic Plan and Risk Inventory were harmonized and brought together under the aselsaneXt program. Climate change risk was analyzed under aselsaneXt aBusiness within the scope of the export-oriented main strategy.

4.2. Time Horizons

Within the scope of the requirements of strategic decision-making processes, ASELSAN defines the time frames in climate-related risk assessment processes as follows:

Short-term 0 - 5 years

Medium-term 5 - 10 years

Long-term 10+ years

4.3. ASELSAN's Business Model and Value Chain

While preparing its climate-related financial disclosures, ASELSAN has evaluated its entire value chain, including its operations as well as those of its subsidiaries and affiliates. ASELSAN depends on many resources to deliver its products and interacts with many organizations and stakeholders.

ASELSAN's upstream and downstream value chain relationships are as shown below:

Upstream

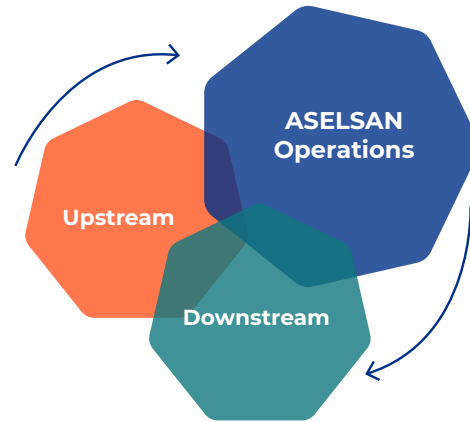
- Procurement Processes
- Investors and Shareholders
- Public Authorities and Regulatory Agencies

ASELSAN Operations

- Production Processes
- R&D Processes

Downstream

- Customers
- Business Partners



4.4. Probability

ASELSAN assesses the probability of risk realization using the 6-point scale below.

- Almost certain
- High probability
- Likely
- Low probability
- Unlikely
- Highly unlikely

4.5. Impact Magnitude

At ASELSAN, the magnitude of the financial impact of risks is categorized as follows.

Low Impact: 1% decrease in budgeted profit

Medium Impact: 1%-5% decrease in budgeted profit

High Impact: 5%-10% decrease in budgeted profit

Severe Impact: 10%-25% decrease in budgeted profit

Critical Impact: 25% decrease in budgeted profit

To monitor the progress of the risk indicators, red, yellow and green warnings are set for each indicator. When determining the caution values, the numerical targets of the Corporate Performance Indicators to which the risks in the Risk Inventory are related are taken into account. Factors affecting the impact and probability of risks over time, and therefore the costs and benefits of

the activities required to manage risks, are reported by the Risk Coordinators and monitored by the Corporate Risk Management Coordination Board.

ASELSAN considers risk and opportunity calculations, risk response, opportunity assessment and costs in decision-making processes regarding possible operational changes and investment planning.

4.6. Risks and Opportunities

ASELSAN regularly reviews its climate-related risks and opportunities and monitors its performance through various indicators.

In 2024, climate risks and opportunities that are monitored but do not meet the financial materiality criteria are as follows.

Risk Class: Compliance

Risk Title: Potential damage to the environment

Indicator 1: Number of non-conformities detected in internal and external audits

Indicator 2: Number of environmental accidents

According to the three risk indicators, the risk score is 65-70%. Since the deviation is around 30-35%, the probability score is determined as 4. At any environmental accident, life and property losses, production halts, litigation, damage to brand reputation, negative impact on share value may occur.

In 2024, there were no environmental accidents or environmental non-compliances.

Risk Class: Strategic

Risk Title: Climate change

Indicator 1: Total energy consumption (Energy Performance Indicator (EnPI) - Cumulative Consumption (Last 12 months)

Indicator 2: Domestic water efficiency (Cumulative Consumption (Last 12 months) / Number of Personnel (Last 12 months)

Indicator 3: Carbon emission (Carbon Emission / Turnover)

The risk score of the topic is calculated as 5 in 2023. In 2024, the impact was reduced as part of the "2050 net zero emissions" target. According to the three risk indicators, the risk score is 65-70%. Since the deviation is around 30-35%, the probability score is determined as 4.



At the level of ASELSAN and its subsidiaries, risks and opportunities identified in the context of climate change, whose financial impact is considered reasonably significant, are as follows.

Risk Title	Carbon Border Adjustment Mechanism (CBAM) Carbon Pricing
Risk Definition	<p>The Regulation on the European Union (EU) Carbon Border Adjustment Mechanism (CBAM) entered into force in 2023 with a transition period until the end of 2025. Within this scope, importers who import certain emission-intensive raw materials into the EU will be obliged to report their embedded and indirect emissions and to purchase CBAM certificates in return.</p> <p>ASELSAN uses aluminum and steel extensively in its production processes. The iron and steel industry is a prioritized sector under the CBAM as it requires manufacturing processes associated with high carbon emissions. ASELSAN closely follows developments in this field due to the raw materials it uses.</p> <p>Price increases in imported goods constitute a significant regulatory climate risk for ASELSAN. The implementation of the CBAM tax is likely to have a long-term impact on ASELSAN's operational costs.</p>
Business Implications Per Value Chain Element	Downstream / Customers
Type	Transitional Risk
Main Factor Creating Risk	Increased Costs
Term Of The Impact	Short and Long-Term
Probability Of Realization	Likely
Impact Magnitude	Medium

Financial Impact Of The Risk	
Potential Impact	TRY 353,825,206 — TRY 530,737,806
Declaration Of Financial Amount	<p>The report titled “New Climate Regime in the Light of Economic Indicators”, published with the contributions of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, analyzes the impacts of the Carbon Border Adjustment (CBA) on the Turkish industry using economic models. Based on a general equilibrium model, the report assesses the potential costs of the Carbon Border Adjustment with prices of 60 and 90 CO₂-e per ton in various industrial sectors for the period of 2020-2030. ASELSAN calculates costs based on the amounts disclosed in this report according to verified emission data. The emissions for the entire supply chain and ASELSAN are included in the calculation of this amount. After the product breakdown was prepared within the scope of CBAM, the risk may return to a much lower value than this value. The highest assessment was chosen to stay on the safe side.</p>
Cost Of Risk Response	It will be calculated in the coming periods.
Developed Response	<p>Since 2009, emission calculations have been carried out at ASELSAN within the scope of climate change studies, and the supply chain started to be included in the emission calculation in 2021 within the framework of ISO 14064:2018 requirements. An emission intensity map has been prepared to create a road map within the scope of the 2050 Net Zero Emission Target. Work has been carried out using the ISO 50001 Energy Management System. A LEED Gold Certificate was obtained for the Istanbul Technopark building. The cost of replacing energy inefficient equipment with energy efficient alternatives will be included in the response cost. In addition, the cost of the solar power plant to be installed to generate electricity (the biggest source of emissions) from renewable sources will be added to the response cost. Incentives received/to be received from the relevant Ministries will also be included in this calculation.</p>
Relation To Financial Statements	Projected value

ASELSAN ISO 14064 emission calculations, analyses and assessments pointed out that the biggest emission source is energy consumption. Assessments of electricity-consuming equipment showed that 12.9% were low efficient. While all of the newly purchased equipment is energy efficient, the goal is to replace older equipment over time. This equipment ratio is being reduced day by day, and durable equipment is being procured in CBAM-like regulatory applications. Apart from the risks mentioned, no other physical risks with a reasonably significant financial impact have been identified in 2024.

ASELSAN follows the incentives within the scope of Responsible (Green Consensus Compliance Project), which is a consultancy support program consisting of the sustainability current situation analysis, road map determination and monitoring and verification of the projects needed by the enterprises within the scope of the Green Consensus Compliance Project support of the Ministry of Trade and sees it as an important opportunity area.

Opportunity	MIDAS System
Opportunity Definition	ASELSAN MIDAS Intrusion Detection System offers state-of-the-art features using fiber optic communication cables that simultaneously detect and monitor threats at thousands of points. Designed to detect and prevent third party intrusion into pipelines, the system has been extended to cover applications such as border security, critical infrastructure (e.g. gas and water lines) and railway protection. MIDAS provides early detection and intelligent filtering of threatening activities using advanced AI and specialized algorithms. The integration of the system into various critical infrastructure projects since 2016 has proven to be a significant revenue opportunity. The patented product is the first of its kind and not only provided ASELSAN with a significant increase in revenues but it also has been exported for international use.
Business Implications Per Value Chain Element	Downstream
Type	
The Main Factor Creating The Opportunity	Increased revenue by reaching new markets
Potential Financial Impact	MIDAS is expected to maintain its financial significance for ASELSAN with a total revenue of USD 220,500,000 projected to be generated between 2017 and 2027. The system's wide range of applications in pipeline security, border protection and urban infrastructure monitoring makes it an important product in ASELSAN's portfolio. The process of opening up to international markets has already begun, and the additional long-term cost savings resulting from the prevention of operational downtime and environmental damage will further strengthen ASELSAN's cash flow and financial stability.
Term Of The Impact	Long-Term
Probability Of Realization	High
Impact Magnitude	High

Financial Impact of the Opportunity

Potential Impact TRY 24,594,000,000

Cost of seizing the opportunity TRY 164,000,000

The total financial impact figure of USD 220,500,000 for the period of 2017-2027 is based on a combination of actual sales and projected revenues from the MIDAS Intrusion Detection System.

1. 2017-2019 Actual Income: MIDAS units sold during this period generated revenues of USD 8,750,000.

Declaration of Financial Amount

2. 2020-2023 Revenue Forecast: Approximately USD 32,500,000 for the period of 2020-2023.

3. 2024-2028 Long-Term Forecast: ASELSAN expects to generate sales and revenues of USD 29,720,000 for the period of 2024-2028. When these figures are totaled, the total revenue for the period of 2017-2028 is USD 70,970,000. This financial contribution reflects both actual sales and future sales forecasts of MIDAS units, which are expected to continue to generate significant revenues for ASELSAN. The calculation was made using the average exchange rate of December 2024.

Strategy

MIDAS has been used in many projects, and the relevant patent was obtained in 2020. MIDAS protects critical infrastructure such as oil and gas pipelines and detects illegal connections and intrusions by thieves and terrorist groups. In addition, routine activities of farmers can also cause accidents at pipelines and unexpected damage to the infrastructure and the environment. When damage to a pipeline occurs, the entire operation stops, the damaged pipelines are repaired, and the damaged pipeline segment may shorten the life of the entire pipeline segment. In addition, MIDAS can also be used to detect unauthorized excavation and construction work in urban areas. Such unauthorized activities can cause serious damage to urban gas and water pipelines. MIDAS can detect these activities, allowing operators to quickly intervene in intrusions. As a result, serious damage, cessation of operations, gas or water leaks and associated gas pipeline explosions can be prevented before they occur. Given all these knock-on effects, a single intrusion causes enormous financial losses for both governments and businesses. In addition, MIDAS intrusion detection systems have been exported in the field of railway and track safety and opened to the world market.

Relation to Financial Statements

To be prepared next year.

5. RISK MANAGEMENT

ASELSAN utilizes many national and international standards such as ISO 31000 and COSO in order to manage its sustainability risks and opportunities in a fair, objective and complete manner. Risks and opportunities are evaluated by the Sustainability Committee in the light of guidelines set out in the TSRS (Turkish Sustainability Reporting Standards), SASB (Sustainability Accounting Standards Board), CDSB (Climate Disclosure Standards Board) procedures and in the Global Risks Report of the World Economic Forum (WEF), and the impact they may have on the company's financial position, financial performance and cash flows in the short, medium and long-term is analyzed.

The corporate risk management strategy, which is the main guideline of ASELSAN's Corporate Risk Management processes, aims to ensure that appropriate actions are taken against all financial and non-financial uncertainties that may threaten ASELSAN's corporate existence and that its corporate identity and the interests of its stakeholders are protected. This strategy is also essential for the management of sustainability and climate risks assessed within the Corporate Risk Management system.

5.1. Risk Identification

The Early Detection and Management of Risk Committee, which operates to ensure that potential risks that may affect ASELSAN are identified and defined in advance and that these risks are managed in accordance with ASELSAN's risk-taking approach, continues its risk management activities in full compliance with all relevant regulatory requirements in line with ASELSAN's risk-taking approach.

At ASELSAN, the Corporate Risk Management Coordination Board was established to carry out activities to identify and manage risks at different levels. The Strategy Management Directorate participates in the process of preparing and updating the potential risk list with the Corporate Risk Management Coordination Board. Potential risks are collected from the Vice Presidencies in order to identify current risks. Topics that may pose an obstacle to the realization of ASELSAN's Strategic Objectives and critical operations are considered risks.

Risks that may prevent ASELSAN from achieving its short, medium, and long-term targets are identified and evaluated by involving the members of the Board of Directors, members of the Early Detection and Management of Risk Committee and employees in the process.

The collected potential risks are classified by the Strategy Management Directorate according to ASELSAN Risk Classification. These classes consist of four main categories: financial, operational, compliance and strategic. These risks

are managed by integrating them into decision-making mechanisms as part of business processes and corporate governance. The Corporate Risk Management Program is based on the TS ISO 31000 Risk Management Standard and the COSO Corporate Risk Management Integrated Framework.

At ASELSAN, the TS ISO 14001 Environmental Management System and the TS EN ISO 50001 Environmental Management System are used to identify and classify environmental risks. All these processes are supported by the senior management to ensure the development and continuity of environmental risk management at ASELSAN.

5.1.1. Climate Risk Stress Test and Scenario Analysis

Climate stress tests and scenario analyses are important inputs used to identify climate risks. Stress testing is carried out to assess the impact of climate risk on the company and to investigate resilience to potential financial impact under various scenario outcomes. The results of the stress test are used in reviewing ASELSAN's climate risk strategy.

In CDP (Carbon Disclosure Project) reporting, ASELSAN's resilience was assessed and reported using RCP scenarios published by IPCC (Intergovernmental Panel on Climate Change). Even if there are no scenario changes, financial provisions are updated annually within the scope of the company size and risk.

In addition, within the scope of the value chain assessment, ASELSAN evaluated its critical suppliers in terms of turnover and reviewed scenario analyses specific to the region of concentration.

ASELSAN determines the scenarios to be used for climate risk stress testing in line with regulations and best practices and evaluates them in various time periods. ASELSAN follows the new scenarios emerging in line with global assumptions and updates the scenarios depending on the need.

International Energy Agency 2050 Net Zero Emission Scenario (IEA NZE 2050)

For combating climate change, ASELSAN uses the NZE 2050 scenario, which supports achieving the International Energy Agency's net zero emission target by 2050 and is compatible with the scenario of limiting the global temperature increase to 1.5 °C as assessed in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report. In the NZE2050 Scenario, total CO₂ emissions are expected to decrease by approximately 45% by 2030 compared to 2010 levels.

In the scenario study, ASELSAN's own operations as well as its supply chain and product portfolio were included.

ASELSAN uses this scenario study to determine the potential impacts of climate change on its value chain interaction and operations in medium and long-term timeframes.



Within the scope of the scenario analysis, assumptions by region, fossil fuel prices, customer and global market forecasts for CO₂ emissions related to the sector were reviewed. Global trends have been reassessed according to Türkiye's Nationally Determined Contribution (NDC), which was revised at the Conference of the Parties (COP) of the UN Framework Convention on Climate Change.

Intergovernmental Panel on Climate Change (IPCC) RCP (Representative Concentration Pathways) 8.5 (RCP 8.5)

To qualitatively assess the physical risks of climate change, ASELSAN uses RCP 8.5, which represents the IPCC's scenario above 4 degrees Celsius, in accordance with the requirements of the Science-Based Targets Initiative (SBTi). The analysis is evaluated together with the SSP 5 (fossil-fueled development) scenario.

WRI AQUEDUCT World Drought Risk Atlas

At ASELSAN, water management started to be analyzed at the corporate risk level in 2021. Risk and opportunity analyses in the field of water are conducted in detail and shared transparently with stakeholders through the CDP Water Security Report.

Crisis scenarios that may have a significant impact on ASELSAN are identified through the WRI AQUEDUCT tool. WRI Aqueduct is preferred for identifying water stress areas as it is the tool recommended in the

TCFD's "Technical Annex: Use of Scenario Analysis to Explain Climate-Related Risks and Opportunities" published by TCFD, and it is preferred for identifying areas of water stress as it allows mapping future water risks.

ASELSAN works to align climate scenarios and climate transition studies with its climate-related business strategy. It regularly updates its ESG mechanism to manage and review this transition process with an emissions avoidance approach for its products and services. ASELSAN's capital investment plan is aligned with and fully supports carbon reduction targets.

5.2. Risk Prioritization

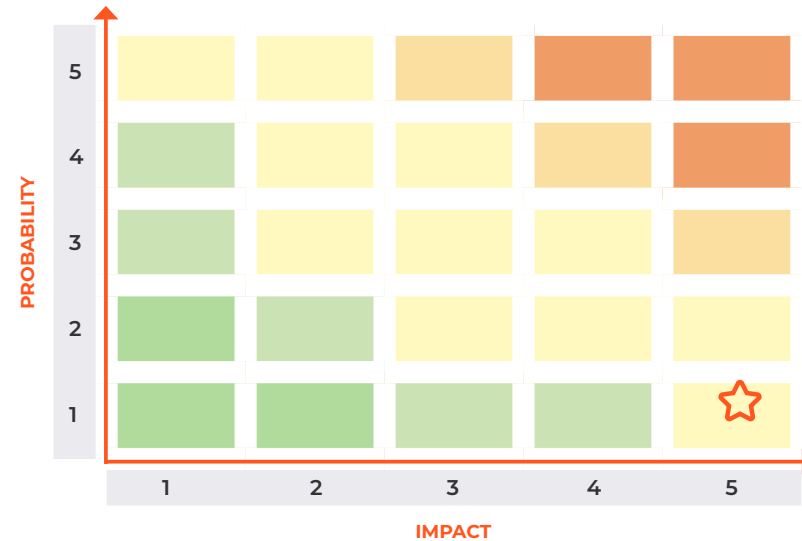
At ASELSAN, risks are prioritized according to impact and probability criteria through scenario analyses and expert opinions. Sustainability and climate risks are assessed considering their financial, environmental and legal impacts. Risks are included in the strategic plan by considering their potential impacts on strategic objectives.

ASELSAN determines the risk impact by calculating the value exposed to risk. In this calculation method, a quantitative diagnosis can be made for all risks for which a financial equivalent can be calculated. Risk Level is determined by multiplying the scores determined for risk impact and risk probability. The Risk Level calculated between 0 - 25 values is evaluated at 5 different levels as "very

low, low, medium, high, very high", and the position of the risks in the Risk Level Matrix is determined. Once the risks have been assessed, a risk inventory is prepared and updated by ranking them from highest to lowest according to the established risk levels. The risks in the Risk Inventory are matched with the

Strategic Objectives in the Strategic Plan. The prioritization of risks is updated every year, and the new an revised risk inventory is presented to the Board of Directors. The risks scored as a result of the assessment constitute the ASELSAN Corporate Risk Inventory.

Risk Level Matrix



It may be preferable to monitor risks with a very serious impact even if their probability is extremely low, at least at the Board level.

5.3. Risk Inventory

Within the scope of AELSAN Enterprise Risk Management; a risk inventory is created by taking into account the strategic objectives in the strategic plan, internal audit findings and recommendations, and developments related to compliance.

The risks in AELSAN's risk inventory are evaluated in terms of time, cost, performance and reputation, and are classified and prioritized according to their impact and probability of occurrence. The risks in the Risk Inventory are reviewed at least once a year and their impact and probability levels are evaluated. The impact level of AELSAN's risks monitored at corporate level is mostly at the "medium" level.

When AELSAN's Corporate Risk Management stakeholders identify an issue that may pose a risk, they present it to the Board through Risk Representatives. If deemed appropriate as a result of the Board's careful and detailed review of the risk with those concerned, the relevant topic is defined as a risk and included in the risk inventory. Issues identified by the Board of Directors or the Committee may also be evaluated and added to the risk inventory. In this way, the risk inventory, as a bidirectional (downstream and upstream) living document, is fed throughout the year.

5.4. Mitigating Risks

In accordance with the Risk Management System, measures and practices to be taken in order to reduce the impact and probability of risks are determined. The Board of Directors is periodically (1 time every 2 months; 6 times a year) informed through the report prepared by the Early Detection and Management of Risk Committee, which includes the realizations regarding the mitigating and preventive activities for the risks included in the AELSAN Risk Inventory. The Early Detection and Management of Risk Committee prepares the Annual Evaluation Report, which includes the activities carried out during the year, and submits it to the Board of Directors for assessment.

Risk Indicators, which are used to monitor developments related to risks, consist of factors such as time, cost, legal obligations, environmental factors and issues of importance to shareholders. In addition to risk indicators, some risks are projected and monitored end-to-end, and mitigating and preventive actions are identified for these risks. These are activities carried out to prevent risks and/or mitigate their impact and probability. It is the responsibility of the Risk Coordinators to provide mitigation and preventive action realization data.

5.5. Risk Management Training

Creating a successful risk management culture and awareness among AELSAN employees is one of the key elements that ensure the success of the Enterprise Risk Management System. At AELSAN, Enterprise Risk Management processes are the responsibility of all employees.

Compulsory risk management training were added to the vocational and on-the-job training programs of all AELSAN employees.

The trainings on climate change and sustainability risks prepared by AELSAN were shared with AELSAN employees on the "a BİL-GE" platform and presented to our suppliers on the GücümüzBir (Power Together) platform.

5.6. Integration of Climate Risks into Corporate Risk Management System

Climate risks at AELSAN were made a part of the corporate risk system in 2021, included more prominently in strategic goals and started to be managed with an expanding impact on management units.

In 2023, it was decided that the work within the scope of climate change risks would be projected and reported to the Board of Directors through the Early Detection and Management of Risk Committee every 2 months.

Climate change risks and opportunities, which are evaluated as integrated in AELSAN's Corporate Risk Inventory, are also addressed by the Environment and Climate Change Working Group as part of the Environmental Management System Standard and included as an agenda item in all meetings of the Sustainability Committee.

5.7. Monitoring and Reporting of Risks and Opportunities

At AELSAN, risks, national and international legislative developments are analyzed in the short, medium and long-term under the headings of technology, market, brand value, physical risk and chronic risk. Action plans are created for short-term risks, and the activities carried out by working groups are reported to the Sustainability Committee.

The Company regularly monitors and updates sustainability and climate-related risks and opportunities in line with set metrics and targets. Sustainability and climate risks are monitored by the Strategy Management Directorate and Sustainability Management Unit within the framework of certain performance indicators, and action plans are revised according to these indicators. This process is handled within the framework of the company's overall risk management and contributes to strategic decisions on climate change.

ASELSAN Risk Indicators are regularly monitored and reported by Risk Coordinators. Climate change risks are assessed by the relevant risk coordinators and monitored by the Sustainability Committee. To monitor the progress of the Risk Indicators, red, yellow and green warnings are set for each indicator. While determining the caution values, the numerical targets of the Corporate Performance Indicators to which the risks in the Risk Inventory are related, if any, are taken into account. In line with the legislation, the Early Detection and Management of Risk Committee informs the Board of Directors and prepares a report summarizing the activities of the Committee for the relevant year within the scope of the Corporate Risk Management System.

5.8. Evaluation of the Risk Management Process

The risk management process is periodically reviewed by the Corporate Risk Management Coordination Board to improve the company's existing competencies and to evaluate strategies for responding to risks. Efficiency analyses are conducted in line with the data obtained from internal and external sources and continuous improvement is ensured.

Within the scope of corporate risk management activities, employees from different functions share their experiences and opinions on risks and provide feedback. Employees communicate topics that may pose a risk to the Risk Representative.

5.9. Risk Flexibility

ASELSAN's risk management is based on the simultaneous analysis of the probability and impact dimensions of risks. While the probability of risk realization is determined by impact studies conducted at international level, the potential financial and operational impacts on ASELSAN are meticulously evaluated by in-house experts. Thanks to this dual approach, carbon reduction targets are pursued within the framework of the Net Zero Emission Roadmap, while measures are taken to prevent risk formation, minimizing the impact of emerging risks on the company.

Decarbonization efforts continue without interruption against risks that may lead to financial obligations, such as the Emissions Trading System (ETS) and the Carbon Border Adjustment Mechanism (CBAM). Sustainability-oriented trainings are offered to production and design teams, eco-design principles are used as an indispensable part of designs, and energy supply is diversified through renewable energy projects. This holistic approach also makes ASELSAN resilient against future uncertainties by limiting the financial burden when the risk materializes.

Organizational adaptation capacity is measured and strengthened by periodically testing climate and operational risks through scenario-based stress tests. The resilience of processes is tested in various scenarios on production lines and in the supply chain, such as in cases of extreme heat, prolonged drought

or sudden flooding, and improvement plans are developed for identified weak points. Therefore, the adequacy of infrastructure and human resources is continuously updated in order to be able to react quickly and effectively in a real crisis.

In order to minimize the risks of sudden disasters such as floods and droughts, regional risk analyses are conducted, and the infrastructure of facilities is reinforced in accordance with these scenarios. Human resource preparedness is reinforced through regular disaster drills and crisis management training, and new technological solutions and investments are implemented to increase the efficiency of water-intensive production processes under drought conditions.

Risk management is not limited only to ASELSAN operations, but also the supplier network in the value chain is evaluated with the same rigor. Geographical regions with high turnover are identified and risk profiles of suppliers are created; these companies are informed about every stage of the processes through field visits throughout the year. In the green transformation journey, transparency is ensured by presenting current emission data to suppliers; alternative supplier pools are created to reduce single source dependency at critical suppliers. Hence, production flexibility is maintained even in the event of potential supply interruptions, eliminating obstacles to sustainable growth.



6. METRICS and TARGETS

ASELSAN has set clear and measurable objectives to manage sustainability risks and opportunities that may have a reasonable impact on its financial performance. National and international regulations, sectoral benchmarking studies and international sustainability standards were taken into consideration when setting targets and metrics.

6.1. Sustainability Targets

ASELSAN shares all its targets in sustainability performance areas with the public through the Integrated Sustainability Report.

In order to manage climate risks and benefit from climate-related opportunities, ASELSAN has created the ASELSAN 2050 Net Zero Emission Roadmap in 2023, which includes short, medium and long-term targets covering all Scope 1, Scope 2 and Scope 3 emissions.

This roadmap, which includes the investments and projects to be realized on the journey to net zero, was transparently shared with the public through the ASELSAN Sustainability Report 2023. This roadmap also aims to contribute to Türkiye's 2053 net zero emission commitment under the Paris Agreement.

Performance Indicator	Unit	Year	Base Value	Reduction target compared to base year (%)			
				2030	2035	2045	2050
Scope 1-2	tCO ₂ e	2022	63,982.95	55%	60%	70%	Net Zero
Scope 3 *	tCO ₂ e	2022	145,899.94	10%	12%	37.5%	

*Includes emissions from purchased materials, services, transportation processes, business travel and waste.

6.2. Activity Metrics

2024	
Number of ASELSAN Technology Bases	6
Number of Domestic Subsidiaries	17
Number of Foreign Subsidiaries	11
Number of Branches Abroad	4
Number of Offices Abroad	6
Number of ASELSAN Employees	11,900

6.3. Climate-related Metrics

Greenhouse Gas Emission Metrics (ASELSAN Campuses / Solo)

2024	
Scope 1 (tCO ₂ e)	21,010.91
Scope 2 (tCO ₂ e)	50,610.10
Scope 3 (tCO ₂ e)	94,539.97

Greenhouse Gas Emission Metrics (ASELSAN Campuses / Subsidiaries and Affiliates)

2024	
Scope 1 (tCO ₂ e)	2,750.56
Scope 2 (tCO ₂ e)	15,232.16

Sera Gazı Emisyon Metrikleri (ASELSAN Yerleşkeler / Konsolide)

2024	
Scope 1 (tCO ₂ e)	23,761.47
Scope 2 (tCO ₂ e)	65,842.27
Scope 3 (tCO ₂ e)	94,539.97

ASELSAN applied the equity approach when determining its organizational limits for reporting greenhouse gas emissions. According to this approach, greenhouse gas emissions of subsidiaries are calculated based on the shareholding and included in the Scope 1 and 2 reporting of greenhouse gas emissions.

In 2024, the consolidation approach was revised as equity share, and ASELSAN consolidated greenhouse gas emissions started to be calculated using the equity share approach in accordance with the Greenhouse Gas Protocol.

Within the scope of the emission inventory, the main method used to calculate the greenhouse gas emissions resulting from ASELSAN's activities between January 1, 2024 and December 31, 2024 is the multiplication of the defined activity data with the appropriate emission factors.

The preferred methodology was determined in accordance with the available operational data and was selected to minimize the uncertainty of the results and to obtain accurate, consistent and appropriate results. Therefore, the Tier 1 approach outlined in the IPCC Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories 2006 was applied. When calculating CO₂ emissions from electricity consumption only, the Tier 2 approach is applied since the emission factor specific to Türkiye published by the IEA (International Energy Agency) is calculated. The calculation and conversion factors used to determine activity data in units compatible with emission factors have been verified.

The Greenhouse Gases assessed within the scope of the inventory, the composition of mixed gases and the Global Warming

Potentials taken into account are indicated.

In the calculation of Scope 2 GHG emissions, the emission factor in Türkiye Electricity Generation and Electricity Consumption Point (2022) -the latest published by the Ministry of Energy and Natural Resources of the Republic of Türkiye- is used.

ASELSAN Campuses (Solo)

Total Class 1 and Class 2 greenhouse gas emissions were determined as 71,621.01 (tCO₂e).

Total Class 1+2+3+4 Greenhouse gases were determined as 166,160.98 (tCO₂e).

Subsidiaries and Affiliates

As a result of the activities evaluated according to the Equity Share within the scope of the emission inventory, the total Class 1 and Class 2 greenhouse gas emission value of the subsidiaries and affiliates between January 1, 2024 and December 31, 2024 was determined as 17,982.72 tCO₂e.

Consolidation result (Campuses + Subsidiaries)

Total Class 1 and Class 2 greenhouse gas emissions is determined as 89,603.74 tCO₂e.

Total Class 1+2+3+4 Greenhouse gases were determined as 184,143.71 tCO₂e.

The 2024 Greenhouse Gas Inventory has been verified by an ISO 14064 authorized independent external audit firm.

ASELSAN and its subsidiaries did not purchase and utilize any carbon credits during the reporting period. In the coming periods, the purchase of carbon credits may be realized in achieving GHG emission targets, but how carbon credits will be used, carbon credit strategy and implementation methods have not been determined.

6.4. Other Sustainability Metrics

6.4.1. Energy Consumption

2024	
Natural Gas (m ³)	8,409,097.95
Electricity (kWh)	185,194,051.62
Density	0,953187449

6.4.2. ASELSAN Campuses Water Use

2024	
Third Party Sources (Municipality) (m ³)	515,635
Third Party Sources (Tanker) (m ³)	66,480
Rainwater (m ³)	37,035
Total Water Use (m ³)	619,150
Water Use Density (m3/TRY million)	5,0084

ASELSAN has no water-intensive manufacturing processes. However, efficient consumption of water as an important natural resource is an important environmental topic for ASELSAN. The manufacturing processes of ASELSAN and all of its subsidiaries subject to consolidation were examined, and the facilities where water use is mandatory and indispensable in their processes were identified. The location of each facility was assessed for water stress using the web-based ThinkHazard! portal

(<https://thinkhazard.org/en/>) provided by the Global Facility for Disaster Reduction and Recovery (GFDRR), a global initiative supported by the World Bank Group. Works have been initiated to establish a water monitoring system at subsidiaries subject to consolidation and include it in the inventory system. As a result, all facilities are located in places with low levels of water stress. In 2025, ASELSAN will collect water consumption data from its subsidiaries subject to consolidation and include it in its reporting processes.

6.5. Climate Resilience

Thanks to its strong balance sheet structure and high investment rating scores, ASELSAN can flexibly access the necessary collateral and limits from national banks and international financial institutions, which increases its financial resilience against sudden cost increases.

Scenario studies conducted during the reporting period showed that even the most unfavorable emission pricing scenario would not result in a significant decrease in the company's EBITDA margin. This result supported the integration of supplier diversification, R&D-oriented raw material substitution and inventory management strategies into the business model.

Within the scope of its adaptation capacity, ASELSAN plans alternative raw material agreements with existing suppliers in the short-term and steps to expand its portfolio of low-carbon technology solutions in the long-term.

In order to enhance climate resilience, backup power systems and water recovery infrastructure are being evaluated for critical processes. Additionally, multi-supplier strategies are being implemented to mitigate supply chain disruptions. ASELSAN's GES investment, which is one of its key investments aimed at enhancing climate resilience, was planned in 2023 in response to risks posed by climate change. In 2024, land was allocated for the project, which is planned to be implemented in two separate sites, and transformer capacities were secured in 2025.

The project will be operational by 2026 and will meet the electricity consumption needs of all ASELSAN facilities. Through this project, ASELSAN will reduce its dependence on external energy sources, achieve its "2050 net zero" sustainability goal, and obtain carbon certification.

Between 11% and 20% of ASELSAN's assets are vulnerable to climate transition risks. Conversely, the percentage of assets or activities aligned with climate opportunities has not been directly quantified. Instead, it is tracked through indirect indicators, such as supplier environmental classification and green procurement shares.

ASELSAN also views climate change as an important opportunity. Therefore, reducing environmental impact through products is an important area of development in current and planned activities.

GUKAS Renewable Energy Powered Product Family

GUKAS Renewable Energy-Powered Product Family provides users with energy in areas without an energy source by utilizing renewable energy systems. The products are divided into two families according to usage and needs:

1. Renewable Energy-Powered Mobile/ Portable Energy Production and Storage Systems
2. Renewable Energy-Powered Mobile/ Portable Surveillance and Image Transmission Systems

The Renewable Energy-Powered Mobile Surveillance and Image Transmission System is designed to meet specific field needs, such as being transportable by vehicle or helicopter and deployable by two personnel within 15 minutes. It does not require special equipment, logistics support, or infrastructure and is capable of operating with high reliability for extended periods. These features make it a significant force multiplier for military and civilian applications. With its mobile structure, integrated radio link, solar panel, battery block, and ASELSAN Ekinoks camera options that can be customized according to needs, it can effectively monitor any location and wirelessly transmit images up to 15 km away.

Electric/Hybrid Propulsion Systems

Due to climate change and geopolitical conditions, countries are shifting toward electric vehicles that use clean energy sources instead of fossil fuels. In our country, municipalities have also begun to prefer electric vehicles. However, except for the body, plastic parts, and glass, the main components of these vehicles are sourced from foreign manufacturers. To change this situation and ensure that national resources remain within the country, projects have been developed to produce electric motors, drivers, battery packs, and other electronic components using domestic resources. The battery packs developed under these projects have been used in vehicles delivered to the municipality of Samsun. Additionally, local production of these products has

kept 2.8 million U.S. dollars' worth of resources within the country. Thanks to localization efforts, an additional 4.2 million USD worth of resources have been retained domestically for products other than batteries. Samsun and Kütahya municipalities have taken the lead in this field by purchasing a total of 25 electric buses. ASELSAN-KARSAN delivered the 60 fully electric ADABÜS buses developed for İETT in 2024. The use of domestic products kept 5.4 million US dollars worth of resources within the country. The environmentally friendly collaboration between ASELSAN and KARSAN has contributed to emission reduction through eco-friendly solutions.



High-efficiency Power Systems

ASELSAN develops high-efficiency power systems to reduce energy consumption and lower operating costs. These systems enhance the energy efficiency of vehicles, such as the auxiliary power units used in Ankaray metro vehicles. This reduces the failure rate of subsystems and improves maintenance ease. ASELSAN designs and manufactures the traction motors, motor controllers, auxiliary power units, traction transformers, and battery systems using domestic capabilities.

ENERGY SYSTEMS

Solar Power Plant (SPP) for Self-Consumption

ASELSAN continues its efforts to establish solar power plants to meet the electricity needs of its facilities. These plants will reduce the carbon footprint and free up budget funds for R&D projects each year. The targeted total installed capacity is 112 MW, with 48.75 MW in Niğde and 31.40 MW in Şanlıurfa, spanning approximately 1,200,000 m² of land. Capacity has been secured from transformer stations for this purpose. Public permits, environmental impact assessment (EIA), zoning, and project approval processes are ongoing for both sites, with commissioning planned for 2026. The Öztüketim solar power plant will use the 250 kW PULSAR series inverter, which was developed by ASELSAN using domestic and national resources. Additionally, we plan to use and/or test products such as the Central Inverter (6 MW) and Energy Storage Inverter (1.5–6 MW). These products are being developed by the TÜBİTAK MAM Energy Institute and will be the first of their kind in our country. We also plan to use ASELSAN SCADA systems. Furthermore, the power plant will serve as a model solar power plant with domestically produced equipment.

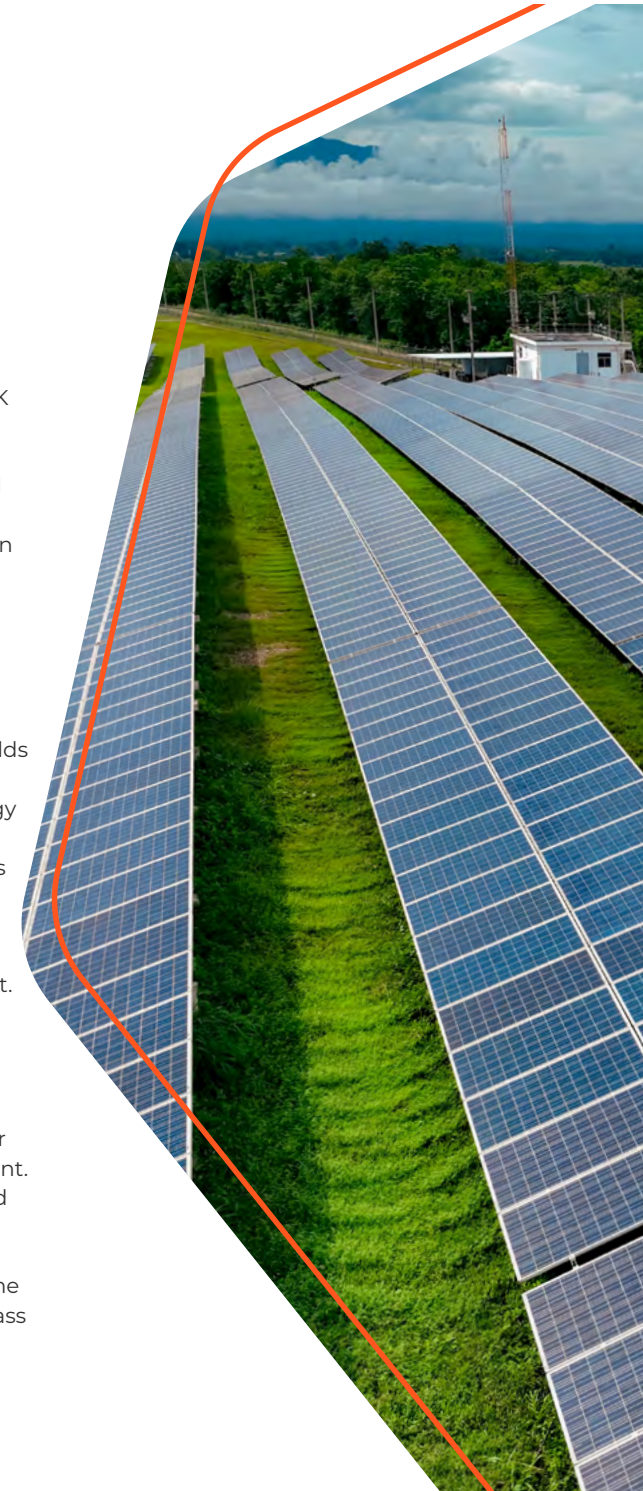
Following the green transformation initiatives implemented in the ASELSAN fleet, charging stations for electric vehicles joining the fleet will be located within the facility and powered by renewable sources. This will enable us to progress toward our net-zero emissions target in our transportation processes.

Central Inverter with Storage (PULSAR 1500, PULSAR 6000 & PULSAR PCS)

In the field of energy storage systems, which are gaining widespread adoption globally and hold significant growth potential in Turkey, ASELSAN and TÜBİTAK MAM have signed a project and licensing agreement for the Battery-Based Central Inverter (PULSAR 1500, PULSAR 6000, and PULSAR PCS). The project will cover the design, testing, validation, and certification of photovoltaic central inverters for solar power plants, battery storage inverters (PCS) for energy storage-enabled wind and solar power plants, and standalone energy storage facilities. These products are expected to be the first commercial products developed in their respective fields in Turkey. With the preliminary license of 30,000 MW capacity granted by the Energy Market Regulatory Authority (EPDK) of the Republic of Turkey, these technologies are considered to have significant market potential. Export potential is also being evaluated based on references and experience gained in the domestic market.

Pulsar String Inverter (PULSAR 250)

Pulsar Series Inverter (PULSAR 250): As countries strive to achieve their clean energy and zero-carbon goals, solar power plants are becoming increasingly important. The PULSAR 250 series inverter, developed as a result of R&D studies conducted by ASELSAN, has successfully completed its certification tests. Commercialization of the PULSAR 250 is planned to transition to mass production using domestic and national resources by 2025.



Wind Turbine (WindART 4.3)

Increasing global demand for renewable energy sources, coupled with geopolitical conditions, has prompted countries to shift away from fossil fuel-fired power plants and toward renewable energy sources, such as wind and solar. ASELSAN's domestically produced windART 4.3 wind turbines support the growth of the local supplier base and the accumulation of technological knowledge. They also ensure that energy equivalent to the annual consumption of at least 4,000 households is generated from renewable sources.

GridMENTOR (SCADA system) and ARTU (Advanced Remote Terminal Unit)

These domestically developed systems enable automation activities in various energy sectors to be carried out with high efficiency.

In conjunction with the ARTU device, GridMENTOR enables successful monitoring and control operations in the automation systems of power plants that use fossil fuels or renewable energy sources, as well as in natural gas and oil transmission/distribution networks. This ensures high efficiency in related activities. These systems offer benefits such as producing more energy with less raw material, lower labor and time costs, and higher efficiency. ASELSAN's ARTU device supports the effective and sustainable management of natural gas and oil transmission and distribution networks.

Since 2022, the National SCADA system has been used by BOTAŞ on the Batman-Dörtyol pipeline, Turkey's oldest crude oil pipeline. The system provides automatic control and monitoring of the pipeline and assists in the early detection of hazardous situations, such as leaks and pressure increases, that may occur on these pipelines. Work is ongoing to implement the GridMENTOR SCADA system to monitor and control BOTAŞ's natural gas transmission lines and the AlaçATI wind energy plant.

- Since 2021, the ARTU device has been used as a backup SCADA system in natural gas and petroleum transmission and distribution networks. It provides simplified monitoring and control functions, contributing to business continuity and operational sustainability.
- As new ARTU devices are deployed in various natural gas and oil networks, ASELSAN continues to contribute to the efficient and sustainable management of operations.



CONVENIENCE TRANSLATION OF AUDITOR'S LIMITED ASSURANCE REPORT ORIGINALLY ISSUED IN TURKISH



LIMITED ASSURANCE REPORT OF THE INDEPENDENT AUDITOR ON THE INFORMATION PRESENTED UNDER THE TURKISH SUSTAINABILITY REPORTING STANDARDS OF ASELSAN AND ITS SUBSIDIARIES

We have been assigned to perform limited assurance engagement on the information ("Sustainability Information") presented in accordance with the Türkiye Sustainability Reporting Standards 1 "General Requirements for Disclosure of Sustainability-related Financial Information" and Türkiye Sustainability Reporting Standards 2 "Climate-Related Disclosures" of ASELSAN Elektronik Sanayi and Ticaret A.Ş. and its subsidiaries (collectively referred to as the "Group") for the year ended December 31, 2024.

Our assurance engagement does not include the information related to prior periods and other information associated with Sustainability Information (including any images, audio files, website links or embedded videos).

Limited Assurance Conclusion

Based on the procedures performed and the evidence obtained, as summarized under the section "Summary of the Work we Performed as the Basis for our Assurance Conclusion", nothing has come to our attention that causes us to believe that Group's Sustainability Information for the year ending December 31, 2024, has not been prepared in accordance with the Türkiye Sustainability Reporting Standards ("TSRS"), as published by the Public Oversight Accounting and Auditing

Standards Authority of Türkiye ("POA") in the Official Gazette dated December 29, 2023 and numbered 32414(M). We do not provide any assurance conclusion regarding the information related to prior periods and any other information associated with the Sustainability Information (including any images, audio files, website links or embedded videos).

Emphasize of Matters

As disclosed in Note 2.1 to the sustainability report, the Company has disclosed only information related to climate-related risks and opportunities in accordance with TSRS 2 during its first annual reporting period in which the Turkish Sustainability Reporting Standards (TSRS) have been applied.

As disclosed in Note 2.9 to the sustainability report, the Company has made use of the exemption from disclosing Scope 3 greenhouse gas emissions, which is valid for the first two years, in accordance with Provisional Article 3 of the Board Decision on the Implementation Scope of the Turkish Sustainability Reporting Standards, published in the Official Gazette dated 18 December 2024 and numbered 32756.

Accordingly, as this is the Company's first sustainability report prepared in accordance with TSRS, Scope 3 greenhouse gas emissions have not been disclosed.

Inherent Limitations in the Preparation of Sustainability Information

The Sustainability Information is subject to inherent uncertainties due to lack of scientific and economic information. The inadequacy of scientific data leads to uncertainties in the calculation of greenhouse gas emissions.

Additionally, due to the lack of data regarding the likelihood, frequency, and impacts of potential physical and transition climate risks, the Sustainability Information is subject to uncertainties related to climate- related scenarios.

Responsibilities of Management and Those Charged with Governance Regarding Sustainability Information

The Group's Management is responsible for:

- Preparing the Sustainability Information in accordance with the principles of Türkiye Sustainability Reporting Standards;
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error;
- Additionally, the Group Management is responsible for selecting and implementing appropriate sustainability

reporting methodologies as well as making reasonable assumptions and suitable estimates.

Those Charged with Governance is responsible for overseeing the Group's sustainability reporting process

Responsibilities of the Independent Auditor Regarding the Limited Assurance of Sustainability Information

We are responsible for the following:

- Planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Group Management.

Since we are responsible for providing an independent conclusion on the Sustainability Information prepared by management, we are not permitted to be involved in the preparation process of the Sustainability Information in order to ensure that our independence is not compromised.

CONVENIENCE TRANSLATION OF AUDITOR'S LIMITED ASSURANCE REPORT ORIGINALLY ISSUED IN TURKISH



LIMITED ASSURANCE REPORT OF THE INDEPENDENT AUDITOR ON THE INFORMATION PRESENTED UNDER THE TURKISH SUSTAINABILITY REPORTING STANDARDS OF ASELSAN AND ITS SUBSIDIARIES

Professional Standards Applied

We performed a limited assurance engagement in accordance with the Standard on Assurance Engagements 3000 "Assurance Engagements other than Audits or Reviews of Historical Financial Information" and in respect of greenhouse gas emissions included in the Sustainability Information, in accordance with Standard on Assurance Engagements "3410 Assurance Engagements on Greenhouse Gas Statements", issued by POA.

Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Independent Auditors, issued by the POA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm is responsible for implementing the requirements of Standard on Quality Management 1– Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements and for maintaining a comprehensive system of quality management, including written policies and procedures, to ensure compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Summary of the Work we Performed as the Basis for our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Sustainability Information,

- Face-to-face and online interviews were conducted with the Company's key senior personnel to understand the processes in place for the preparation of the Sustainability Report for the reporting period;
- The Company's internal documentation was used to review and assess sustainability-related information;
- The disclosure and presentation of sustainability-related information were evaluated;
- Through inquiries, an understanding was obtained of the Company's control environment related to the preparation of the Sustainability Report;
- The appropriateness and consistent application of the Company's estimation methodologies were assessed. However our procedures did not include testing

the data on which the estimates are based or separately developing our own estimates against which to evaluate Group's estimates

- The processes established by the Company to identify sustainability-related risks and opportunities deemed financially material were understood in conjunction with its sustainability reporting processes;
- Discussions were held with individuals responsible for the information disclosed in the Sustainability Report;
- Substantive verification procedures were applied to the information disclosed in the Sustainability Report;
- The information disclosed in the Sustainability Report was compared with the corresponding disclosures in the financial statements;
- The selection of quantification methodologies and reporting policies related to greenhouse gas emissions was assessed;
- On-site visits were carried out at the Company's headquarters. At each site visited, where appropriate, a limited number of items were traced to and from supporting records;
- The greenhouse gas emissions expected to be released based on the calorific

values of the fuels burned during the period were compared with the actual emissions reported. No material differences were observed.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

ANY Partners Bağımsız Denetim A.Ş.



Nusret AYYILDIZ, SMMM
Engagement Partner

29 July 2025
Ankara, Türkiye

