

TURKISH AEROSPACE
SUSTAINABILITY REPORT
2025

EMPOWER YOUR FUTURE



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ABOUT THE REPORT AND INTRODUCTION

WE SHARE OUR 2025 SUSTAINABILITY PERFORMANCE WITH A TRANSPARENT AND RELIABLE APPROACH IN LINE WITH INTERNATIONAL REPORTING STANDARDS.

The Turkish Aerospace 2025 Sustainability Report has been prepared to present, through transparent, comparable and reliable information, the performance of the activities carried out by our Company in line with its strategic goals, the value it creates for its stakeholders and society, and its sustainable growth approach.

STRUCTURE AND CONTENT OF THE REPORT

This report has been prepared based on the Global Reporting Initiative (GRI) Standards and transparently and comparably presents to our stakeholders our Company's performance, value creation approach and sustainability-focused activities in the economic, environmental, social and governance fields throughout 2025. Published in Turkish and English, the report has been prepared in accordance with the GRI Standards; the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority (KGK) have also been taken into consideration. The report also presents the contributions of the activities carried out to the United Nations Sustainable Development Goals (SDGs) by linking them with the relevant performance indicators.

REPORTING PERIOD AND SCOPE

This report covers the period from January 1, 2025 to December 31, 2025. Unless otherwise stated, the information disclosed is based on TUSAŞ's operations at its Kahramankazan headquarters campus in Türkiye and covers the relevant financial and non-financial performance data.

REPORTING FRAMEWORK AND REGULATORY COMPLIANCE

This report has been prepared taking into account national and international sustainability reporting frameworks, standards and guidance documents. The following reference documents were used in the preparation of the report:

- > GRI Standards 2021
- > United Nations Sustainable Development Goals (SDGs)
- > Turkish Sustainability Reporting Standards (TSRS)
- > CDP Climate Change and Water Security Guidelines
- > SASB Standards (Relevant sector indicators were used as references.)

STANDARDS APPLIED IN PRACTICE

- > [ISO 14001 Environmental Management System Standard Certificate](#)
- > [ISO 14064 Greenhouse Gas Certificate](#)
- > [ISO 50001 Energy Management System Standard Certificate](#)
- > [ISO 45001 Occupational Health and Safety Management System Certificate](#)
- > [ISO 31000:2018 Risk Management Letter of Conformance](#)
- > [ISO 27001 Information Security Management System Certificate](#)
- > [ISO 17025 Calibration and Testing Laboratories Accreditation Certificate](#)
- > [ISO 9001 Quality Management System Certificate](#)
- > [ISO 56001 Innovation Management System Certificate](#)
- > [ISO 20000 Information Technology Service Management System Certificate](#)
- > [AS 9100 Aerospace and Defense Quality Management System Certificate](#)
- > [AS 9110 Aviation Maintenance Organizations Quality Management System Certificate](#)
- > [ISO 10002:2018 Customer Feedback Management System Certificate](#)

SENIOR MANAGEMENT STATEMENT OF RESPONSIBILITY

The Turkish Aerospace Enterprise Development Department assumed the coordination of sustainability reporting activities during the reporting period. We consider open, transparent and effective communication with all our stakeholders to be one of the fundamental elements of our sustainability approach.

APPROVAL OF THE SUSTAINABILITY REPORT

The Sustainability Report has been approved by the Company Senior Management.

CONTACT

The Sustainability Reports, which we aim to make accessible to all our stakeholders, can be accessed at <https://www.tusas.com/en/corporate/sustainability>.

NAVIGATION USED IN THE REPORT

The symbols used in the report indicate internet links, links inside/outside the report and directions to supplementary documents. The navigation tools available in the digital version provide quick access to the relevant content.



Indicates the home page.



Indicates the contents page.



Indicates a link outside the report.



Indicates a link inside the report.

The navigation bars at the top of the report can be used to access the relevant headings.

MESSAGE FROM OUR CHAIRMAN OF THE BOARD OF DIRECTORS AND PRESIDENT & CEO

IN LINE WITH OUR “EMPOWER YOUR FUTURE” VISION, WE CONTINUE TO CREATE VALUE FOR THE FUTURE BY PLACING SUSTAINABILITY AT THE CENTER OF ALL OUR ACTIVITIES.

Dear Stakeholders,

In line with our “Empower Your Future” vision, we continue to take pride in the achievements of our domestic and national products and to be a value followed not only by our country but also by the world. On the journey we began in 1973 with the goal of reducing our country’s external dependence in the defense industry, we reached another important milestone in our aviation and space history by completing our 10,000th day of production. We celebrated this meaningful achievement, which symbolizes our founding vision and production strength, with great pride and enthusiasm as one of the unforgettable turning points in our journey reaching for the skies.

With our vision and perspective that guide innovative products and technologies, we continue to elevate our achievements on a global scale. As a reflection of this vision, we rose to 7th place in Türkiye’s Top 500 Industrial Enterprises List under Türkiye’s Top 500 Industrial Enterprises Survey conducted by the Istanbul Chamber of Industry (ISO). In line with our sustainability vision, while implementing pioneering practices that shape the future of the aviation and space industry, we carry out effective work in the environmental, social and governance fields.



ÖMER CİHAD VARDAN - Chairman

We conduct our sustainability activities in accordance with the United Nations Sustainable Development Goals, national and international agreements and legislation, with a management approach that meets the sustainability expectations of our business partners and customers and is based on continuous improvement. While continuing our investments in line with Türkiye’s 2053 Net Zero Emission target, we continue to develop and expand pioneering practices. Our distinction as the first company among industrial organizations in Türkiye to be entitled to receive the Basic Level Zero Waste Certificate and the first company among the Turkish Armed Forces Foundation (TAFF) companies to hold the ISO 50001:2011 Energy Management System (EnMS) Certificate is an important indicator of our environmental responsibility.



DR. MEHMET DEMİROĞLU - President & CEO

As Turkish Aerospace - TUSAŞ, one of our country’s strategic assets, we continued our long-term value creation journey in 2025 by placing sustainability at the center of all our activities. While sustaining our global growth, we strengthen our presence in international markets with our innovative technologies and increasing competencies, and we consider the sustainability transformation, particularly the one initiated by the European Green Deal and which will affect our entire value chain, to be an important opportunity. In this direction, we applied to the Responsible® support program implemented by the Ministry of Trade of the Republic of Türkiye to support alignment with the Green Deal, and as a result of our sustainability activities, we were entitled to use the Responsible® brand and were deemed worthy of an award.

WITH OUR AWARDS, INTERNATIONAL ACHIEVEMENTS AND PEOPLE-CENTERED APPROACH, WE CONTINUE TO CREATE SUSTAINABLE VALUE AND SET AN EXAMPLE ON A GLOBAL SCALE.

Within the scope of the ISO Green Transformation Awards 2025 organized by the Istanbul Chamber of Industry (ISO), we were entitled to receive the first prize in the “Collaboration in Sustainability” category for the activities of HANGAR Campus, our Company’s open innovation program. Since 2022, our annual CDP reporting has included processes for identifying and managing risks and opportunities within the scope of climate change and water management. In this year’s CDP reporting, we received an A- score in the Climate Change category and an A score in the Water Safety category and were included in the CDP 2025 Global A List. With our responsible production approach, we continue our determined efforts in environmental management.

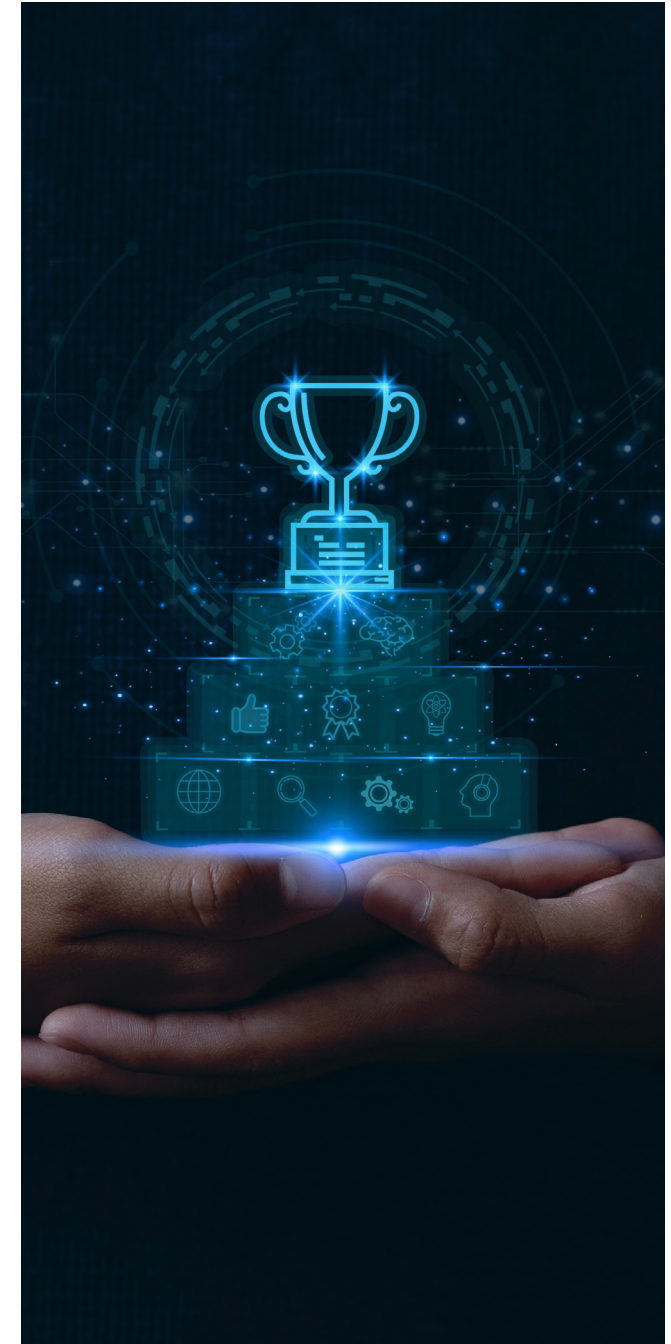
In this spirit, while producing technologies that shape the future, we act with awareness of our responsibility toward the environment, society and our people; in line with our sustainable development approach, we resolutely continue to add value to our country’s aviation and space industry. With more than approximately 16,000 employees, including an R&D team of over 6,000, we continue to lead Türkiye’s technology ecosystem through our R&D investments while developing high value-added technologies.

According to the results of the 17th edition of “Most Admired Companies,” Türkiye’s first employer brand survey, we became the most desired company to work for in the defense industry. As a result of the independent research conducted by Happy Place to Work (HPW), we successfully completed the evaluation process shaped by the feedback of our colleagues and were deemed worthy of the “Outstanding Employee Experience” award. Together with all our colleagues and stakeholders who make our achievements possible on our sustainable value creation journey, we continue to be an exemplary company not only in Türkiye but also on a global scale.

While accomplishing all this, together with all our colleagues and stakeholders who make our achievements possible on our sustainable value creation journey, we will continue to progress resolutely toward becoming a world brand with global competitiveness, not only in our country but also in line with our vision, and to continue “Empowering the Future.”

Best regards.

We commemorate with mercy our colleague and AKUT volunteer Muharrem Can, who lost his life during firefighting efforts, and our 20 soldiers who were martyred in the crash of the C-130 military cargo aircraft belonging to the Ministry of National Defense on the Georgia-Azerbaijan border after taking off from Azerbaijan to return to our country. We extend our condolences to their families and all their loved ones, and remember them with gratitude for their contributions to our Company and our country.



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MISSION, VISION AND VALUES

MISSION

TO PROVIDE INNOVATIVE, SUSTAINABLE AND ORIGINAL SOLUTIONS THAT WILL SERVE THE STRATEGIC GOALS OF OUR COUNTRY AND ADD VALUE TO OUR NATIONAL AND GLOBAL STAKEHOLDERS IN THE FIELD OF DEFENSE, AVIATION AND SPACE.

VISION

TO BECOME A WORLD BRAND IN THE FIELD OF AVIATION AND SPACE WITH ORIGINAL PRODUCTS, GLOBAL COMPETITIVENESS AND PIONEERING TECHNOLOGY.

VALUES

HONESTY AND RELIABILITY



We adhere to the law, Company values and ethical principles in our activities, act honestly and openly, and keep our promises.

PRODUCTIVITY



We work on the basis of continuous improvement, develop systems that provide added value to our Company by using resources effectively and efficiently without compromising quality, and aim to achieve better.

TECHNOLOGICAL AND INNOVATIVE



We see change as a part of our lives and follow developments in technology and innovation. We adopt systematic approaches to develop our technological competencies with domestic and national capabilities. We produce innovative solutions centered on our original products.

CONTINUOUS LEARNING AND DEVELOPMENT



We follow global and sectoral developments and lead transformation and innovation. Believing in lifelong learning for all our stakeholders, we support education and development, question and conduct research.

SUSTAINABILITY AWARENESS



We aim to benefit society and the green future by focusing on sustainability awareness in our operations. To this end, we protect our natural resources, are sensitive to the environment and ecosystem in areas such as energy efficiency, zero waste, recycling and carbon emission reduction, and take remedial steps. We aim to contribute to the national economy and society through sustainable growth and create opportunities for future generations.

ADDING VALUE TO STAKEHOLDERS



We understand the needs and expectations of all our stakeholders and aim to produce solutions that add value. We act in line with the needs of our country and our national and international customers, take customer focus as a basis, contribute to the development of all our stakeholders, and pursue our goals together.

FIELDS OF ACTIVITY

IN LINE WITH OUR FOUNDING PHILOSOPHY, WE OPERATE AS THE AVIATION AND SPACE
BASE OF OUR COUNTRY WITH OUR HIGH-TECH ORIGINAL PRODUCTS, PROJECTS,
TECHNOLOGY CENTERS AND R&D INVESTMENTS.

As Turkish Aerospace, we are Türkiye's technology center in the design, development, modernization, production, integration and life cycle support processes of integrated aviation and space industry systems, from fixed- and rotary-wing air platforms to unmanned aerial vehicles and space systems, and we rank among the global players in the aviation, space and defense industries. At our established facilities located in Ankara Kahramankazan, we continue our efforts to increase the number of our domestic and national products every year and to complete the export processes of our original products. Ranking among the top fifty global players in the aviation and space industry, we continue our market development activities across 6 continents and in more than 100 countries.

PRODUCTS AND SERVICES

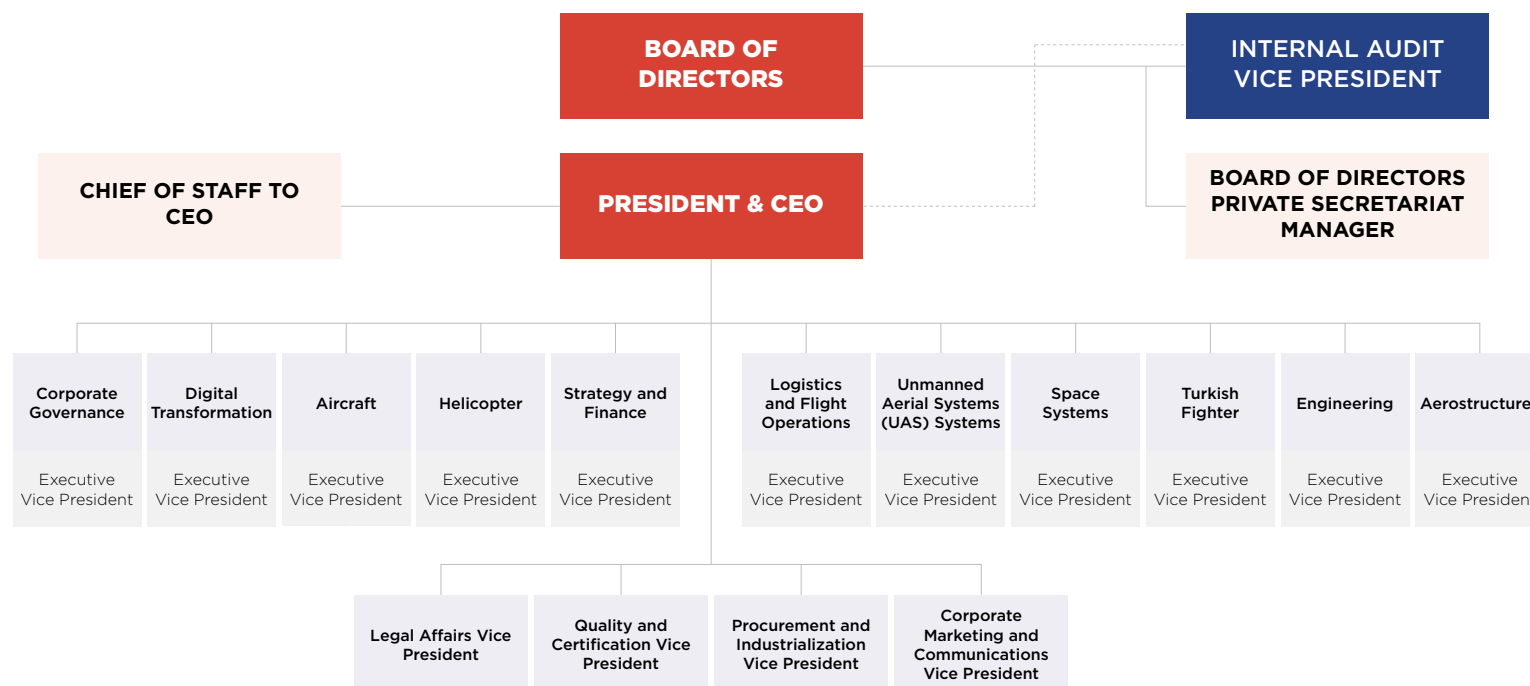
Turkish Aerospace's product and activity range includes the ANKA Unmanned Aerial Vehicle (UAV) System, AKSUNGUR High Payload Capacity UAV System, ANKA III Combat Unmanned Aircraft System, KAAN 5th Generation Fighter Aircraft, HÜRJET Jet Trainer and Light Attack Aircraft, HÜRKUŞ Advanced Trainer and Mission Aircraft, T129 ATAK Attack and Tactical Reconnaissance Helicopter, T625 GÖKBAY Utility Helicopter, T925 Heavy Class Utility Helicopter, ŞİMŞEK & SÜPER ŞİMŞEK Target Aircraft System, Communication and E/O Reconnaissance and Surveillance Satellites, Space Systems Integration and Test (USET) Center, Advanced Avionics Modernization Suites for Fixed- and Rotary-Wing Air Platforms, Special Mission Aircraft Conversions, and the design and production of components for military and commercial air platforms.



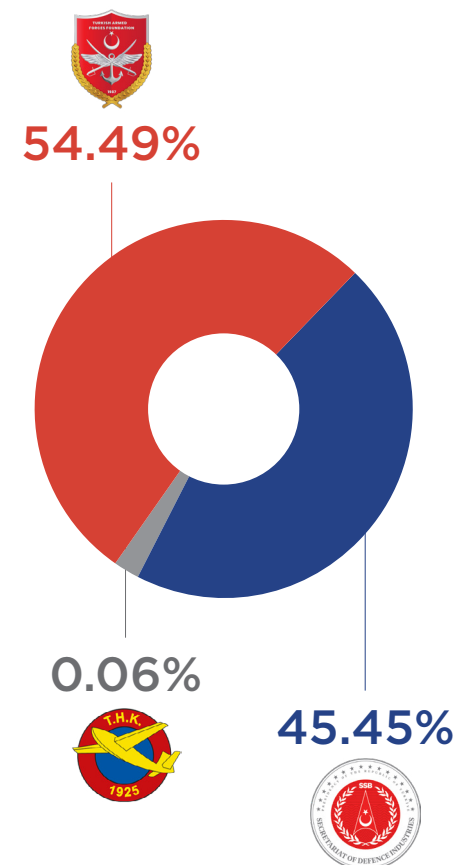
ORGANIZATIONAL AND PARTNERSHIP STRUCTURE

TURKISH AEROSPACE IS A SUBSIDIARY OF THE TURKISH ARMED FORCES FOUNDATION (TAFB) AND AN AFFILIATE OF THE PRESIDENCY OF THE REPUBLIC OF TÜRKİYE DEFENCE INDUSTRY AGENCY (SSB).

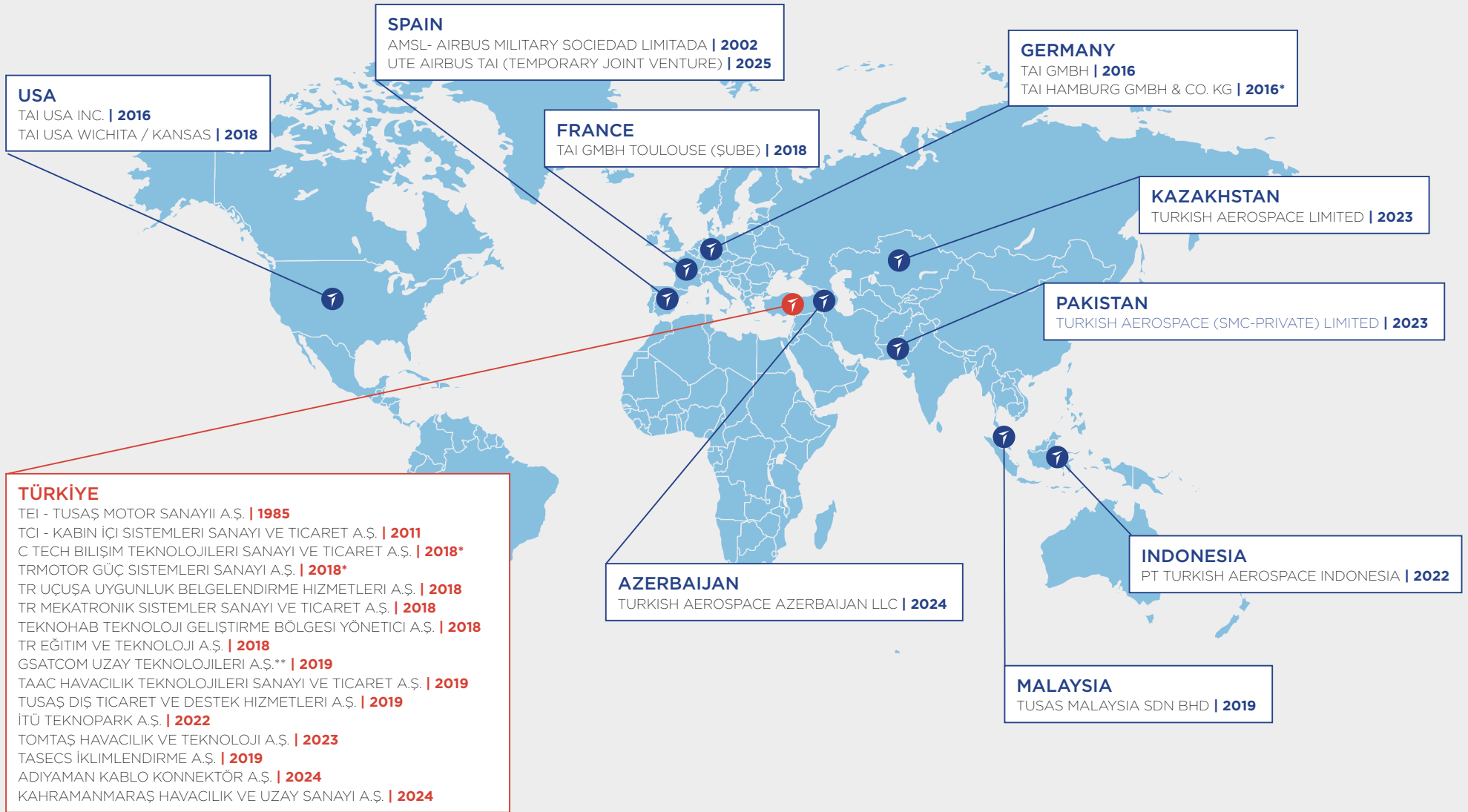
ORGANIZATIONAL STRUCTURE



PARTNERSHIP STRUCTURE



SUBSIDIARIES, AFFILIATES AND OVERSEAS BRANCHES



* Indicates the date on which our Company became a shareholder of the relevant subsidiary/affiliate.

** In accordance with our Board of Directors' decision, closure procedures are being carried out.

AWARDS IN 2025

OUR NATIONAL AND INTERNATIONAL ACHIEVEMENTS CONFIRM OUR STRONG PERFORMANCE AND OUR APPROACH TO CREATING SUSTAINABLE VALUE.



We Were Selected as “Company of the Year.”

We were selected as “Company of the Year” at the “Stars of the Year Award Ceremony,” determined by the votes of Yıldız Technical University students and attended every year by well-known figures from the media, arts and business worlds. The “Stars of the Year Award Ceremony,” at which awards were presented in 41 different categories, was held on January 9, 2025 at the Yıldız Technical University campus. Our President&CEO, Dr. Mehmet Demiroğlu, received the “Company of the Year” award, one of Türkiye’s most prestigious student awards.



The 2024 Export Champions Awards Were Presented.

The 2024 export champions awards were also presented. TUSAŞ ranked first in the Export of Air Vehicles and Parts, and second in the Export of the Defense and Aviation Sector and the Export of the UAS Product Group.

Our Company Took Its Place on the “Türkiye’s Happiest Workplaces List.”

As a result of the research in which 121 companies from different sectors participated between April 2024 and May 2025, and following the evaluation conducted by the Happy Place to Work Scientific Board, TUSAŞ became the only company in the aviation and space industry entitled to enter the “Türkiye’s Happiest Workplaces List” in 2025. As a result of the survey, 83 companies were included in the “Türkiye’s Happiest Workplaces List.”



We Continue to Be Included in the “Most Admired Companies” List.

The results of the “Most Admired Companies” 2025 survey, conducted by Realta Consulting since 2009, were announced. According to the survey, our Company maintained its position and ranked 3rd in the Defense Industry category.



Two More International Awards for Our LIFT UP Programs!

Our LIFT UP Programs were deemed worthy of two separate awards at the Excellence Awards organized by Brandon Hall Group, recognized as one of the world’s most prestigious award organizations. At the Excellence Awards, LIFT UP received the gold award in the “Best Unique or Innovative Talent Management Program” category and the bronze award in the “Best Unique or Innovative Learning and Development Program” category.



The Star of the “Collaboration in Sustainability” Category Was HANGAR CAMPUS.

Within the scope of the “ISO Green Transformation Awards 2025” organized by the Istanbul Chamber of Industry, our Company achieved another important success. Our activities carried out for HANGAR Campus were deemed worthy of first place in the “Collaboration in Sustainability” category. The “ISO Green Transformation Awards 2025,” held on December 24, 2025, took place with the participation of Fatma Varank, Deputy Minister of Environment, Urbanization and Climate Change of the Republic of Türkiye, and Erdal Bahçivan, Chairman of the Board of Directors of the Istanbul Chamber of Industry.

We Became the Company Receiving the Most Awards at Youth Awards 2025.

In the voting held for the fifth time this year with the participation of 180 companies in 29 categories, our Company became the “Company Deemed Worthy of the Most Awards at Youth Awards” with the votes of 192,384 young talents. Continuing its rise among young talents through employer branding activities, our Company received GOLD with the Engineer Development Program in the “Most Admired Recruitment Program” category; SILVER in the “Most Desired Defense Industry Company to Work For” category; SILVER in the “CEO Who Inspires Young People the Most” category; SILVER with the Leadership Base Program in the “Training & Development Program Most Admired by Young People” category; and BRONZE in the “HR Leader Who Inspires Young People the Most” category.

Two More New International Awards for Our Company.

The LIFT UP programs carried out within the scope of our R&D and university-industry collaboration activities received international recognition. The program, in which young talents carry out their undergraduate graduation projects and master’s and doctoral research together with our Company, received two awards. The LIFT UP programs won the gold award in the “Most Innovative Talent Management Program” category and the bronze award in the “Most Innovative Learning and Development Program” category at the Stevie Awards for Great Employers, regarded as one of the most prestigious employer award organizations in the international arena.

13 Awards for Our Company at ISIF’25.

At the 10th International Invention Fair (ISIF), held at Istanbul Atatürk Airport within the scope of Teknofest 2025, our Company was entitled to receive the “Special Award for Industrial Property” presented by the World Intellectual Property Organization (WIPO) with its patent application titled “A Thermal Signature Reduction System.” Our inventors received the award from M. Fatih Kacır, Minister of Industry and Technology of the Republic of Türkiye, Dr. Mehmet Demiroğlu, our President&CEO, and Muhammed Zeki Durak, President of the Turkish Patent and Trademark Office.



Double Championship Success in the TURQUALITY Program!

As a result of the evaluations conducted within the scope of the TURQUALITY program, TUSAŞ was deemed worthy of two important awards. With the titles “TURQUALITY Champion with the Highest Exports” and “TURQUALITY Champion with the Highest Exports to Distant Countries,” TUSAŞ demonstrated its strong performance in branding and exports. The double championship achieved indicates that efforts to represent the Türkiye brand more strongly on a global scale will continue with determination.

With our awards, export achievements, employer branding accomplishments and international collaborations, we continue to create value on a global scale and consolidate our strong position in the sector.

KEY DEVELOPMENTS IN 2025

THROUGHOUT 2025, TUSAŞ FURTHER STRENGTHENED ITS GLOBAL POSITION IN THE AVIATION AND DEFENSE INDUSTRY THROUGH CRITICAL ACHIEVEMENTS IN NATIONAL AIR PLATFORMS, STRATEGIC COLLABORATIONS AND HIGH VALUE-ADDED EXPORT AGREEMENTS.



ANKA Added a New Capability with Its L-UMTAS Firing.

The ANKA UAV system developed by TUSAŞ successfully destroyed the target in a firing conducted from an altitude of 15,000 feet using the L-UMTAS anti-tank missile developed by Roketsan.



The 3rd GÖKBAY Was Delivered to the Gendarmerie General Command.

Serial production and deliveries of our original helicopter GÖKBAY continue in accordance with the established schedule. The 3rd GÖKBAY produced for the Gendarmerie General Command was delivered following the ceremony held.



ANKA III Made History with Its Firing.

Following its previous external munition firings, the ANKA III Air-Ground Mission Aircraft this time successfully fired TOLUN ammunition developed by ASELSAN from its internal weapons station. In the first firing from the internal weapons station of an aircraft produced in Türkiye with domestic and national capabilities, ANKA III struck the target with pinpoint accuracy at the Konya Karapınar Firing Range at an altitude of 20,000 feet and a speed of 180 knots, once again demonstrating its operational capabilities and engineering competence.



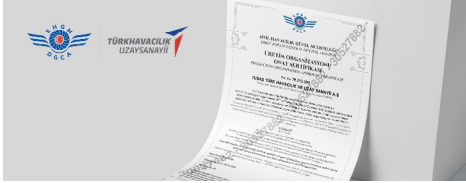
Signatures Were Signed for 2 New R&D Projects.

A signing ceremony was held by our Presidency of Defense Industries (SSB) for 23 new R&D projects whose project development activities were completed as of 2024. At the ceremony, which was also attended by our President&CEO Dr. Mehmet Demiroğlu, signatures were signed for three projects named after our colleagues who were martyred in the treacherous terrorist attack against our Company. The three critical R&D projects named ZAHİDE, ATAKAN and CANBAZ are expected to further advance Türkiye's capabilities in defense technologies.



T625 GÖKBAY Challenged Harsh Winter Conditions.

The T625 GÖKBAY Helicopter, which traveled to Kiruna, Sweden to conduct the tests required in the civil and military certification process of the first three serial-production T625 GÖKBAYs, was subjected to low-altitude cold-weather tests there. In addition, ground tests assessing the individual performance of the air-conditioning systems at aircraft level, as well as propulsion, rotary-wing and hydraulic tests, were completed. Throughout the test process, demanding maneuvers determining takeoff, landing and flight limits were performed during controllability- and performance-focused flight tests of the T625 GÖKBAY. Limit speeds and runway approach angles were applied for cold-weather conditions. Controllability tests were conducted at a speed of 176 knots.



T625 GÖKBEY Civil Helicopter Project Received Production Organization Approval.

The Production Organisation Approval (POA) certificate was granted by the Directorate General Civil Aviation of Turkey (DGCA) for the civil configuration of the T625 GÖKBEY General Purpose Helicopter, which was developed by our company using domestic and national resources. On July 24, 2020, our company applied to the Directorate General Civil Aviation of Turkey (DGCA) to obtain the Production Organisation Approval certificate for the T625 GÖKBEY Civil Helicopter project and was subjected to various audits by the authority between 2021 and 2024. Following audits in which our company's Quality Management Systems (QMS) and production processes, as well as flight activities, were examined in detail, our project earned the right to receive the aforementioned certificate on December 30, 2024.

HÜRJET Performed Formation Flight with Both Prototypes for the First Time.

The two prototypes of HÜRJET, the first jet-powered trainer aircraft developed by TUSAŞ, performed a formation flight together for the first time. During the flight, Air Force Commander General Ziya Cemal Kadioğlu was in the cockpit of one aircraft, while Spanish Air and Space Force Commander General Francisco Braco Carbo was in the cockpit of the other. During the 25-minute flight, both force commanders had the opportunity to experience HÜRJET's capabilities.



ANKA III Achieved a Direct Hit on the Target.

On March 13, 2025, our ANKA III unmanned aerial vehicle took off from Mürted Air Base carrying the 280 kg ASELSAN LGK-82 munition under its wing and, within the scope of a test activity carried out at the Acıkır Firing Range in the Polatlı district of Ankara, fired at the target from a distance of 10 kilometers at an altitude of 25,000 feet and a speed of 200 knots. Following the ROKETSAN TEBER-82 and ASELSAN Tolun munitions, the ANKA III system also completed integration of a third type of munition with the ASELSAN LGK-82, further advancing its existing mission capabilities.

A Direct Hit from AKSUNGUR.

In the test firing conducted on March 13, 2025, AKSUNGUR struck the targets with pinpoint accuracy using the LGK-81 and LGK-82 laser guidance kits developed by ASELSAN. During the test flight, AKSUNGUR took off with the TEI-PD170 engine produced by TEI with national capabilities, climbed to an altitude of 30,000 feet and released the LGK-81 and LGK-82 munitions at the target. The LGK-81 and LGK-82, which gained smart-munition capability through their laser guidance kits, successfully destroyed the targets with consecutive firings from two different stations.



Major Achievement by ANKA III and Süper Şimşek.

The release test of the Süper Şimşek High Subsonic Unmanned Aerial Vehicle System, developed by our Company with national capabilities, from ANKA III was successfully completed. During the test flight over the Sivrihisar Test Range, Süper Şimşek was released from under the wing of ANKA III at the designated altitude. Following the release and safe separation, it completed its 50-minute autonomous test flight without incident and performed a parachute landing.

HÜRJET Reached Mach 1.2.

HÜRJET, the jet-powered trainer aircraft developed by TUSAŞ, reached a supersonic speed of Mach 1.2 during its latest test flight.



AKSUNGUR Broke an Altitude Record with Its National Engine.

AKSUNGUR, the high-payload-capacity unmanned aerial vehicle (UAV) developed by our Company, set a new altitude record in aviation history with the national TEI-PD170 engine. Within the scope of envelope-expansion tests, AKSUNGUR took off from Mürted Air Base Command on April 16, 2025 with the national TEI-PD170 engine, surpassed its previous record of 37,500 feet and reached an altitude of 40,000 feet. During the successful four-hour flight test, AKSUNGUR also successfully used ASELSAN's national AF500 camera and the nationally produced heated battery manufactured by ASPİLSAN, and completed its mission by reaching the highest altitude ever attained with a national engine.



The First Test Was Successfully Conducted in the Subsonic Wind Tunnel.

Acceptance activities conducted in the Subsonic Wind Tunnel, construction of which was completed within our Company, reached an important stage. The facility, which ranks among Europe's leading aviation wind tunnels in terms of the speeds reached in its test section and its dimensions, successfully conducted its first official tests as of May 2, 2025 following the preparations.

Our Company Signed a New Memorandum of Understanding with Spanish Companies.

At the International Defense and Security Exhibition of Spain (Feria Internacional de Defensa y Seguridad de España / FEINDEF), held in Madrid, the capital of Spain, between May 12-14, 2025, our Company signed a memorandum of understanding with Spanish industrial companies led by Airbus within the scope of the "Advanced Jet Trainer Aircraft, Integrated Training System - Combat (ITS-C)" program, planned to replace the F-5M trainer aircraft in the inventory of the Spanish Air and Space Forces. This new agreement is a continuation of the memorandum of understanding previously signed to initiate studies on potential industrial collaboration.



Strategic Export Achievement by Our Company.

At the INDO Defence 2025 exhibition held in Indonesia, our Company achieved an important export success with an agreement for the sale to Indonesia of KAAN, our 5th Generation fighter aircraft developed with national capabilities. The signing ceremony held in Jakarta on June 11 was attended by Indonesian President Prabowo Subianto, President of Defense Industries Prof. Dr. Haluk Görgün, our Chairman of the Board of Directors Ömer Cihad Vardan, our President&CEO Dr. Mehmet Demiroğlu and our executives. The agreement, under which 48 KAAN aircraft are planned to be delivered within 120 months, covers not only aircraft deliveries but also technology transfer, information sharing and the development of local capabilities.

Collaboration Between Our Company and Airbus Is Growing.

A new agreement was signed between our Company and Airbus at the Paris Air Show, one of the world's largest aviation fairs. Under the agreement, our Company will manufacture rudders for the Airbus A320 aircraft, one of the most widely used aircraft in civil aviation. At the signing ceremony, a decision was also made to cooperate on the Airbus A350F cargo aircraft in addition to the A320. Under the second agreement, it was agreed that the metallic parts of the Airbus A350F cargo aircraft would be manufactured by our Company. Through the agreement, our Company, which will manufacture the metal parts for all Airbus A350F aircraft, became the sole source worldwide.



GE Aerospace and TUSAŞ Signed a Memorandum Agreement for the HÜRJET Jet Trainer Aircraft Program.

A Memorandum Agreement was signed between GE Aerospace and our Company within the scope of the HÜRJET Jet Trainer Aircraft program. Through the agreement, the parties expressed their intention to work together on the use of F404 turbofan engines in HÜRJET and on the procurement and integration of the engines.

GÖKBAY Helicopter Procurement Contract Signed.

Within the scope of IDEF, SSB and TUSAŞ reached an agreement for the production of 57 T625 GÖKBAY Utility Helicopters. It was decided that the GÖKBAYs under the new contract for 57 aircraft would be delivered with the national TEI-TS1400 engine.



Collaboration Agreement Signed Between TUSAŞ and Airbus.

A collaboration agreement that will accelerate the export of the HÜRJET Jet Trainer Aircraft to Spain was signed between Turkish Aerospace and Airbus, one of Europe's leading aviation companies, at the 17th International Defense Industry Fair.

Agreement Signed Between TUSAŞ and Indonesia for the Sale of KAAN.

A final sales contract was signed between Turkish Aerospace and the Indonesian Ministry of Defense for the export of the Turkish Fighter KAAN (TF-X) developed by our Company. Under the agreement, 48 TF-X 5th Generation Fighter Aircraft are planned to be delivered to Indonesia.





The 4th T625 GÖKBAY Utility Helicopter Was Delivered to the Gendarmerie General Command.

The 4th T625 GÖKBAY Utility Helicopter, developed by TUSAŞ with domestic and national capabilities, was delivered to the Gendarmerie General Command.

ŞİMŞEK-K Performed a Rocket-Assisted Takeoff for the First Time.

ŞİMŞEK-K, the unmanned aerial vehicle developed by TUSAŞ with domestic and national capabilities, performed a takeoff using the rocket-assisted takeoff system (RATO) for the first time.

Two Important Certificates for HÜRJET from Aviation Authorities.

Türkiye's first jet aircraft HÜRJET was entitled to receive Design Organization Approval (DOA) and Production Organization Approval (POA) certificates. The certificates were presented at a ceremony by the Certification Board composed of experts from the Presidency of Defense Industries and the Air Force Command.



The First Part Produced for T925 Was Delivered to the Assembly Line.

The first part of the T925 Heavy Class Utility Helicopter, developed by TUSAŞ for use in forest fires, the "structural assembly part at the bottom of the forward fuselage," produced on September 24, was delivered to the final assembly line.

We Achieved Two Important International Successes in Additive Manufacturing Training.

The "FDM Method of AM and Industrial Applications in Aerospace" training developed in collaboration between TUSAŞ Academy and the Additive Manufacturing Directorate gained ASTM Approved Training Provider (ATPP) status. This training, included in our engineering training catalog, can be requested through the Training Management System. In addition, our engineers successfully completed the Hamat Train-the-Trainer (TTT) program and became entitled to serve as ASTM-approved trainers, while also gaining the authority to deliver ASTM's "Establishing an AM Facility for Critical Part Production" training in accordance with international standards. Through these achievements, while taking our Company's training and competencies in additive manufacturing one step further, the transfer of knowledge to organizations in the sector in accordance with international standards is also enabled.



T70 Utility Helicopter Was Delivered to the Special Forces Command.

The T70 Utility Helicopter, whose production and testing phases were carried out by TUSAŞ, was delivered to the Special Forces Command. With the latest delivery, a total of 125 helicopters have been delivered: 33 T70 Utility Helicopters, 88 T129 ATAK Attack and Tactical Reconnaissance Helicopters and 4 T625 GÖKBAYs.

HÜRJET Successfully Completed Its 300th Test Flight.

HÜRJET, Türkiye's first jet-powered trainer aircraft developed by TUSAŞ with national capabilities, successfully completed its 300th test flight.



Strategic Collaboration Agreement Signed Between TUSAŞ and BAE Systems.

A strategic Memorandum of Understanding was signed between TUSAŞ and BAE Systems to cooperate on unmanned aerial systems and related technologies.

250th Canopy Delivery Completed in the AIRBUS A220 Program.

TUSAŞ successfully completed the delivery of the 250th canopy under the production activities carried out within the scope of Airbus's A220 single-aisle aircraft program.

TUSAŞ Completed Its 500th Delivery in the Airbus A320 Program.

Turkish Aerospace successfully completed the 500th delivery of the S18/19 integrated SWIFT fuselage section produced within the scope of the Airbus A320 single-aisle aircraft family.

Türkiye's First National Jet Trainer Aircraft HÜRJET Will Take to the Skies over Spain.

A final procurement agreement was signed between the parties for the HÜRJET Jet Trainer Aircraft, selected to meet the trainer aircraft requirement of the Spanish Air and Space Forces within the scope of the Spanish Integrated Advanced Flight Training System. Under the EUR 2.6 billion contract, a total of 30 HÜRJET Jet Trainer Aircraft will be exported.

CORPORATE MEMBERSHIPS AND ORGANIZATIONS WE SUPPORT

DOMESTIC

Name of Member Organization

TEDAR - Supply Chain Management Association

Turkish Composites Manufacturers Association

KALDER

SAHA İSTANBUL

Ankara Chamber of Industry

Ankara Chamber of Commerce and Industry

Antalya Chamber of Commerce and Industry (TUSAŞ- Akdeniz University Technopark Branch)

Kayseri Chamber of Commerce and Industry

Kahramanmaraş Chamber of Commerce and Industry

İTO / İstanbul Chamber of Commerce İstanbul Atatürk Airport Free Zone Branch

BTSO

SASAD (Defence and Aerospace Industry Manufacturers Association)

DEIK
 USA Business Council
 Indonesia Business Council
 Philippines Business Council
 Malaysia Business Council
 Nigeria Business Council
 Saudi Arabia Business Council
 Vietnam Business Council
 Digital Technologies Business Council
 Pakistan Business Council

Notam TR (State Airports Authority)

AIP - Aeronautical Information Publication

R&D and Design Centers Communication and Collaboration Platform

ASMMMO

ABROAD

Name of Member Organization

VFS - Vertical Flight Society

SFTE - Society of Flight Test Engineers

SETP - Society of Experimental Test Pilots

TPRC - ThermoPlastic Research Center

Composite United

PRI - Performance Review Institute

KAZANSIAD - Kazan Industrialists and Businessmen Association

EUROCAE

Ohio State University Gearlab

NAFEMS

Battelle - Battelle Memorial Institute

ASTM F42 Committee - American Society for Testing and Materials

PMI - Project Management Institute

ASCM - Association for Supply Chain Management

INCOSE - International Council on Systems Engineering

SAWE - Society of Allied Weight Engineers

International Telecommunication Union (ITU)

SPIE - Society of Photo-Optical Instrumentation Engineers

OPTICA Membership

ASNT - American Society of Nondestructive Testing

AIAA - American Institute of Aeronautics and Astronautics

SME - Society of Manufacturing Engineers

ICEAA (International Cost Estimating & Analysis Association)

IAQG - International Aerospace Quality Group

STRONG GOVERNANCE MODEL

- 19 Sustainability Strategy and Management
- 25 Approach to Stakeholder Engagement
- 28 Strategy Management
- 30 Risk Management
- 32 Infrastructure Investments and Supported Services
- 37 Business Ethics and Compliance



SUSTAINABILITY STRATEGY AND MANAGEMENT

OUR SUSTAINABILITY STRATEGY IS SHAPED BY THE EFFECTIVE MANAGEMENT OF ESG RISKS AND OPPORTUNITIES, COMPLIANCE WITH NATIONAL/INTERNATIONAL STANDARDS AND A STRONG GOVERNANCE STRUCTURE.



The Company's sustainability strategy is guided by following national and international developments and public regulations on sustainability and by proactively managing risks and opportunities in the environmental, social and corporate governance fields. The Company's sustainability activities are established in accordance with the Sustainable Development Goals (SDGs), legal regulations and national/international agreements and in a manner that meets customers' sustainability requirements. Various committees are assigned within TUSAŞ's management structure to oversee environmental issues. Sustainability and environmental issues are among the agenda items of all these committees. Every two months, one of the ESG (Environmental, Social, Governance) topics is addressed and evaluated regularly. The oversight process operates as follows: Projects, problems or recommendations identified by the Sustainability Committee are presented, before submission to the Board of Directors, to committees with sustainability knowledge and experience, such as the Early Detection of Risk Committee and the Corporate Governance Committee. The matters evaluated by these committees are forwarded to the Board of Directors either directly or together with the committees' opinions, as appropriate. The Board of Directors convened 21 times in 2025. All sustainability and environmental matters discussed and deemed important by the Corporate Governance Committee and the Early Detection of Risk Committee are regularly reported to the Board of Directors. This integrated governance structure ensures that environmental matters are effectively incorporated into the Company's strategic decision-making processes.

CORPORATE GOVERNANCE COMMITTEE

As Turkish Aerospace, due to the critical importance of the aviation and space sector in which we operate, work is carried out in line with the corporate governance principles of fairness, transparency, accountability and responsibility in a manner that does not harm the interests of rights holders and the public. As required by our mission, as our country's pioneer in defense, aviation and space, and as required by our vision, we continue to rise internationally. By ensuring maximum compliance with corporate governance principles, we attract financial and human resources to our Company; by working efficiently, we provide stable growth by creating economic gains for our shareholders over the long term. Our highest management body, the Board of Directors, consists of seven members. Decisions taken by our Board of Directors are executed by our Company's President&CEO. Three committees report to our Board of Directors and one committee reports to the Presidency and CEO. Our Committee monitors compliance with the corporate governance principles approved by our Board of Directors, carries out improvement work in this regard and presents recommendations to our Board of Directors. This committee, composed of Board of Directors members, provides guidance on sustainability issues as well as oversight of corporate governance practices.

AUDIT COMMITTEE



The purpose of the Audit Committee, which operates under our Board of Directors, is to oversee, on behalf of the Board of Directors, the effectiveness and adequacy of internal control, risk management and internal audit systems, the functioning of these systems and the accounting and reporting systems, and the integrity of the information produced. In order to improve our activities and add value to our work, we conduct our internal audit activities under our Board of Directors with an independent and objective approach. We systematically continue our internal audit activities to evaluate and improve the effectiveness of our corporate risk management, internal audit and corporate governance processes.

EARLY DETECTION OF RISK COMMITTEE



We established the Early Detection of Risk Committee in 2015. Reporting to our Board of Directors, the purpose of the Committee is to identify at an early stage threats that may endanger the existence, development and continuity of our Company or opportunities that may positively affect its existence, development and continuity; to implement the necessary activities regarding the identified threats and opportunities; and to carry out work to manage risks. This committee, composed of Board of Directors members, is responsible for the early detection and management of sustainability risks. It regularly reviews environmental risk assessments and reports potential risks to the Board of Directors.

SUSTAINABILITY COMMITTEE



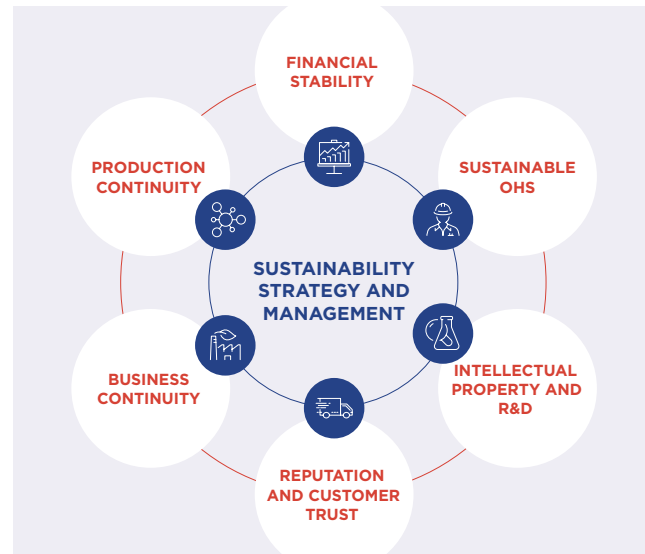
The purpose of the Sustainability Committee is to carry out work to determine, review and continuously improve sustainability strategies, policies and short-, medium- and long-term sustainability goals; identify risks in the sustainability field (environmental, social and corporate governance matters), adopt a proactive approach and decide on improvement projects that will increase the Company's sustainability performance. This committee, composed of the Executive Board (one chair and representatives of eight different units), ensures the implementation and monitoring of the Company's sustainability strategy. The Committee determines sustainability performance goals, coordinates sustainability initiatives and evaluates progress at regular intervals. It determines, reviews and continuously improves sustainability strategies, policies and short-, medium- and long-term sustainability goals; identifies risks and opportunities in the sustainability field (environmental, economic, social and corporate governance matters); adopts a proactive approach; and decides on improvement projects that will increase the Company's sustainability performance. The Environment, Energy, Human Resources, Technology and Innovation, Financial, Supply Chain, Corporate Governance and Digital Transformation sub-headings of sustainability are addressed as Sustainability Dimensions. One sponsor executive and a team designated by the sponsor are assigned to each dimension. The sponsor and the team conduct their work under the Sustainability Committee. In line with the Sustainability Policy, the Company's Sustainability Strategy and a Sustainability Target and Roadmap aligned with the Strategy and Policy are prepared.



OUR SUSTAINABILITY JOURNEY

IN LINE WITH OUR “EMPOWER YOUR FUTURE” PHILOSOPHY, WE AIM TO LEAVE A MORE SUSTAINABLE WORLD FOR ALL STAKEHOLDERS IN OUR VALUE CHAIN AND FOR FUTURE GENERATIONS.

We see our Sustainability Management, which we have designed to contribute to the sustainable development of our country, as an integral part of our business strategy. In our Sustainability Journey, we prioritize sustainability in all our activities by acting in line with responsible production throughout our value chain. Accordingly, by attaching importance to the impact of sustainability in all dimensions - environmental, social, governance and economic - we carry our sustainability journey further and continue to create value for future generations and stakeholders. We continue to strengthen our sustainability strategy by adopting the United Nations (UN) 2030 Sustainable Development Goals (SDGs) and the UN Global Compact as a guide through the decisive steps we take to create value.



We were entitled to receive the ISO 14001 Environmental Management System Certificate.

We published our Ethics Handbook and Environmental Policy.



We started work to implement the ISO 50001 Energy Management System.



We published our Energy Policy.

We became the first company among TAAFF companies to receive the ISO 50001:2011 Energy Management System (EnMS) Certificate.

We started the Zero Waste Project in March 2019.



We became the first company among industrial organizations in Türkiye to be entitled to receive the Basic Level Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye.

Our Green Flag League and Zero Waste Management Project received the 2020 Green World Environmental Awards - Gold Prize in Waste Management.



2021

We held the first meeting of our Sustainability Committee.

We added our sustainability goals to our 2022-2030 Strategic Plan.



2022

We published our 2021 Sustainability Report.

We published our Water Policy.

We became the first company among Foundation companies to conduct accredited verification within the scope of ISO 14064.

We received Carbon Disclosure Project (CDP) Reporting scores of B for Climate Change and A- for Water Safety.

We held a Sustainability Talk.

We held our first Sustainability Meeting with Airbus.

We received the Sustainability Academy Award for "Product and Process Development with Thermoplastic Materials."

We published our Sustainability Policy.

We received the 2022 Green Apple Environmental Awards - Green Champion in Water Management award for our Water Efficiency Project in the Aviation Industry.

We revised our Environmental Policy as Environmental Management and Climate Change.



2023

We became the first TAFF company to have Water Footprint Verification conducted within the scope of ISO 14046.

We started work on product-based carbon emission, waste and water calculations.

We started work on Sustainability Dimensions and the Sustainability Roadmap.

Zero Liquid Discharge (ZLD) Systems: We Continue Project Design Studies for Approximately 85% Wastewater Recovery.

We published our 2022 Sustainability Report.

We determined "Carbon Reduction in Aviation" as the first focus topic opened in 2023 under our Hangar Campus Innovation Program.

We received Carbon Disclosure Project (CDP) Reporting scores of B for Climate Change and B for Water Safety.

Our Zero Liquid Discharge (ZLD) System Project in the Aviation Industry received the 2023 Green World Environmental Awards Global Gold Winner 2023 in Water Management award.

We continued our verifications within the scope of ISO 14064.



2024

Our Environmental Management System was re-certified by the accredited organization Bureau Veritas Certification within the scope of TS EN ISO 14001:2015 certification.

We received Carbon Disclosure Project (CDP) Reporting scores of B for Climate Change and A- for Water Safety.

We participated in the Sustainability Meeting organized by SSB.

We held a Sustainability Meeting with Airbus on our campus.

We published our 2023 Sustainability Report.

We published our Sustainability Roadmap Report in our Enterprise Document Management System.

We submitted our EcoVadis application to assess our sustainability maturity and our Green Deal Compliance Project Support (Responsible Program) application to benefit from incentives.

We continued our verifications within the scope of ISO 14064 and ISO 14046.



2025

We continued our verifications within the scope of ISO 14064 and ISO 14046.

We were entitled to receive the ISO 31000:2018 Risk Management Letter of Conformance.

By reporting to the Carbon Disclosure Project (CDP), we received scores of A- for Climate Change and A for Water Safety.

We Reviewed Our Sustainability Progress with Our Strategic Customer Airbus Every Quarter.

We published our 2024 Sustainability Report.

To improve our sustainability maturity, we prepared action plans in line with EcoVadis, the Responsible Program and good practices, determined new Sustainability Dimensions and communicated them to the relevant parties.

We were accepted into the Responsible* Program of the Ministry of Trade of the Republic of Türkiye.

We received first place in the ISO Green Transformation "Collaboration in Sustainability" category.

We held the Responsible* Program Phase 1 Closing Meeting.

We signed a protocol with Ankara University for the Prosthetic Foot Project.

We became the first and only holder in the sector of the ISO 56001 Innovation Management System - Requirements Standard Certificate.

OUR SUSTAINABILITY GOALS

CATEGORY	TOPIC	GOALS
 Sustainable Environmental Practices	> Carbon Emissions > Energy Performance > Renewable Energy > Waste Management > Water Management	Reduce the ratio of our direct and indirect emissions to revenue
		Continuously improve energy performance
		Increase the share of renewable energy usage
		Reduce the total amount of waste generated per capita
		Reduce the amount of water consumed per capita
 Human Resources That Add Value	> Employee Engagement and Satisfaction > Safe and Healthy Working Environment > Qualified Human Resources > Social Responsibility > Ethical Principles Management	Build a highly motivated and committed workforce
		Provide a safe and healthy working environment for our employees
		Offer structured training to improve employees' knowledge, skills and behaviors
		Ensure the sustainability of qualified human resources
		Develop sustainable social responsibility projects in education, environment and social development
		Make sensitivity to ethical values an integral part of our corporate culture
 Sustainable Economic Value	> Corporate Governance > R&D, Technology and Innovation > Digital Transformation > Business Excellence and Continuous Improvement > Engineering Efficiency > Stakeholder Relations Management > Risk Management > Financial Sustainability	Ensure a sustainable supplier ecosystem by improving auxiliary industry, subcontractor and supplier performance
		Develop the intellectual property rights portfolio
		Comply with the digital transformation plan that integrates digital technology into all areas of the Company
		Ensure the formation of a customer satisfaction-oriented work culture
		Ensure sustainable financial health and financial discipline
		Implement disruptive technologies that will provide competitive advantage in our original products and systems
		Determine the product portfolio of the future in order to exceed the expectations of existing and potential customers
		Develop advanced-technology, high value-added products by improving R&D and innovation capability
		Make sensitivity to ethical values an integral part of our corporate culture

PRIORITY TOPICS

As Turkish Aerospace, we consider sustainability as a holistic management approach that carries our engineering and production capabilities, corporate resilience and the value we create for our stakeholders into the future. In line with the strategic nature of the aviation, space and defense industry, we assess our economic, environmental, social and governance impacts from a broad perspective extending from our operations to our value chain.

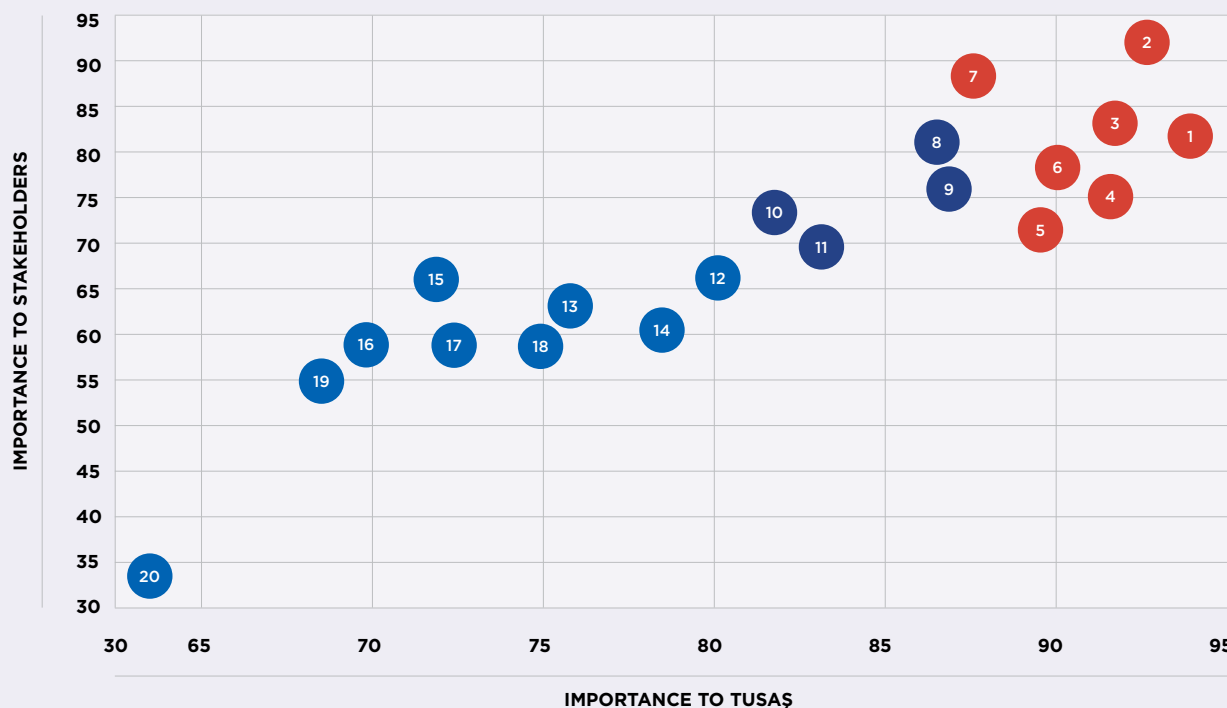
We conducted our prioritization analysis for the first time in 2026. Within the scope of the study carried out in accordance with the GRI 3: Material Topics Standard, we considered the GRI Standards, Turkish Sustainability Reporting Standards and SASB sectoral standards, as well as gap analyses and due diligence processes. In addition, we conducted sectoral benchmarking studies by reviewing the practices of national and international organizations operating in the aviation, space and defense industry.

While determining our priority topics, we evaluated the survey results in line with sectoral and global risks, our Company's strategic goals and the current corporate maturity levels of the topics. Within this framework, we considered together the topics that are critical to our strategic goals and long-term value creation capacity, and the current management and implementation levels within our Company. Thus, in addition to our current performance, we included the development areas that we need to focus on in the future in the prioritization process.

We evaluated the priority topics we identified according to their level of importance for our Company and our stakeholders, and presented the results in a table and prioritization matrix based on their priority ranking. As a result of this study, we holistically identified our strategic focus areas, ranging from technology and innovation to quality and stakeholder satisfaction, from human resources and a safe working environment to ethics, compliance and corporate governance, and from the sustainable supply chain to environmental impacts and the protection of natural resources.

Our priority topics form the basis for determining our sustainability goals and actions, directing our resources effectively and regularly monitoring our performance.

PRIORITIZATION MATRIX



PRIORITY TOPICS

1	Quality Management
2	Stakeholder Communication Channels
3	Technology and Innovation
4	Sustainable Supply Chain
5	Information Technologies
6	Business Ethics and Compliance
7	Employment
8	Occupational Health and Safety
9	Sustainability Strategy and Management
10	Business Continuity
11	Approach to Stakeholder Engagement

PRIORITY TOPICS

12	Human Resources and Talent Management
13	Training and Development
14	Employee Engagement and Satisfaction
15	Environmental Impact Management
16	Energy Management
17	Zero Waste Management
18	Water and Wastewater Management
19	TUSAŞ Elini Uzat Association
20	Biodiversity

APPROACH TO STAKEHOLDER ENGAGEMENT

WE SHAPE OUR SUSTAINABILITY JOURNEY TOGETHER WITH OUR STAKEHOLDERS. BY INCORPORATING OUR STAKEHOLDERS' EXPECTATIONS AND CONTRIBUTIONS INTO OUR STRATEGIES, WE CREATE SUSTAINABLE VALUE BASED ON TRUST, TRANSPARENCY AND COLLABORATION.

Regular technical evaluation and coordination are maintained with the units in need and relevant stakeholders in digital transformation activities. This supports the alignment and applicability of the solutions developed with corporate needs.

IDENTIFICATION AND CLASSIFICATION OF STAKEHOLDERS

We systematically identify and evaluate individuals, institutions and organizations that may affect our activities or be affected by them. We group our stakeholders within the stakeholder categorization framework of the European Quality Management Model developed by the European Foundation for Quality Management (EFQM), and address stakeholder impacts and expectations from a holistic perspective.

We define our internal stakeholders as individuals, groups and units within the organization that are affected by our Company or affect our Company, and our external stakeholders as individuals, groups and institutions outside the organization that are affected by our Company or affect our Company. We position our internal and external stakeholders on our stakeholder map and prioritize them by analyzing their levels of impact and significance. Through this structure, we shape our strategy development and decision-making processes by considering the expectations and needs of our stakeholders.

STAKEHOLDER COMMUNICATION

TOGETHER, WE CHART OUR SUSTAINABILITY COURSE.

On our sustainability journey, we shape our course through the expectations and contributions of our stakeholders. At every point touched by our activities, we regard establishing relationships with high strategic importance as a fundamental key to our success. With this awareness, we believe that managing the impact of our stakeholders on our Company and making these relationships sustainable are an integral part of our strategic management approach.

Through the continuous communication bridges we establish with all our stakeholder groups, we understand their needs and build our strategies in light of this information. We discuss on common ground the obstacles to our alignment with our strategic goals and develop innovative solutions together with our stakeholders to overcome these obstacles.

Through the stakeholder analyses we conduct, we see our strengths and weaknesses from the perspective of our stakeholders and jointly determine the steps that will transform our risks into opportunities.

Through this participatory model, we ensure that our strategies are embraced not only by us but by our entire ecosystem. By strengthening the bonds we establish with all our stakeholders, from our customers and employees to our suppliers and every segment of society, we make our sustainability vision pluralistic, resilient and inclusive.

In line with our Company strategies, we meticulously monitor the elements of corporate perception and reputation among each stakeholder group.

Through the corporate perception and reputation measurements we conduct at regular intervals, we monitor our recognition and awareness levels as well as our sustainability index value and implement continuous improvement and development activities in light of the data obtained.

The results of our stakeholder analyses show that our contribution to the growth of Türkiye's economy, our support for domestic production, the projects we carry out that are a source of pride for our country, and our well-established and stable corporate structure are considered by our stakeholders to be the strongest and most prominent elements of our sustainability. Drawing strength from our stakeholders, we continue to build our sustainability priorities on these core values.



STAKEHOLDER MAP

CUSTOMERS

We place our customer-centric approach at the center of every step we take and every project we undertake. As Turkish Aerospace, we build the foundation of our relationship with our customers on mutual trust and high quality standards. We combine our diligence in fulfilling our contractual obligations completely and on time with our innovative service approach and flawless production capability.

To incorporate the voice of our customers into our business processes, we conduct periodic satisfaction analyses and direct visits. We regard feedback not merely as a performance indicator, but as part of our development journey. Through regular customer visits and our continuous after-sales support, we always stand by our customers and work with all our strength to perfect their experience.

EMPLOYEES

We regard the development and happiness of our human resources, our most valuable asset, as the assurance of our sustainable success. With an employee-centered management culture, we aim to provide a working environment in which everyone can demonstrate their full potential. We listen to the voices of our employees through our satisfaction surveys.

While guiding the future of our Company, we shape our strategic priorities through the outputs of strategic foresight surveys and aim to build a structure prepared for the aviation ecosystem of the future.

We offer various training and development programs to support the personal and professional development of our managers and employees. In addition, we organize continuous training on occupational health and safety and make efforts to ensure that our managers and employees work in a safe environment.

We support our transparent, objective and sustainable career management processes with social and cultural activities, creating a highly motivated work culture; in this way, we increase employee satisfaction and workforce productivity and strengthen the sustainability of our human resources.

BUSINESS AND PUBLIC STAKEHOLDERS

With our business and public stakeholders, who are among the cornerstones of our Company's sustainable growth strategy, we act in full compliance with financial, legal and ethical standards. We regularly share our strategic decisions with our shareholders and strengthen our principles of transparency and accountability through the two-way communication channels we establish.

With this mutual value creation-oriented approach, we align ourselves with the expectations and visions of our stakeholders and place our long-term collaborations on solid foundations.

In order to transparently document our compliance with international standards and legal regulations, we maintain close contact with our auditing and assessing stakeholders. These collaborations, which we conduct to verify our sustainability vision within the framework of global norms, form the basis of our strategic development journey. We regard the outputs obtained from these independent evaluations as opportunities for development and continuously advance our corporate competencies in line with these insights.

SOCIETY

We regard contributing to the economic and social development of our country as part of our corporate existence. Through our social responsibility projects reaching all segments of society and our sectoral interaction channels, we maintain a sensitive and solution-oriented stance. Through dialogue with our stakeholders via visits to our factory and collaboration platforms, we continue to support social development.

Through the bridges we establish with the world of education, we develop joint projects with universities and offer comprehensive training and internship opportunities to train the competent workforce of the future. We do not limit our interaction with young talents to fairs; we aim to make them part of our sustainability journey. We monitor our corporate reputation and perception levels through periodic research and use the resulting outputs as a strategic guide to make our communication with society more effective and transparent.

COLLABORATIONS AND SUPPLIERS

We work in an integrated structure with all our business partners and suppliers, the fundamental building blocks of the TUSAŞ ecosystem, to achieve our strategic goals. To make our production capacity sustainable and increase process efficiency, we continuously improve our collaboration models. Through the interaction platforms on which we consult our stakeholders, we share our future vision and achieve strategic alignment.

We regard the challenges that may arise on the way to our goals as opportunities for development; we evaluate these obstacles together with our stakeholders and develop effective solution proposals. Through our communication model based on knowledge and experience sharing, we disseminate the best practices in the sector throughout our ecosystem. With the principle of mutual learning and continuous development, we extend our sustainability goals across our entire supply chain and build the future together.



STAKEHOLDER COMMUNICATION CHANNELS

DOMESTIC		
Stakeholder	Stakeholder Groups	Communication / Participation Platform
 Customers	> Partnership/Production Customers > Original/Integrated Product Customers > Product Maintenance and After-Sales Support Customers > Potential Customers	Customer satisfaction survey, training, regular visits, factory visits, fairs, direct communication, sales process, product shipment process, after-sales communication, external stakeholder survey
 Employees	> Employees > Managers	Employee satisfaction surveys, suggestion sharing platforms, working environment, regular meetings, intranet, motivational events, sports and social activity club activities, internal stakeholder survey, management summit, strategic foresight survey, workshops
 Business and Public Stakeholders	> Shareholders > Auditors and Assessors > Public Stakeholders	General assembly meetings, annual report, sustainability report, Board of Directors meetings, performance realization reports, information disclosures, external stakeholder survey, factory visits, regular visits, regular meetings, audit and evaluation meetings, reputation surveys
 Society	> Public Opinion > Universities and Educational Institutions > Potential Employees > Press/Media Members > Sectoral Organizations, Clusters, NGOs	Corporate memberships, joint projects, participation in meetings and conferences, external stakeholder survey, career days, internship programs, job interviews, academic meetings, conferences, reputation surveys, sector meetings, stakeholder days, factory visits, donations, website, social media, factory visits, advertising and marketing activities, sustainability reports
 Collaborations and Suppliers	> Subsidiaries and Associates > Suppliers and Subcontractors	Training programs, factory visits, auxiliary industry summits, supplier days, supplier performance scores, supplier collaboration portal, reputation surveys, alignment meetings, external stakeholder survey

STRATEGY MANAGEMENT

AS TURKISH AEROSPACE, WE ADVANCE WITH DETERMINATION TOWARD BECOMING A GLOBAL POWER IN THE SKIES THROUGH OUR ORIGINAL ENGINEERING SOLUTIONS.

By integrating our strategic management discipline into every layer of our corporate DNA, within the framework of the TUSAŞ 2022-2030 Strategic Plan we reinforce our sustainable growth goals with our technological leadership and fulfill our mission with a vision that guides not only today's needs but also the world of the future.

LONG TERM	MEDIUM TERM	SHORT TERM
We conduct our long-term strategic planning within the framework of the TUSAŞ 2022-2030 Strategic Plan. Our strategic plan, prepared to support our sustainable growth, focuses on developing our ecosystem, increasing our competitiveness and maintaining our technological leadership.	Our medium-term management approach is shaped by continuously analyzing the targets we set within the scope of our strategic plan in line with internal and external dynamics and updating them when necessary. We assess risks and opportunities, consider their alignment with our business processes, determine the measures to be taken and plan the necessary actions.	In the short term, we create strategic activities that include the duties and responsibilities of the relevant department or departments and the work to be conducted during the year in order to achieve the strategic goals and objectives of our Company, transforming goals and objectives into action. We monitor the progress of these activities every quarter and report regularly in the middle of the year and at the end of the year.

STRATEGIC FOCI

Competitive, Local and National Products and Services

- > To have global competitiveness and original products,
- > To develop competitive products using local and national technologies with the help of local subcontractors,
- > Developing disruptive technologies that will bring competitive advantage.

Future Technologies and Innovation

- > Continuing to increase support for R&D and innovation activities,
- > Utilizing the potential of our infrastructure and workforce to develop collaborations and a culture of cooperation,
- > To produce pioneering products and solutions in technology by closely following technological developments.

Stakeholder Satisfaction and Sustainability

- > Ensure environmental sustainability and reduce our carbon footprint,
- > To increase our energy efficiency and operate in line with international environmental and energy agreements through continuous improvements,
- > To be customer satisfaction oriented,
- > To rank high in the rankings of defense industry companies.

Employee Engagement and Competency

- > To provide a workforce with high technological sensitivity, fast learning, versatile and analytical thinking skills, and openness to change,
- > To have sustainable competent human resources with employees who continuously improve themselves and adopt the principle of lifelong learning,
- > To create a pool of qualified and continuously developing employees,
- > To create a safe and healthy working environment for our employees.

Business Excellence and Productivity

- > To maximize cost and efficiency awareness in our Company.
- > Increasing efficiency through information technology software and hardware infrastructures with high durability and backup mechanisms,
- > To be able to respond effectively and proactively to information security threats.
- > To increase digital technology capabilities in our business processes, products and services.
- > To accelerate business processes and increase productivity through digital transformation and artificial intelligence.

Sustainable Growth

- > Protecting our financial health,
- > Creating sustainable value in the ecosystem with key collaborations and suppliers.



CORPORATE PERFORMANCE

The long-term strategic plan serving our Company's vision is translated into annual targets and becomes a common focus for all our units through an integrated approach within the framework of the strategic activities and critical indicators determined to achieve these targets. The performance monitoring process is not limited to period-end reporting; it is also conducted through an instantaneous and dynamic monitoring infrastructure via digital dashboards. By monitoring potential deviations from targets and the timely implementation of activities, early detection enables a proactive structure focused on continuous improvement.

Thus, corporate performance is effectively operated as an agile decision support mechanism linking strategic goals with operational outputs.

In line with our Company's mission, vision and strategic goals, Company performance analysis and reporting activities are conducted through the measurement of process and department performance within the framework of senior management expectations and identified critical issues in order to increase Company performance.

Process and Department Performance Scorecard Management begins with determining the performance indicators and targets linked to departments and processes for the relevant period and continues with monitoring and evaluating performance and reporting to management. Within the scope of the Process and Department Performance Scorecards:

- > Determining process- and department-based performance indicators to ensure the alignment of the Company with its strategic targets and measuring, evaluating and monitoring current performance within this scope,
- > Triggering actions in a manner that will increase Company performance,
- > Supporting the establishment and continuity of a management-by-objectives culture through the communication generated via the management of Process and Department Performance Scorecard activities,
- > Deciding at the beginning of the year which departments will have scorecards created and be monitored under Department Performance Scorecards,
- > Planning meetings covering indicators, targets and other relevant matters for the departments whose scorecards will be monitored, and proceeding in coordination with the relevant departments to monitor the indicators included in the scorecards,
- > Sharing measurement results and details of the results with senior management and relevant departments by publishing reports,
- > Creating actions for indicators in Process Performance Scorecards that are below the established target by assigning tasks to the relevant departments through JIRA.

RISK MANAGEMENT

WITHIN THE SCOPE OF ALL OUR RISK CLASSES, WE WERE ENTITLED TO RECEIVE THE ISO 31000:2018 RISK MANAGEMENT LETTER OF CONFORMANCE.



The certificate, known as a comprehensive management framework aimed at addressing risks through an integrated and systematic approach aligned with strategic goals and strengthening decision-making processes, is a concrete reflection of our management approach that supports sustainable growth, increases corporate resilience and is built on strong governance principles. As a result of the work carried out in line with its integrated and disciplined approach to risk management, our Company, which obtained the relevant certificate, will continue to continuously develop and advance its risk management practices on this strong foundation.

Together with the risks we define in integration with our processes, we create our risk strategies and plans and continue to proactively manage all our risks in the Risk Management System to secure the risk management activity. Within the scope of our Risk Management Policy, we aim to contribute to corporate sustainability by proactively managing all managerial, operational and support opportunities and threats that we may encounter within the activities we carry out to achieve our strategic goals. We define our risks in integration with our processes and create risk management strategies aligned with our strategic goals. The Turkish Aerospace Risk Management Policy aims to contribute to sustainability by proactively managing all opportunities and threats the Company may encounter within the scope of its activities in order to achieve its strategic goals.

We conduct our risk management activities using proactive methods in line with our Company's risk-taking profile, risk appetite, culture and continuous improvement principle and in compliance with legal regulations. We aim to reduce subjectivity by making risks visible and measurable for our decision-making mechanisms. We continuously improve our risk management model and infrastructure, which we have created to proactively manage all risks, in line with current needs. We designed our Risk Management process as a cyclical structure consisting of identifying risks and defining them in our Risk Management System, discussing the risk with the relevant parties, calculating risk criticality levels, determining response management and responsible persons, creating control plans, and risk control and monitoring. All our employees can identify risks by participating in this process, and we aim to increase the level of risk awareness within our Company. As Turkish Aerospace, we identify our risks and control them through metrics to achieve our goals in line with our sustainable growth strategy. Within the framework of the resources and support we provide and the limits we set, our main priority is to manage the risks identified by different departments of our Company, which have different impacts but affect one another, consistently and optimally; to establish a common risk perception throughout our Company; and to increase awareness by involving all our departments in risk management activities. As Turkish Aerospace, we monitor our risks in eight different risk classes in the Risk Management System. In 2025, we also identified and monitored risks in eight different risk classes in the Risk Management System. We continue to manage our risks relating to the Sustainability category included in our Corporate/Operational Risk Categories.

The ISO 31000:2018 standard, created to enable organizations to manage risks effectively, ensures the effective management of uncertainties.

BUSINESS CONTINUITY

We established our Business Continuity Plan to plan, coordinate and, when necessary, manage our main processes, services, applications, transactions to be conducted with suppliers, and corrective/preventive actions to be carried out in the face of unexpected events that may partially or completely interrupt our Company's main activities. To ensure business continuity in our Company, we formed our business continuity team by selecting members from our different units. We periodically organize business continuity team meetings to review scenarios and plan new scenarios. In this context, we defined the resources we need to ensure business continuity throughout our Company as critical employees, critical machines, critical auxiliary industry companies, critical suppliers, critical subcontractors and critical buildings, and identified the activities. We created scenarios to be prepared for unexpected events, determined the proactive and reactive strategies we will implement within the scope of these scenarios, and continue our efforts to put proactive strategies into practice.

KNOWLEDGE SHARING PLATFORM

We disseminate throughout our Company the experience that emerges during the product life cycle and that, when integrated into Company processes, will contribute directly to Company goals. In this way, we aim to transform individual knowledge into organizational knowledge. Experiences can be defined on the Knowledge Sharing Platform, which is open to all our employees, and all experiences defined in the system can be accessed. In 2025, 1,304 Experiences were defined on the Experience Sharing Platform. On the Experience Sharing Platform, which is managed to transform individual knowledge arising during the execution of Turkish Aerospace processes into organizational knowledge, interactive events relating to experience were carried out both in production areas and through online platforms. Within this scope, interactive events continued to be held.

ECONOMIC PERFORMANCE

DIRECT ECONOMIC VALUE CREATED AND DISTRIBUTED

The direct economic value created and distributed by our company is calculated based on the financial statements prepared on an accrual basis and the related footnotes. In this context, the created economic value primarily represents revenue; while the distributed economic value includes operating expenses, wages and benefits provided to employees, financing costs, tax payments made to the public, other obligations, and social contributions. Our company reports its financial performance and the economic value it creates in accordance with TFRS, and the relevant information is made accessible to stakeholders through publicly disclosed financial statements and activity reports.

FINANCIAL IMPACTS DUE TO CLIMATE CHANGE AND OTHER RISKS/OPPORTUNITIES

Our company evaluates the physical and transition risks associated with climate change in terms of their impacts on operations, supply chain, and financial performance. Within the scope of transition risks, carbon regulations, increasing energy costs, and sustainability-oriented customer expectations are prominent; while within the scope of physical risks, the effects of extreme weather events on operational continuity are taken into account. The potential financial impacts of these risks are concentrated on cost increases, capital expenditures, and operational efficiency. Conversely, energy efficiency, low-carbon production technologies, and sustainable product development areas create opportunities for our company.



In this context, our company is developing risk-mitigating actions and investment plans, and the relevant impacts are being integrated into budget and strategic planning processes. However, the financial impacts of the risks and opportunities in question are not yet quantitatively measured, and efforts to develop the measurement and reporting infrastructure in this area are ongoing.

DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS

Our company accounts for retirement and severance pay obligations provided to its employees within the scope of the defined benefit plan in accordance with the relevant legislation. The obligations arising within this scope are calculated using actuarial assumptions in accordance with TFRS and are accounted for as provisions in the financial statements. There is no separate fund for the aforementioned obligations, and payments are met through the company's general resources. Obligations regarding benefits provided to employees are regularly reviewed and updated, and the relevant amounts are reported in the financial statements. Employee and employer contributions within the scope of the mandatory social security system are fulfilled in line with the relevant legislation, and apart from this, there is no separate retirement fund application in the nature of a defined contribution plan.

INFRASTRUCTURE INVESTMENTS AND SUPPORTED SERVICES

WE ACCELERATE ACCESS TO INFORMATION THROUGH SHARED DIGITAL INFRASTRUCTURES AND INNOVATIVE SOLUTIONS, STRENGTHEN COLLABORATION AND INCREASE OPERATIONAL EFFICIENCY.

INFRASTRUCTURE INVESTMENTS AND SUPPORTED SERVICES

Within the scope of digital transformation, shared infrastructure and platform initiatives are carried out to support data processing, analysis, model development and access to corporate information. These initiatives enable different units to benefit from shared digital capabilities and support the more efficient execution of processes.

ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS

Digital solutions support data sharing among different units, a collaborative working environment and traceable process management. These initiatives contribute to conducting corporate business relationships in a more systematic and data-driven manner.

SIGNIFICANT INDIRECT ECONOMIC IMPACTS

The activities of our Company create significant indirect economic impacts in addition to their direct economic contributions. In this context, contributions are made to the national economy through collaborations established with local suppliers, employment creation and high value-added production activities. In addition, the projects and technology development activities carried out support the accumulation of knowledge in the relevant sectors and the development of the supplier industry. Indirect economic impacts are assessed particularly through contributions to the supply chain, local employment and the industrial ecosystem.

Digitalization initiatives aim to accelerate access to information, reduce repetitive workloads and make decision-making processes more efficient. This approach is expected to contribute indirectly to operational efficiency and corporate coordination.

TAX

APPROACH TO TAX

Our Company takes as its basis full compliance with applicable tax legislation and the adoption of a transparent approach to tax. Tax practices are carried out within the framework of the relevant legal regulations; aggressive tax planning is avoided, and all tax obligations are fulfilled accurately and on time. Our Company benefits from R&D incentives and other statutory tax advantages. In addition, the necessary assessments have been performed within the scope of the global minimum corporate tax regulations (Pillar Two), and minimum top-up corporate tax obligations have been fulfilled where applicable. Our approach to tax is implemented in alignment with our corporate governance principles and sustainability approach.

TAX GOVERNANCE, CONTROL AND RISK MANAGEMENT

Tax management and control processes within our Company are carried out by the finance and accounting functions, and effective internal control mechanisms have been established to ensure compliance with the relevant legislation. Tax processes are conducted under the oversight of senior management; significant tax matters are regularly assessed, and opinions are obtained from independent auditors and tax advisors when necessary. Furthermore, services are obtained from sworn-in certified public accountants (YMMs) within the scope of full certification and VAT refund processes, and the relevant processes are subject to audit by YMM teams. Tax risks are systematically identified, analyzed and monitored, with compliance with legislation, accurate and timely declarations, and transparency adopted as the basis. Tax management is carried out in an integrated manner with financial reporting and internal control systems. Potential tax impacts arising under the global minimum corporate tax regulations (Pillar Two) are also monitored, and the related calculation, declaration and control processes have been structured within the finance function.

In this context, processes have been established to ensure that obligations relating to the minimum top-up corporate tax are fulfilled accurately and on time.

Our Company acts in accordance with corporate governance principles in its tax practices and aims to manage tax-related risks effectively and achieve full compliance with legislation.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF TAX-RELATED CONCERNS

Our Company adopts a transparent, compliance-oriented and constructive communication approach with the relevant public authorities and other stakeholders in tax-related processes. Relations with tax authorities are conducted on the basis of accurate and timely declarations, regular notifications and, when necessary, mutual exchange of views within the framework of applicable legislation. Where uncertainty arises, the relevant authorities are contacted and solutions that comply with the legislation are developed. Our Company does not engage directly in advocacy activities in tax-related public policy-making processes; it closely monitors the relevant regulations and continues its activities in full compliance with applicable legislation. Stakeholder views and expectations regarding tax are obtained and evaluated through independent audits, sworn-in certified public accounting services, consultancy processes and communication channels established with the relevant public authorities. The feedback received is taken into consideration in developing tax practices and improving processes. Our Company bases its approach to tax on the principles of transparency, accountability and full compliance with legislation.

COUNTRY-BY-COUNTRY REPORTING

The principal tax jurisdictions in which our Company operates and has tax liabilities are Türkiye and the countries in which its overseas subsidiaries are located (the United States, Germany, Malaysia, Indonesia, etc.).

GOVERNANCE STRUCTURE AND COMPOSITION

The Audit Committee is a body acting on behalf of the Board of Directors and operating directly under the Board of Directors; it is responsible for overseeing the effectiveness and adequacy of internal control, risk management and internal audit systems. The Committee also monitors the functioning of accounting and reporting systems and the accuracy and integrity of the information produced. Within this scope, the Committee contributes to evaluating risks relating to the management of the Company's economic, environmental and social impacts, monitoring the effectiveness of control mechanisms and strengthening governance processes.

Internal audit activities are conducted under the Board of Directors with an independent and objective approach; the effectiveness of corporate risk management, internal control and governance processes is evaluated and improved through a systematic and disciplined approach. In addition to assurance activities, the internal audit function contributes to process improvement and corporate value creation through its advisory role. Furthermore, oversight of external audit activities on behalf of the Audit Committee is carried out annually as a routine activity by the Internal Audit Department. Within this scope, through the external audit oversight activity conducted in 2025, annual external audit plans were reviewed and the audit activities of independent audit and sworn-in certified public accountancy firms were evaluated. During the process, evaluations were made regarding the selection and performance of external audit organizations. Effective communication and coordination creating synergy and added value between internal and external audit were established, and the scope, methods, findings and risks relating to external audit activities were analyzed and reported to the Audit Committee.



The highest governance body has established a systematic interaction mechanism with stakeholders in processes for identifying and managing economy-, environment- and people-centered impacts. Within the scope of these activities in 2025:

- > During the preparation of the 2025 internal audit plan, the opinions of all Deputy General Manager's Offices and Presidencies, as well as the views and priorities of senior management, were obtained; the finalized audit plan entered into force with the approval of the President&CEO, the Audit Committee and the Board of Directors.
- > The practice of submitting the action plans prepared by the relevant business units following audit activities to the President&CEO for evaluation, finalizing them in line with feedback and reporting them to senior management continued in 2025.
- > The activity report containing critical outputs relating to the audits conducted in 2025 was announced throughout the organization through the President&CEO, strengthening corporate awareness and accountability.
- > Findings and evaluations obtained in processes relating to affiliates, suppliers and social stakeholders (auxiliary industry, association activities, etc.) continued to be addressed and reported to senior management in 2025, enabling stakeholder-based risks to be considered holistically.

Through this structure, senior management ensures that stakeholder expectations are integrated into decision-making processes and that the sustainability-oriented governance approach becomes institutionalized.

AUDITS THROUGH WHICH THE PROCESSES ARE STRUCTURED

Processes for identifying and managing economic, environmental and social impacts were supported by audit and evaluation activities conducted in 2025. In this context, the prominent audits under the relevant headings are summarized below:

Economic Impact-Focused Audits

- > Affiliates Financial Study
- > Payroll Process Audit
- > Bid and Contract Management Audit
- > Strategic Goals and Corporate Performance Management Audit
- > Foreign Trade and Support Services Audit

Environmental Impact-Focused Audits

- > Occupational Health and Safety Audit
- > Integrated Logistics Support Processes Audit
- > Localization Activities Audit

Social and Governance-Focused Audits

- > Information Security and Cybersecurity Incident Management Audit
- > Business Continuity and Accessibility Management Audit
- > Auxiliary Industry Process Audit
- > TUSAŞ Elini Uzat Assistance Association Audit
- > TUSAŞ Sports Club Audit
- > Affiliate Audits
- > Serial Production Readiness Audits

Additionally, within the Internal Audit Department, trainings to establish the sustainability audit infrastructure were completed in 2025, and the sustainability auditor certification process was initiated in 2026. How the outputs of these processes are taken into account by the highest management body is explained on the side.

Findings and recommendations obtained as a result of audit and evaluation activities are regularly addressed at the Audit Committee and Board of Directors levels. Within this scope:

- > Audit results are reported and submitted to senior management, and the realization status of action plans prepared by the audited units is monitored periodically.
- > Audit outputs are evaluated in a manner that provides input to strategic decision-making processes; improvement actions are implemented particularly in the areas of risk management, internal control and sustainability.
- > Year-end activity reports and internal audit results are evaluated by the Board of Directors, contributing to the strengthening of the corporate governance structure.

Within this framework, outputs produced through internal audit activities are integrated into senior management decision mechanisms and directly contribute to improving sustainability performance. The effectiveness of the processes conducted in our Company is evaluated holistically by the highest governance body within the framework of a multiple assurance approach. Within this scope, internal audit activities, risk management outputs, internal control and compliance processes, and Independent Audit reports are addressed together at meetings of the Board of Directors and the Audit Committee, and comprehensive evaluations are made regarding process effectiveness.

Performance indicators and operational reports submitted by management are also included in the review process, and the alignment of processes with strategic goals is monitored. Within the scope of our work to quantitatively monitor performance and metrics, a Balance Scorecard containing the target cards of the departments in our Company has been created and is also monitored at management level. In 2025, these review activities were carried out through 1 meeting with the Chairman of the Board of Directors and 4 meetings with the Audit Committee, and the effectiveness of the relevant processes was regularly and systematically monitored at senior management level.



CONFLICTS OF INTEREST

Processes for preventing and mitigating conflicts of interest in our Company are managed through corporate ethical principles and internal policies and procedures. Within this scope, employees and managers are obliged to perform their duties within the framework of the principles of impartiality and integrity and are responsible for declaring in advance situations in which their personal interests may conflict with the interests of the Company. Potential conflicts of interest are evaluated within the relevant internal control and compliance mechanisms, and necessary preventive measures are taken. Within the framework of the Company Ethics Handbook, avoiding conflicts of interest, reporting such situations without delay and managing them appropriately are regulated as binding obligations for all employees. Matters relating to conflicts of interest are disclosed to the relevant stakeholders in line with applicable legislation and corporate governance principles. Within this scope:

- > Information on cross-memberships on boards of directors is disclosed to the public and competent authorities where required under relevant legislation.
- > Potential cross-ownership/shareholding relationships with suppliers and other stakeholders are monitored within the scope of contractual obligations and internal control processes and disclosed where necessary.
- > Information on our Company's partnership structure and controlling shareholders is shared through publicly available sources and corporate reporting.
- > Related-party transactions, the nature of relationships and, where applicable, balances/receivable-payable positions are subject to the disclosures required under relevant financial reports and legislation.



EVALUATION OF MANAGEMENT PERFORMANCE BY THE HIGHEST GOVERNANCE BODY

In our Company, the performance of the highest governance body in managing the organization's impacts on the economy, environment and people is evaluated through the "balance scorecard" approach established in alignment with the corporate performance management system and strategic goals. Within this scope, in addition to financial and operational indicators, outputs relating to sustainability, risk management and internal control are addressed holistically. Performance indicators and operational reports submitted by management are also included in the review process, and the alignment of processes with strategic goals is monitored. Through the Balance Scorecard approach, in addition to operational targets and realizations of departments, the contributions of these departments to the Company's Economy-Environment and People Impacts are also monitored.

The evaluation process is supported by different assurance mechanisms and conducted while observing the principle of independence. Within this scope, oversight by the Board of Directors is ensured through periodic audits conducted by the internal audit function reporting to the Board of Directors.

Processes are also monitored through regular measurements and reviews conducted within the framework of corporate performance management. These evaluations are carried out periodically throughout the year and reported at senior management level.

Areas for improvement identified as a result of decisions taken at Board of Directors meetings and audits conducted by the Internal Audit Department are managed within the scope of independent monitoring processes. Implementation of Board of Directors decisions is carried out by the responsible units, while the implementation status is monitored by the Internal Audit Department and reported to the Board of Directors monthly. The realization status of audit actions is also reported monthly to the Audit Committee and the Board of Directors based on open/closed actions and target deadlines. Through this structure, both the implementation of Board of Directors decisions and the monitoring of audit-driven improvement actions are conducted systematically and transparently.

IMPLEMENTATION OF POLICY COMMITMENTS

Standardization, common use, traceability and alignment with corporate priorities are observed in digital transformation activities. Within this scope, the more sustainable and coordinated use of the digital capabilities developed throughout the organization is supported.



PROCESSES FOR REMEDIATING NEGATIVE IMPACTS

Our Company takes the necessary corrective and preventive actions within the framework of relevant legislation and internal regulations to remedy negative impacts arising from its activities. Complaints are received, evaluated and concluded through the Ethics Line and other communication channels. Identified negative impacts are examined on an incident basis and the necessary improvement steps are taken. Stakeholder feedback is taken into account in reviewing and improving complaint mechanisms. The effectiveness of the mechanisms is monitored through the tracking of applications and feedback. Processes for reporting and evaluating ethical violations are defined within the scope of the Ethics Handbook.

MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

Technical evaluation, needs analysis and feedback processes are conducted with the relevant teams in digital transformation and artificial intelligence activities. This approach supports obtaining the views of different stakeholders and enables solution processes to progress more soundly.

COMPLIANCE WITH LAWS AND REGULATIONS

No significant instance of non-compliance with legislation was identified during the reporting period, and there were no cases involving monetary fines, non-monetary sanctions or significant non-compliance. No monetary fine was paid during the reporting period and there was no significant instance of non-compliance. "Significant non-compliance" is evaluated based on situations that result in administrative sanctions under relevant legislation, may create a significant financial or reputational impact and/or are subject to sanctions by public authorities.

BUSINESS ETHICS AND COMPLIANCE

BY MAKING OUR ETHICAL PRINCIPLES A FUNDAMENTAL PART OF OUR CORPORATE CULTURE, WE ADOPT A MANAGEMENT APPROACH THAT RESPECTS HUMAN RIGHTS AND IS RELIABLE AND ACCOUNTABLE.

ETHICS AND COMPLIANCE

The expanding original product portfolio and growing international customer base of Turkish Aerospace require compliance with numerous local and international regulations arising from both customers and the geographies in which business is conducted. Placing ethical values at the forefront and making them part of the corporate culture are important for our Company, which operates in a sensitive sector such as the defense industry, both to maintain workplace harmony and to earn the trust of our stakeholders and uphold high ethical standards.

ETHICAL PRINCIPLES

As Turkish Aerospace, we aim to make sensitivity to ethical values an integral part of our corporate culture. In 2011, we initiated an ethics framework to integrate our ethical principles into our corporate structure and, within this scope, published our first Ethics Handbook on May 31, 2012, aiming to further strengthen our ethical climate and create a corporate culture centered on ethical values. Within this framework, we updated our ethical principles and created a comprehensive guide for our employees. The primary purpose of our ethics framework is to integrate ethical standards into our business processes, guide our corporate relations, support collaboration and workplace harmony, and promote conduct aligned with business ethics.

We ensure that all our employees act in accordance with applicable laws and regulations, industrial obligations and ethical standards. In this direction, we conduct our activities in full compliance with the Constitution of the Republic of Türkiye, its laws and all relevant legislation. We act within the framework of the principles of transparency, accountability and fairness, considering the interests of rights holders and the public.

In all our business processes, we maintain equal distance from public institutions, the private sector, civil society organizations and individuals and conduct our activities without any expectation of benefit. No action involving the provision or promise of any unlawful benefit is accepted. We apply the most severe sanctions under our disciplinary rules to employees who fail to exercise the necessary diligence in this matter. As Turkish Aerospace, we conduct all our activities in full compliance with national legislation, primarily Article 50 of the Constitution of the Republic of Türkiye, and international human rights conventions. Within this scope, we act in accordance with our zero-tolerance policy against child labor and forced labor practices and guarantee fair, safe and dignified working conditions in our operations. We also monitor these commitments through regular audit mechanisms and transparent reporting processes.



ACCESS TO OUR ETHICAL PRINCIPLES

All our employees can access the current Ethics Handbook through our internal systems and review the copies delivered physically. Our employees are expected to submit the Ethics Handbook Compliance Form with a wet signature to declare their commitment to comply with ethical principles. Turkish Aerospace encourages its employees to adopt ethical principles and comply individually with the principles set out in the Ethics Handbook in their working lives. Employees can provide feedback through the Ethics Line, which offers anonymous reporting to notify potential non-compliance. The Ethics Line is also open to third parties and allows anonymous reporting.



Click [here](#) for details of our publicly available documents containing our ethical principles.

ETHICS COMPLIANCE BOARD AND ETHICS LINE

Turkish Aerospace employees are responsible for ensuring that incidents they believe are not in accordance with our corporate values and ethical principles are brought to the agenda within the corporate framework. In this direction, an “Ethics Line” has been established within Turkish Aerospace.

The Ethics Line can be accessed through the Ethics Module available on internal Company networks or through an application made by completing the form at <https://etikhat.com.tr/tusas/>, which also enables anonymous reporting. Anyone from within or outside Turkish Aerospace can submit an anonymous report through the relevant link. Within this scope, applications made by relevant parties regarding ethical incidents they request to be examined and evaluated are kept strictly confidential. In addition, no action is taken against our employees because of their applications, they are not placed under any pressure, and disciplinary measures are taken against those who take action or exert pressure. Applications are first examined in detail by the Ethics Compliance Sub-Commission, and the Ethics Compliance Sub-Commission Review Report prepared by the Ethics Compliance Sub-Commission is submitted to the Ethics Compliance Board.

All applications, without exception, are evaluated by the five-member Ethics Compliance Board composed of senior executives of Turkish Aerospace. The Ethics Compliance Board examines the ethical issues submitted to it and contributes to decisions being taken in accordance with the principles and processes specified in the Ethics Handbook. In addition, it develops opinions and recommendations to increase ethical sensitivity within Turkish Aerospace. The number of applications made to the Ethics Line in 2025 was 123.

The details of the applications are as follows:

- > It was decided that 9 applications would be referred to the Disciplinary Board due to their subject matter.
- > 7 applications could not be examined because the applicants withdrew their applications.
- > For 54 applications, it was decided that no action was required because it was concluded that there was no matter that could be evaluated within the scope of an ethical violation.
- > For 18 applications, it was decided that no action was required due to the absence of sufficient concrete evidence or the inability to verify the allegations during the examination/investigation.
- > For 22 applications, as a result of the examination/investigation, it was decided to take corrective action regarding the subject of the application and to ensure workplace harmony.
- > 13 reports were not included in the examination process because they were outside the scope of review of the Ethics Compliance Board.

COMPLIANCE

OUR BUSINESS ETHICS POLICY AND ETHICS HANDBOOK

To ensure compliance with ethical principles, Turkish Aerospace published the “Ethics Handbook” on 31.05.2012 and made revisions on various dates. The Ethics Handbook is a document containing the fundamental policies and procedures that guide the conduct of commercial activities in accordance with the law and ethical rules and applicable legislation, within the framework of the principle of respect for the law.

PROTECTION OF PERSONAL DATA

In the processing of personal data, in accordance with the Personal Data Protection Law No. 6698 and relevant legislation, which aim to protect the fundamental rights and freedoms of individuals, primarily the right to privacy, Turkish Aerospace acts with awareness of its responsibility regarding the processing and retention of personal data. Turkish Aerospace takes care to act in accordance with the law and the principle of integrity in the processing of personal data. In this direction, personal data are collected, processed, stored and transferred by taking appropriate security measures. Only persons with legitimate and lawful grounds are allowed access to this information. Within this scope:

- > On 01.09.2020, the “Personal Data Retention and Destruction Policy” was published to apply to all recording environments in which personal data belonging to employees, job candidates, service providers, visitors and other third parties, as well as personal data owned or managed by Turkish Aerospace, are processed. All work and transactions relating to the retention and destruction of personal data are conducted in accordance with this policy.
- > On 21.11.2022, the “Personal Data Protection and Processing Procedure,” containing details on personal data processing activities and the functioning of systems for the protection of personal data, was published. This procedure ensures the processing of personal data collected for legitimate reasons, informing data subjects, ensuring transparency and implementing the relevant regulations.
- > On 21.11.2022, in accordance with the Personal Data Processing Procedure and the Decision of the Personal Data Protection Board dated 31.01.2018 and numbered 2018/10 on the Determination of Adequate Measures to Be Taken by Data Controllers in the Processing of Special Categories of Personal Data, the “Procedure for the Protection and Processing of Special Categories of

Personal Data” entered into force. This procedure determines the technical and administrative security measures for processing special categories of personal data pursuant to the first paragraph of Article 6 of Law No. 6698. Within the scope of the compliance process with the Personal Data Protection Law at Turkish Aerospace:

- > The “Company Personal Data Security Board” and the “Company Personal Data Security Sub-Commission” were established.
- > Unit Personal Data Coordinators were appointed from among the existing Deputy General Manager’s Offices and Presidencies, and a personal data inventory was created.
- > Training and meetings were organized to raise awareness of personal data.
- > Within the scope of the “Defense Industry Law Workshop-1” held under the coordination of the Presidency of Defense Industries, a communiqué titled “Amendments Made to the Personal Data Protection Law No. 6698 within the Scope of the 8th Judicial Package and Their Effects on the Defense Industry Sector” was presented.
- > In accordance with the Personal Data Protection Law and relevant legislation, information notices, explicit consent texts and data transfer agreements were prepared and put into force. Legal support is provided to ensure full compliance with personal data protection legislation in line with questions and requests from relevant units regarding the monitoring of legal processes. Turkish Aerospace created a “Data Subject Application Form” to enable data subjects to exercise their rights and request information within the framework of Article 11 of the Personal Data Protection Law.



CONFIDENTIALITY AND SECURITY

Turkish Aerospace attaches great importance to protecting information security, being aware that serious harm may arise if information belonging to the Republic of Türkiye, Turkish Aerospace, other stakeholders and third parties is transferred to or used by unauthorized persons. With this awareness, Turkish Aerospace uses information it owns or obtains from third parties only for the purposes of the Company and shares it only with authorized persons within the framework of the need-to-know principle. Necessary measures are taken to ensure that employees and other persons sharing information protect this information and do not share it with third parties. In addition, it exercises the utmost care and diligence in protecting state secrets held within its operations. In addition to Information Security Management System practices conducted in this direction, Turkish Aerospace uses and protects the following, including information it will share with third parties within the scope of projects and programs:

- > Its own classified and sensitive information or such information transferred by its stakeholders.
- > Trade secrets.
- > Financial and other data not yet disclosed to the public.

- > Information relating to personnel rights, solely within the framework of confidentiality agreements.

Confidentiality agreements entered into with the parties serve as legal assurance for the protection of the confidentiality of data. Turkish Aerospace operates within the framework of the Defense Industry Security Law and related regulations and continues its activities under the “Production Permit” and “Facility Security Certificate” issued by the Defense Industry National Security Authority in accordance with permits granted with the approval of the Minister of National Defense. Within this scope, it is obliged to fully comply with relevant legislation. Measures taken to protect classified information, documents, projects, materials and services belonging to Turkish Aerospace and compliance with legislation are inspected by the Defense Industry National Security Authority through announced or unannounced inspections carried out at least once a year. Employees who need access to classified information, documents or projects are authorized only within the framework of the “need-to-know principle.” In this context, “Personnel Security Certificates” are issued periodically to certain employees, and persons without such certificates are not permitted to access classified information or enter such areas.

COMPLIANCE WITH EXPORT REGULATIONS

- > Turkish Aerospace conducts a comprehensive awareness and training program to ensure full compliance with national and international export/import control laws and regulations, primarily the export regulations of the United States, the United Kingdom and the European Union. In this direction, periodic training is provided to employees through expert trainers both within the Company and procured externally. In addition, to raise awareness within the Company, promote compliance with applicable legislation and minimize the risk of export control violations, the “Export Control Handbook” and the “Restrictive Regulations - Instructions on Matters Requiring Attention” were published and put into force. Furthermore, Turkish Aerospace meticulously addresses all questions, precautions and support requests that may arise regarding export legislation in relation to its fields of activity. Within this scope, services are received from consultants operating in various countries under the coordination of our relevant Units, and the utmost care is taken to ensure that all processes are conducted in accordance with export legislation.



BUSINESS PARTNER/SUBCONTRACTOR /SUPPLIER RELATIONS AND UNFAIR COMPETITION

WE ADOPT A FAIR AND RESPECTFUL APPROACH IN OUR RELATIONS WITH OUR BUSINESS PARTNERS, SUBCONTRACTORS AND SUPPLIERS AND EXERCISE THE NECESSARY DILIGENCE TO FULFILL OUR OBLIGATIONS ON TIME.

Turkish Aerospace avoids commercial practices that would place its Business Partners/Subcontractors/Suppliers in a difficult position or amount to their exploitation. Our Company acts in accordance with the principle of fair competition and avoids practices that would create unfair competition against its competitors. The Company fully complies with competition law and relevant legal regulations and undertakes to avoid conduct contrary to these rules. To adopt an equal and transparent approach in procurement processes, internal Company procedures have been established and published for procurement processes from domestic and foreign sources in accordance with the requirements of Turkish Aerospace. The Company continues its activities in strict compliance with these procedures.

In this direction:

- > During tender processes, a “Tender Committee” is established to evaluate the offers of potential business partners, subcontractors and suppliers and to prepare the tender committee report.
- > A “Special Purchase Commission” operates to evaluate the prepared tender committee reports in terms of technical, administrative and financial conditions.

FIGHTING BRIBERY AND CORRUPTION

IN ALL OUR BUSINESS AND TRANSACTIONS, WE ACT IN ADHERENCE TO THE PRINCIPLE OF TRANSPARENCY, STRIVE TO ENSURE THAT COMMUNICATION IS OBJECTIVE, UP TO DATE, FACTUAL AND CLEAR, AND REGARD ACCOUNTABILITY AS A FUNDAMENTAL RESPONSIBILITY.

Within the scope of contracts signed with consultants and third parties, Turkish Aerospace includes provisions to ensure that Turkish Aerospace's subsidiaries, Board of Directors members, executives and employees comply with the following legislation and regulations in the work and transactions carried out by the parties:

- > OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions
- > Turkish Penal Code
- > All applicable legal regulations regarding the prevention of bribery and fraud and the fight against corruption are complied with. While carrying out activities and transactions, public institutions and organizations, real and legal persons, and non-governmental organizations are kept at an equal distance without expecting any benefit. Contractual requirements and obligations regarding moral and industrial standards are fully fulfilled with this sense of responsibility. Information, documents and records regarding these activities are kept and preserved regularly and completely. Fair and honest business practices adopt the maintenance of a high standard in the code of conduct for both employees and managers as a fundamental principle.

- > Directly or indirectly, receiving, giving, promising or offering a bribe, or providing any material or non-material benefit is unacceptable under any circumstances. The most severe sanctions are imposed on employees who fail to act in accordance with these principles under our Company's disciplinary rules. Turkish Aerospace adheres to ethical rules in its lobbying activities with foreign governments and state bodies and avoids practices that would push moral boundaries. All employees, consultants and suppliers can report unethical situations such as bribery, conflicts of interest or corruption to the Company anonymously through the Ethics Line. Reports are evaluated independently and processed on a confidential basis.

ADMINISTRATIVE SANCTIONS

There is no lawsuit filed that could affect the financial position and activities of the Company. There are no administrative or judicial sanctions imposed on the Company or members of the Board of Directors due to practices contrary to the provisions of legislation.



CORRUPTION RISK ASSESSMENTS

The internal business ethics audit has been planned to cover all campuses and included in the audit program to be conducted by the end of 2026. The purpose of the audit has been structured to cover the two main headings included in the assessment study.

Within this scope, the following have been included in the audit scope:

- > Evaluation of the existing structure for monitoring ethical risks in the areas of corruption, information security and human rights; assessing employee awareness; reviewing the effectiveness of internal control mechanisms; and transparently reporting findings through digital systems.
- > Reviewing the practical reflection of commitments relating to a production model that respects human rights and the site-based impact assessment approach regarding risks such as child labor, forced labor or human trafficking.

SUSTAINABLE ENVIRONMENTAL PRACTICES

- 43 Environmental Impact Management
- 51 Zero Waste Management
- 55 Energy Management
- 63 Water and Wastewater Management
- 67 Supplier Environmental Assessment



ENVIRONMENTAL IMPACT MANAGEMENT

OUR COMPANY BECAME THE FIRST ORGANIZATION IN TÜRKİYE IN ITS SECTOR AND AMONG COMPANIES AFFILIATED WITH THE TURKISH ARMED FORCES FOUNDATION TO HAVE ACCREDITED CARBON FOOTPRINT VERIFICATION CONDUCTED.

In 2022, our Company started work to calculate greenhouse gas emissions and the corporate carbon footprint within the scope of ISO 14064:2018. In this context, each year the direct and indirect greenhouse gas emissions and corporate carbon footprint resulting from activities carried out in the previous year are calculated and reported within the scope of the ISO 14064:2018 standard. It is aimed to make an indirect contribution by increasing process efficiency through digital tools and analytical approaches and reducing unnecessary physical repetitions. Digitalization, data analytics and simulation-based approaches support more efficient execution of processes, reduction of repetitions and optimization of resource use. Data-driven monitoring, analysis and decision-support activities support faster and more controlled adaptation of operational processes to changing conditions.

Calculations are made for the following categories in accordance with the ISO 14064:2018 standard:

- > Category 1 - Direct Greenhouse Gas Emissions
- > Category 2 - Greenhouse Gas Emissions from Imported Energy
- > Category 3 - Indirect Greenhouse Gas Emissions from Transportation
- > Category 4 - Indirect Greenhouse Gas Emissions from Products/Materials/Raw Materials Used by the Organization
- > Category 5 - Indirect Greenhouse Gas Emissions from Manufactured Products/Services
- > Category 6 - Other Indirect Greenhouse Gas Emissions

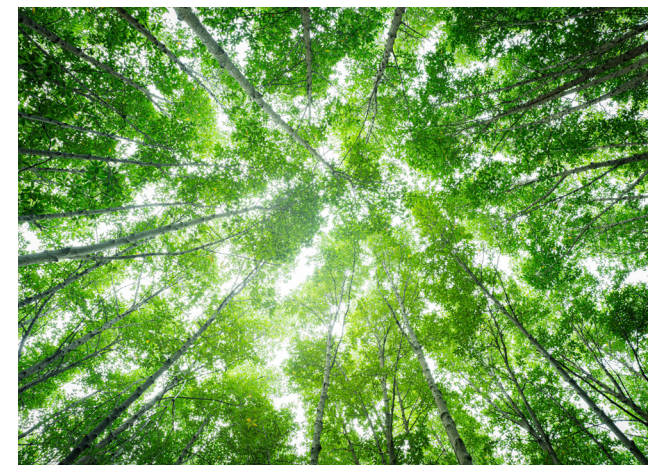
The “operational control approach” was adopted in the calculation activities. Under this approach, all facilities and affiliates over which TUSAŞ has financial and/or operational control were included in the scope. In addition, TUSAŞ’s domestic and overseas subsidiaries and affiliates were also evaluated within the organizational boundaries and included in the standalone and consolidated emission calculations.

References such as the National Inventory, IPCC, DEFRA and EPA were used as emission factors. All data were included in Scope 1 and Scope 2 emission calculations and no assumptions were made.

The following were aimed through these activities:

- > Establishing a greenhouse gas inventory.
- > Conducting current-state studies to determine greenhouse gas reduction targets and strategies.
- > Initiating infrastructure activities relating to current and future legal regulations.
- > Establishing a measurable, traceable and consistent greenhouse gas and carbon management mechanism at corporate level.
- > Providing data for CDP Reporting to be conducted upon customer request.

The TUSAŞ 2022-2030 Strategic Plan includes the target of “reducing the ratio of our direct (Category 1) and indirect (Category 2) emissions to revenue by 55% by 2030 compared with 2021.”



Scope 1 + Scope 2 emissions and their ratios to annual turnover are presented on the Performance Indicators page. ISO 14064:2018 calculations were conducted for the first time for 2021 activity data. Therefore, 2021 was determined as the base year.

It is aimed to reduce Scope 2 emissions through the Solar Energy Panels planned to be commissioned in 2026. In addition, project work is continuing to deactivate the coal-fired boilers at the Heat Plant and commission natural-gas-fired boilers in their place. Eliminating coal use could provide an approximately 15% reduction in Scope 1 emissions.

SCOPE 1 GREENHOUSE GAS EMISSIONS

Scope 1 emission calculation data are presented on the Performance Indicators page. Scope 1 emission calculations include direct emissions from stationary combustion, direct emissions from mobile combustion, process emissions and direct fugitive emissions. Direct greenhouse gas emissions were calculated separately for each greenhouse gas type and presented in tonnes of CO₂ equivalent (tCO₂e). The greenhouse gases included are Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Nitrogen Trifluoride (NF₃), Sulfur Hexafluoride (SF₆), Hydrofluorocarbons (HFCs) and Perfluorocarbons (PFCs). Our emission sources in the calculations are natural gas, coal, diesel, gasoline, mixed gases, aviation fuels, refrigerant gases, sodium bicarbonate and fugitive emissions from fire extinguishers.

SCOPE 2 GREENHOUSE GAS EMISSIONS

Scope 2 emission calculation data are presented on the Performance Indicators page. The amount of purchased electricity was included in Scope 2 emission calculations. The greenhouse gases taken into account in the inventory study are listed below:

- > Carbon Dioxide (CO₂)
- > Methane (CH₄)
- > Nitrous Oxide (N₂O)
- > Nitrogen Trifluoride (NF₃)
- > Hydrofluorocarbons (HFCs)
- > Perfluorocarbons (PFCs)
- > Sulfur Hexafluoride (SF₆)

SCOPE 3 GREENHOUSE GAS EMISSIONS

Scope 3 emission calculation data are presented on the Performance Indicators page. The indirect greenhouse gas emissions to be included in the inventory are determined as a result of a materiality assessment. The criteria used within the scope of this assessment are set out below:

- > Magnitude/volume of emissions.
- > Potential impact on sources and sinks.
- > Data availability and level of accuracy.
- > Level of complexity in monitoring and calculation.

This assessment is documented and updated at regular intervals. The assessment process was conducted taking into account the intended use of the greenhouse gas inventory, and no significant indirect emission was excluded. If any significant emission is excluded for reasons such as technical or data limitations, the reason will be explicitly disclosed in the report. Within the organization's field of activity, there is no green area or activity at a scale that could function as a sink and contribute to greenhouse gas removals. Therefore, potential removals from the limited green areas in the surrounding area were excluded. The greenhouse gases taken into account in the inventory study are listed below:

- > Carbon Dioxide (CO₂)
- > Methane (CH₄)
- > Nitrous Oxide (N₂O)
- > Nitrogen Trifluoride (NF₃)
- > Hydrofluorocarbons (HFCs)
- > Perfluorocarbons (PFCs)
- > Sulfur Hexafluoride (SF₆)

Scope 3 emission calculations included activity data arising from the transportation of raw materials and products, transportation of waste, employee commuting, business travel, purchased materials, capital goods, waste disposal, use of services and sold products.



GREENHOUSE GAS EMISSION INTENSITY

Emissions of ozone-depleting substances (ODS)

Under the Regulation on Fluorinated Greenhouse Gases, which determines the procedures and principles for the management of fluorinated greenhouse gases and other fluorinated substances to control emissions of fluorinated greenhouse gases covered by the Montreal Protocol on Substances that Deplete the Ozone Layer, to which our country is a party, equipment containing refrigerant gases with at least 5 tonnes or more of CO₂ equivalent is registered through the Ministry's online system.

In accordance with the control period determined by the Regulation, leakage checks of registered equipment are carried out by an employee trained by the Vocational Qualifications Authority, and activity records are maintained.



The ratio of emissions to revenue derived from standalone sales is presented on the [Performance Indicators](#) page.

Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions

Within the scope of the Regulation on the Control of Industrial Air Pollution, emission confirmation measurements are conducted every two years at emission sources located within the TUSAŞ factory site. The number of stacks, which was 118 between 2015-2016, increased to 156 as of 2020 and to 171 as of December 2021. As of December 2023, the number of active stacks within TUSAŞ was 254, comprising 207 process stacks, 19 combustion stacks and 28 non-process stacks. The 2023 confirmation measurements were completed for 254 stacks.

Emission confirmation measurements started in August 2025 and were completed in January 2026. Measurements were carried out for 255 emission sources in a total of 30 buildings, and the emission measurement report was prepared and delivered by the accredited company.

Measures taken to reduce and/or prevent emissions are as follows:

- > Flue gas treatment facilities are available to reduce sulfur and dust emissions generated by combustion in coal-fired boilers. After dry sodium bicarbonate is added to the waste gases, the gases are passed through bag filters and discharged outside.
- > Through the cogeneration plant, the majority of the electricity requirement in the factory area is met from natural gas, reducing the amount of electricity purchased from the grid. Hot water and steam are also produced by utilizing waste heat from the plant.
- > Wet scrubber systems, activated carbon filters and other air filters are used to capture volatile organic compounds released in the painting units on the production line.



- > Work is being carried out to expand the use of water-based paints instead of solvents in new painting line projects.
- > Emissions from process tanks containing inorganic chemicals are discharged to the atmosphere after passing through wet scrubber systems.
- > Emissions from process tanks containing organic chemicals are discharged to the atmosphere after regenerative activated carbon treatment systems.
- > Dust-containing systems are also captured by bag dust collection filters.
- > Regenerative Thermal Oxidation (RTO) systems have been installed in newly constructed paint-shop facilities, reducing volatile organic compounds (VOC) and odor-causing emissions by 95%.
- > Facility roads are covered with asphalt.

ENVIRONMENTAL MANAGEMENT SYSTEM ACTIVITIES

Within the scope of environmental actions, environmental certificates and Environmental Management System activities covering Company operations, the TUSAŞ Environment and Climate Change Policy and TUSAŞ Water Policy were updated in 2024 and published through the Enterprise Document Management System and our corporate website. Within the scope of digitalization activities, applications supporting data-based monitoring, process improvement and resource efficiency are carried out. The use of digital tools and data analytics supports making processes associated with environmental impacts more traceable and measurable.

Our Company holds an Environmental Permit for “Wastewater Discharge” and “Air Emission” valid until January 25, 2027. Activities are conducted in accordance with the Facility Permit Conditions specified in the environmental permit certificate. Our Environmental Management Unit Qualification Certificate is valid until 20.03.2029.



Click [here](#) to review the relevant policies.

TUSAŞ ENVIRONMENTAL PERMIT CERTIFICATE



TUSAŞ ENVIRONMENTAL MANAGEMENT UNIT QUALIFICATION CERTIFICATE



Our Company was entitled to receive the ISO 14001 Environmental Management System Certificate on November 23, 2015. Our Environmental Management System was re-certified by the accredited organization Bureau Veritas Certification between September 11-13, 2024 within the scope of TS EN ISO 14001:2015 certification.

The recertification audit conducted at our Ankara Kahramankazan Headquarters and Kahramanmaraş campuses was completed without any nonconformity being identified. Our ISO 14001 Environmental Management System Certificate is valid until November 21, 2027.

The surveillance audit conducted by BV at our Ankara Kahramankazan Headquarters and Kahramanmaraş campuses between November 17-19, 2025 was completed without any nonconformity being identified.



TUSAŞ KAHRAMANKAZAN HEADQUARTERS CAMPUS AND KAHRAMANMARAŞ PRODUCTION FACILITY ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATE

Bureau Veritas Certification

TUSAŞ - TÜRK HAVACILIK VE UZAY SANAYİİ ANONİM ŞİRKETİ
FETHİYE MAH. HAVACILIK BULVARI NO: 17 KAHRAMANKAZAN, ANKARA, TÜRKİYE

This is a multi-site certificate, additional site(s) are listed on the next page(s)
Bureau Veritas Certification Holding SAS - UK Branch certifies that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards detailed below

ISO 14001:2015
Scope of certification

Research, design, development, manufacture, assembly, test, maintenance, repair and overhaul of aircraft/helicopter/unmanned air vehicle (UAV) parts and components, and complete aircraft/helicopter/unmanned air vehicle (UAV); Flight and Flight Tests; Composite and metal parts manufacturing including metal bonding, chemical processing, milling, painting and process control services; Software design and development, and information technologies service management; Modernization and modification of aircraft/helicopter/unmanned air vehicle (UAV); Satellite/Space vehicle parts and systems design and manufacturing; Integrated logistics support, testing and calibration laboratories, training; Import, export, transit, custom and foreign trade transactions, and regarding with these transactions logistics, warehouse, accounting, finance, and computing facilities; Additive Manufacturing

Original cycle start date: 23-11-2015
Expiry date of previous cycle: NA
Certification / Recertification Audit date: NA
Certification/Recertification Cycle Start Date: 15-10-2024
Subject to the continued satisfactory operation of the organisation's Management System, this certificate expires on: 21-11-2027

Certificate No.: TR014021 Version: 1 Issue date: 15-10-2024

Signed on behalf of BVCH SAS UK Branch

Certification Body Address: 5th Floor, 100 Lower Thames Street, London, EC3R 6DL, United Kingdom
Local Office: Pasca Plaza Altiyçeşme Mah. Çamlı Sok. No:21 Kat:8 34848 Maltepe, İstanbul, Türkiye

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirements, please call: +90 216 518 40 50

UKAS Certificate Template Multi Site Rev.4.2 1/3 30 Sep 2024

Bureau Veritas Certification

TUSAŞ - TÜRK HAVACILIK VE UZAY SANAYİİ ANONİM ŞİRKETİ

ISO 14001:2015
Scope of certification

Site Name	Site Address	Site Scope
TUSAŞ - TÜRK HAVACILIK VE UZAY SANAYİİ ANONİM ŞİRKETİ	FETHİYE MAH. HAVACILIK BULVARI NO:17 KAHRAMANKAZAN, ANKARA, TÜRKİYE	Research, design, development, manufacture, assembly, test, maintenance, repair and overhaul of aircraft/helicopter/unmanned air vehicle (UAV) parts and components, and complete aircraft/helicopter/unmanned air vehicle (UAV); Flight and Flight Tests; Composite and metal parts manufacturing including metal bonding, chemical processing, milling, painting and process control services; Software design and development, and information technologies service management; Modernization and modification of aircraft/helicopter/unmanned air vehicle (UAV); Satellite/Space vehicle parts and systems design and manufacturing; Integrated logistics support, testing and calibration laboratories, training; Import, export, transit, custom and foreign trade transactions; and regarding with these transactions logistics, warehouse, accounting, finance, and computing facilities; Additive Manufacturing

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UKAS Certificate Template Multi Site Rev.4.2 2/3 30 Sep 2024

Environmental aspects, expectations of interested parties and compliance obligations relating to internal/external issues (legal requirements, contracts and agreements with other parties, etc.) have been identified and their currency is monitored. Required declarations and notification obligations are fulfilled within the periods specified in legislation. Legal measurements and analyses (wastewater, emissions and waste) are carried out at the intervals specified in environmental legislation.

Requirements such as laws, regulations, communiqués and customer requirements are monitored through the Environmental Compliance Obligations Monitoring Form and Environmental Compliance Obligations Evaluation Form.

Within the scope of Environmental Management System practices, the list of documents published through the Enterprise Document Management System is presented in the Environmental Management System Documents Table.

ENVIRONMENTAL MANAGEMENT SYSTEM DOCUMENTS

Environmental Management and Climate Change Handbook

Environmental Accidents Emergency Precaution Plan Handbook

Procurement and Industrialization Presidency Environmental Working Group

Environmental Aspects and Impact Assessment

Environmental Compliance Obligations and Evaluation of Compliance

Determination and Reporting of Environmental Targets

Environmental Management System Internal and External Communication

Retention of Environmental Management System Documented Information

Waste Management

Calculation, Monitoring and Reporting of the Greenhouse Gas Inventory

Environmental Requirements for TUSAŞ Suppliers

Environmental Management System Performance Monitoring and Measurement

Review of the Environmental Management System

Environmental Management System Corrective and Preventive Actions

Management and Effective Use of Water Resources

Carriage of Dangerous Goods by Road Procedure

Environmental Management System Procedure

ENVIRONMENTAL RISKS

Within the scope of the ISO 14001 Environmental Management System, the environmental aspects of activities, services and products and the current and potential environmental impacts of these aspects are identified by process owners, and risks with significant and urgent status are defined through the Risk Management System and submitted for the approval of the relevant Unit. Action plans are created for risks requiring control implementation, the necessary activities are carried out and the risk level is reduced.

In 2025, a total of 215 environmental risks (opportunities + threats) were defined through the RMS module. There are a total of 6,143 active risks defined in the system (the total number of positive- and negative-impact risks for the years 2015-2025). Two different types of environmental risks can be defined through RMS: current and potential risks. Current risks describe environmental risks that exist due to the nature, scope and operation of the process and cannot be prevented/avoided; potential risks describe environmental risks that may arise due to the scope and operation of the process and may cause reputational, financial, compliance and environmental impacts.

Environmental risk maturity level measurements are also carried out twice a year in our Company, thereby providing management assurance for environmental risks.

Our annual CDP reports include processes for identifying and managing risks and opportunities within the scope of climate change and water management. They also include details such as financial metrics, time horizons and measures taken in relation to risks and opportunities. Information on risks and opportunities addressed within the scope of climate change and water management is detailed under the headings "C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities" and "C3. Disclosure of risks and opportunities" in the 2025 CDP Report.

ENVIRONMENTAL TARGETS

To monitor environmental performance indicators and measure the effectiveness of environmental management practices, process-based environmental targets are set every year and the progress of the targets is monitored quarterly throughout the year. Environmental targets are determined by ensuring that they are measurable, traceable, achievable and related to environmental impacts likely to arise from the aspects of the processes. Factors such as legal and other requirements, the TUSAŞ Environment and Climate Change Policy and Water Policy, and expectations of interested parties are also taken into consideration during the target-setting phase.

In 2025, the JIRA Environmental Targets and Information Forms Tracking System project was created to facilitate the monitoring of environmental targets, enabling process owners to define targets and track environmental targets through this system. A total of 1,142 environmental targets were determined in 2025, and the target-setting rate was 76%.

The following targets are included in the TUSAŞ 2022-2030 Strategic Plan. Target progress statuses are entered quarterly through the Strategy Management Module:

- > Carbon emissions: Reduce the ratio of our direct (Category 1) and indirect (Category 2) emissions to revenue by 55% by 2030 compared with 2021.
- > Waste management: Reduce the total amount of waste generated per capita by 20% in 2030 compared with 2021.
- > Water consumption: Reduce the amount of water consumed per capita by 15% in 2030 compared with 2021.



Click [here](#) to access our CDP reports containing details of environmental risks and targets.

END OF PRODUCT USEFUL LIFE

Actions are taken regarding environmental impacts arising from the end of the useful life of products and the end of the useful life of products or packaging, and end-of-life products are delivered to the relevant parties for use for non-production purposes such as education, research and development. In addition, remaining unusable materials are brought to the scrap waste area and sent to licensed recovery companies for recovery. Data analytics and digital monitoring approaches support the evaluation of data generated throughout the product life cycle and more informed decision-making. Digital data analysis and monitoring activities aim to make improvement areas throughout the life cycle visible. Simulation, data analytics and artificial intelligence-supported digital transformation activities aim to support resource efficiency and operational improvement areas.



ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE STEPS

AS TUSAŞ, WE ARE INCLUDED IN THE CDP GLOBAL A LIST WITH AN A- SCORE IN THE CDP CLIMATE CHANGE CATEGORY AND AN A SCORE IN THE WATER SAFETY CATEGORY.

In the second quarter of 2021, the Ministry of Trade of the Republic of Türkiye published the Green Deal Action Plan. The Plan includes strategic targets covering Border Carbon Regulations, Circular Economy, Green Finance and Combating Climate Change. At the 76th General Assembly of the United Nations, Türkiye announced that it would ratify the Paris Climate Agreement, and Presidential Decree No. 4738 dated 04.11.2021 announced that the agreement would enter into force on 10.11.2021. In this context, the zero-waste philosophy, carbon-neutral industrial practices and the use of renewable energy sources will gain importance in the Green Deal alignment process, and the role of climate change in strategic goals will increase. European Union (EU) countries commit to reducing greenhouse gas emissions by 50% by 2030 compared with 1990 levels. The EU also aims to reach net zero emissions by 2050. In line with the 2053 net zero emission target, a draft Climate Law was prepared to support Türkiye's green development vision. This draft aimed to reduce greenhouse gas emissions, support climate change adaptation activities and establish the relevant legal framework. The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye prepared a "Climate Change Mitigation Strategy and Action Plan" and a "Climate Change Adaptation Strategy and Action Plan" covering the years 2024-2030, setting updated targets and actions for Türkiye's fight against climate change. These plans cover various topics and sectors such as energy, industry, transportation, waste and water management.

Türkiye's first "Climate Law Proposal" was adopted and enacted by the Grand National Assembly of Türkiye in July 2025. The Climate Law is a framework regulation aimed at placing greenhouse gas emission reduction and climate change adaptation processes on a legal basis. It primarily covers determining national emission reduction targets, defining sector-based obligations, establishing market-based mechanisms such as carbon pricing or an emissions trading system, making monitoring-reporting-verification infrastructure mandatory, and preparing adaptation plans against climate risks. It also introduces transparency, accountability and regular reporting obligations for public institutions and the private sector and directly affects high-emission sectors such as energy, industry, transportation, agriculture and waste. Thus, it aims to establish a measurable and auditable climate management system aligned with net zero targets.

In light of all these national and international developments, it is aimed to identify risks and opportunities relating to climate change, incorporate them into TUSAŞ's business strategy and financial processes, and reduce carbon emissions arising from production, design, product use and suppliers. Within the scope of Sustainability Committee activities, work continued in 2025; under the Environment and Climate Dimension, environmental sustainability dimension activities were evaluated as a result of work carried out under the headings Climate Change and Emissions, Water Management, Waste and Pollution Management, and Biodiversity and Natural Resources. In 2025, ISO 14064:2018 Corporate Greenhouse Gas Calculations and Verification, ISO 14046 Water Footprint Calculations and Verification, and CDP Reporting Climate Change and Water Safety Reporting activities were completed. Climate Change and Water Security reports were prepared and uploaded to the CDP Online Questionnaire System on September 15, 2025. Reporting results were announced in December 2025; our Company received an A- score in the Climate Change category and an A score in the Water Safety category and was included in the CDP Global A List.



Yeşil Bayrak Ligi

ENVIRONMENTAL AWARENESS ACTIVITIES

GREEN FLAG LEAGUE

To reduce waste throughout the Company, increase environmental awareness and raise the level of awareness, the Green Flag League, a fun and competitive practice, was launched on June 5, 2020, World Environment Day. Employees reporting to directorates are evaluated against specific scoring criteria over four quarters of the year. The points collected by directorates are ranked according to score ranges determined from highest to lowest. As a result of the scoring carried out every three months, the rankings of the departments in the league are determined. In this way, while departments compete with one another, they also increase their environmental awareness and consciousness. Departments in the green category take care to maintain their positions in subsequent periods, while departments in the yellow and red categories work harder to reach the green level. The score status of directorates is published on the TUSAŞ portal, enabling departments to monitor their current status.

Based on the points collected by the directorates:

- > A Directorate scoring 60 or above is in the “Green Category.”
- > Directorates scoring between 30 and 60 are in the “Yellow Category.”
- > Directorates scoring below 30 are in the “Red Category.”

The Green Flag League Criteria established for the 2025-2026 Period are as follows:

- > Participation rate in environmental surveys.
- > Level of environmental awareness measured according to correct answers to survey questions.
- > Setting an environmental target.
- > Participation rate in environmental training.
- > Reduction in the amount of paper printouts.
- > RMS Entries/Deadline Compliance.
- > Evaluation of Integrated Environmental Audit Findings.
- > JIRA Finding Closure Rate.
- > Divert and Reuse Rate.

The Green Flag League is rescored in each period. At the end-of-period scoring, an Environmental Achievement Certificate is awarded to the top three departments, and the first-ranked department receives the TUSAŞ Green Flag. The first-ranked department holds the flag until the next period's scoring.

ENVIRONMENTAL TRAINING

General Environmental Awareness and TUSAŞ Environmental Management System Training is provided to all our employees through e-learning/online methods. The scope of the training is as follows:

- > The TUSAŞ Environment and Climate Change Policy, internal TUSAŞ environmental audits, external audits, environmental legislation and legal environmental obligations are explained.
- > The training covers the definitions of the environment, environmental aspects and environmental impacts; environmental pollution and its causes; types of environmental pollution and various environmental problems; transport of pollutants and their effects on living organisms;

global climate change and its impacts; environmental problems and solution systems; and TUSAŞ environmental management systems.

- > Within the scope of the TUSAŞ Zero Waste Management System, the training explains the definition of zero waste, the Zero Waste Regulation, recyclable non-hazardous waste, recoverable hazardous waste, zero waste management achievements and TUSAŞ zero waste practices.

The topics of ISO 14001:2015 Environmental Management System Basic Processes, ISO 14064:2018 Greenhouse Gas Emissions and Corporate Carbon Footprint Basic Processes and ISO 14046 Water Footprint Basic Processes are provided to employees through e-learning in the ISO 14001:2015, ISO 14064:2018 and ISO 14046 Management Systems Training. Through this training, headings and practices relating to the basic components and requirements of the relevant standards are communicated.



Click [here](#) to access the TUSAŞ Environment and Climate Change Policy.

In addition, within the scope of the Directive on the Training of Persons Involved in the Road Transportation of Dangerous Goods, face-to-face Dangerous Goods Acceptance, Unloading and Loading Operations and Explosives Transportation Training was provided to employees involved in the road transportation of dangerous goods in our Company.

In 2025, the participation rate in environmental training was 79%, and the training success rate was 98%.

ENVIRONMENTAL SUGGESTIONS

Departments can submit their suggestions relating to environmental practices through environmental surveys and/or the Continuous Improvement Module. A total of 571 environmental suggestions were made in 2025, and the suggestions were mainly focused on energy saving (26.8%), prevention of material waste (22.8%), waste reduction (20.1%) and recycling/recovery (15.4%). The suggestion headings and percentage distributions are presented in the table below.

ENVIRONMENTAL SUGGESTIONS IN 2025

Subject of Suggestion	Number	Distribution (%)
Energy Saving	153	26.8
Prevention of Material Waste	130	22.8
Waste Reduction	115	20.1
Recycling/Recovery	88	15.4
Reduction of Printouts	27	4.7
Environmental Risk Reduction	25	4.4
Water Saving	19	3.3
Training Request	4	0.7
Environmental Awareness Posters	4	0.7
Waste Segregation	4	0.7
Emission Reduction	2	0.4
Total Number of Suggestions	571	

ZERO WASTE MANAGEMENT

OUR COMPANY BECAME THE FIRST COMPANY AMONG INDUSTRIAL ORGANIZATIONS IN TÜRKİYE TO BE ENTITLED TO RECEIVE THE BASIC LEVEL ZERO WASTE CERTIFICATE ISSUED BY THE MINISTRY OF ENVIRONMENT, URBANIZATION AND CLIMATE CHANGE OF THE REPUBLIC OF TÜRKİYE.

WASTE GENERATION AND SIGNIFICANT WASTE RELATED IMPACTS

The Zero Waste Project was launched in March 2019 with the aim of using resources efficiently, reducing the amount of waste generated, establishing an effective waste collection system and ensuring waste recovery/recycling. TUSAŞ became the first company among industrial organizations in Türkiye to be entitled to receive the Basic Level Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye. The Zero Waste Certificate was renewed in 2024 and is valid until 05.12.2029.

TUSAŞ BASIC LEVEL ZERO WASTE CERTIFICATE



Activities within the scope of the Zero Waste Management System are conducted under the TUSAŞ Zero Waste Management Plan with an awareness of sustainability and the circular economy. TUSAŞ Zero Waste practices are as follows:

- > Within the scope of the Zero Waste Project, 99% of the waste generated is utilized through recycling and recovery methods.
- > Organic waste consisting of food leftovers is utilized at the TUSAŞ Pet Shelter located on the TUSAŞ Campus and used to meet the food needs of stray animals.
- > The TUSAŞ Wooden Café located in the Social Facilities Zone was built entirely from recycled materials within the scope of the Zero Waste Project.
- > For agendas distributed to newly hired employees, products made from recyclable paper materials are preferred.
- > Internal Company announcements are made by e-mail and SMS.
- > Zero Waste awareness and consciousness-raising activities (such as posters, etc.) are carried out.
- > Wood and metal materials in the scrap yard were used to construct cafés, park seating groups, tables and chairs, a prayer room, flower beds and similar landscaping products and social facilities.
- > Efficient use of natural resources and improvements in waste management practices are among directorate environmental targets.

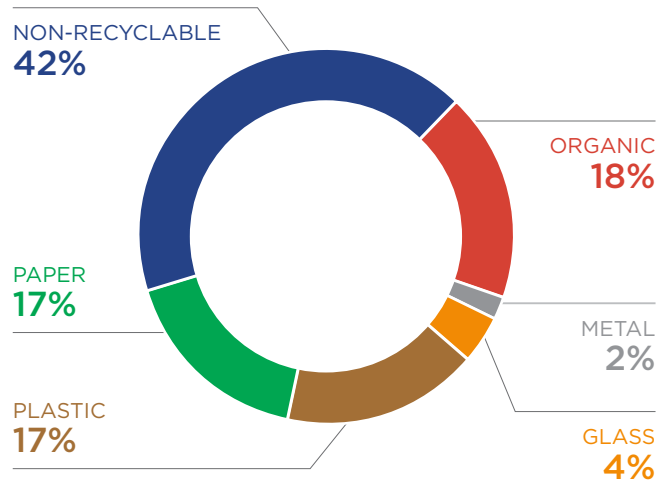


With the Zero Waste Management System, 58% of the waste collected in 2025 was recycled.

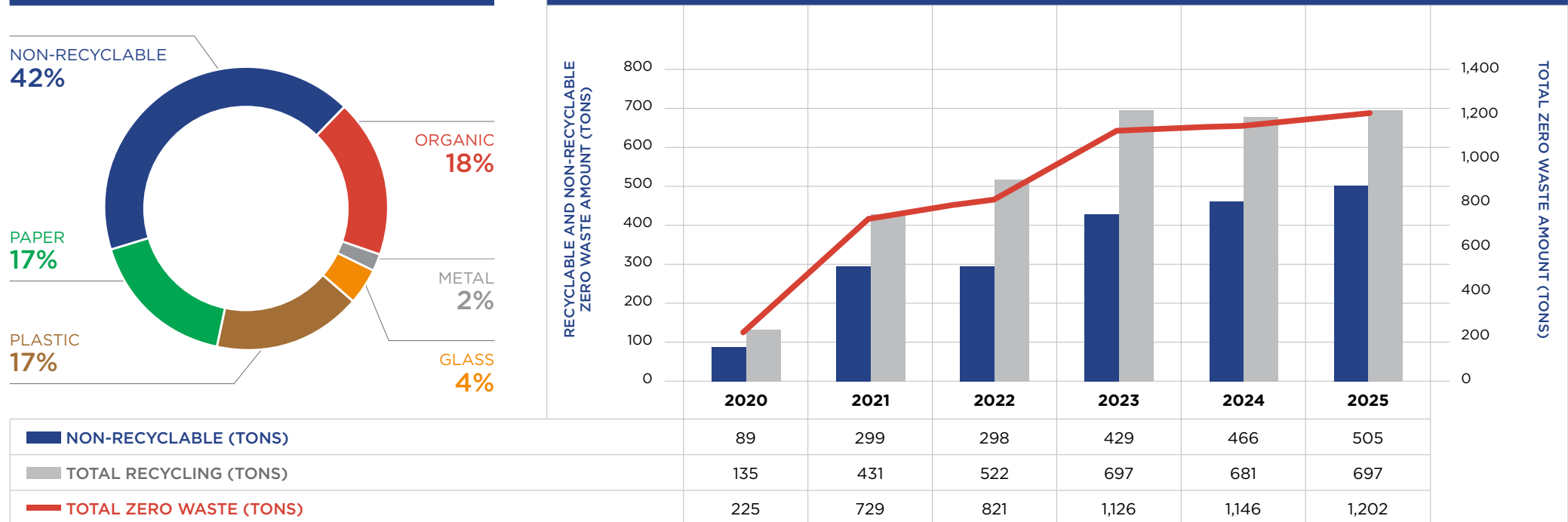
The waste collected by type and its percentage distribution are presented in the chart below.



TUSAŞ WASTE DISTRIBUTION RATE



DISTRIBUTION OF RECYCLABLE AND NON-RECYCLABLE ZERO WASTE AMOUNTS FOR 2020-2025





REUSE PRACTICES

Within TUSAŞ, parts designated as scrap by the responsible persons of the relevant units and the Quality Unit in production areas are recorded in the Nonconformity Management System (NMS) in accordance with the Nonconforming Product Control Procedure and sent to the scrap area. Scrap materials arriving at the area are counted and compared with the system records and are accepted if there is no nonconformity. Since the materials may be reused for testing and trial purposes, a divert process (reuse by units for non-production purposes) may be carried out upon request under the relevant Procedure. Materials are permanently diverted to the requesting departments, provided that they are not used on aircraft, thereby preventing the generation of scrap for testing and trial purposes. Materials and parts that cannot be reused are considered waste and sent to the Temporary Waste Storage Area. Surplus materials are also reused in different production areas. In 2025, 913,377 materials were scrapped and 2,654 scrap materials were diverted to different units for training and/or trial purposes.

WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS

The fundamental approach of the waste management system in our Company is to prevent and minimize the amount of waste. Where waste generation is unavoidable, waste is to be reused, recycled and recovered through other processes aimed at obtaining secondary raw materials, used as an energy source, or disposed of. Hazardous waste collected throughout TUSAŞ is temporarily stored, while recyclable waste and scrap materials are temporarily stored and sent to recovery/disposal facilities. In line with the zero waste philosophy, the use of scrap materials within TUSAŞ is evaluated as a priority.

Our Company generates hazardous and non-hazardous waste from production activities such as chemical processes, assembly, machining, composite and metal bonding, painting operations, testing activities and flight operations, and from non-production processes such as office work, the health center, storage, auxiliary facilities and treatment plants. We carry out activities to reduce the relevant waste generated, use resources efficiently, establish an effective waste collection system, and ensure waste recovery/recycling. In this context, the Zero Waste Project was launched in March 2019. TUSAŞ became the first company among industrial organizations in Türkiye to be entitled to receive the Basic Level Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye. The Zero Waste Certificate was renewed in 2024 and is valid until 05.12.2029.

MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Each different type of hazardous waste in our Company is collected separately in designated buckets/barrels/containers at Hazardous Waste Collection Points established in the areas where it is generated. Integrated environmental audits are conducted four times a year on a quarterly basis. In December 2025, a total of 200 separate Hazardous Waste Collection Points were audited and the audit findings were reported. Activities within the scope of the Zero Waste Management System are carried out within the framework of the TUSAŞ Zero Waste Management Plan with an awareness of sustainability and the circular economy. TUSAŞ Zero Waste practices are presented below.

- > Within the scope of the Zero Waste Project, 99% of the waste generated is utilized through recycling and recovery methods.
- > Organic waste consisting of food leftovers is utilized at the TUSAŞ Pet Shelter located on the TUSAŞ Campus and used to meet the food needs of stray animals.
- > The TUSAŞ Wooden Café located in the Social Facilities Zone was built entirely from recycled materials within the scope of the Zero Waste Project.
- > For agendas distributed to newly hired employees, products made from recyclable paper materials are preferred.
- > Internal Company announcements are made by e-mail and SMS.
- > Zero Waste awareness and consciousness-raising activities (posters, etc.) are carried out.
- > Wood and metal materials in the scrap yard were used to construct cafés, park seating groups, tables and chairs, a prayer room, flower beds and similar landscaping products and social facilities.
- > Efficient use of natural resources and improvements in waste management practices are among our environmental targets.

Within TUSAŞ, parts designated as scrap by the responsible persons of the relevant units and the Quality Unit in production areas are recorded in the NMS in accordance with our relevant procedure and sent to the relevant scrap area. Scrap materials arriving at the area are counted and compared with the system records and are accepted if there is no nonconformity. Since the materials may be reused for testing and trial purposes, they are reused for non-production purposes upon request under the relevant procedure. Materials are permanently provided to the requesting departments, provided that they are not used on aircraft, thereby preventing the generation of scrap for testing and trial purposes.

Materials and parts that cannot be reused are considered waste and sent to the Temporary Waste Storage Area. Surplus materials are also reused in different production areas. In 2025, 913,377 materials were scrapped and 2,654 scrap materials were delivered to different units for reuse for non-production purposes for training and/or trial activities. The waste generated is sent through the Ministry's online system to companies licensed by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye. In accordance with the Waste Management Regulation, the annual amount of waste generated is declared to the relevant Ministry through the online system.



WASTE GENERATED

99.98% OF THE WASTE GENERATED IN 2025 WAS RECYCLED AND RECOVERED.

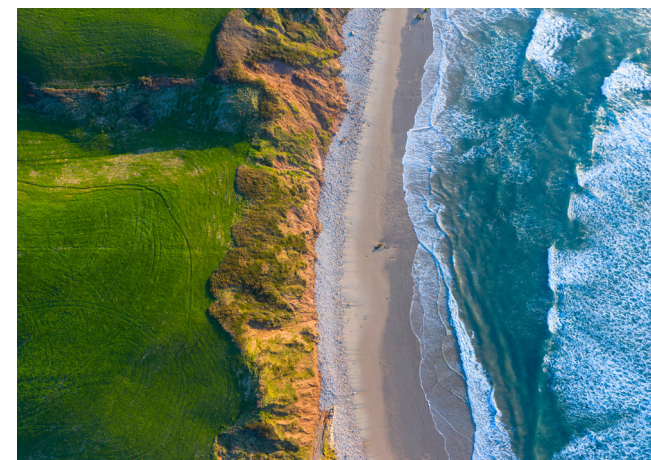
TUSAŞ issues a delivery note for each hazardous/non-hazardous waste shipment. In addition, the quantities of hazardous waste shipped, together with information on the company transporting the waste and the waste treatment/disposal company, are reported through MoTAT, the Ministry's online system. These delivery note records and MoTAT records are recorded in an Excel file after each waste shipment. At the end of the month, all weighbridge slips, delivery note records and MoTAT records are cross-checked to determine the amount of waste shipped.

WASTE DIVERTED FROM DISPOSAL

All hazardous/non-hazardous waste generated at the facility, except medical waste, is sent for recovery or recycling.

WASTE DIRECTED TO DISPOSAL

Medical waste generated at the Health Center is directed to disposal.



BIODIVERSITY

POLICIES TO HALT AND REVERSE BIODIVERSITY LOSS

Biodiversity loss and ecosystem collapse are among the highest risks of the next 10-year period in the 2024 Global Risks Report published by the World Economic Forum. In this context, we carry out our activities to reduce impacts on biodiversity and support a sustainable environment. Different species in an ecosystem contribute to its resilience and ability to adapt to change. A diverse ecosystem is more resilient to epidemics, climate fluctuations and other adverse environmental disturbances, whether natural or human-induced. Biodiversity conservation is crucial not only because of its inherent value, but also because it provides us with clean air, potable water, quality soil and crop pollination. As Turkish Aerospace, we protect biodiversity, support our efforts to combat and adapt to climate change, and aim to reduce the impacts of natural hazards.



ENERGY MANAGEMENT

WE BECAME THE FIRST COMPANY AMONG TURKISH ARMED FORCES FOUNDATION COMPANIES TO RECEIVE THE ISO 50001:2011 ENERGY MANAGEMENT SYSTEM (ENMS) CERTIFICATE.

ENERGY POLICIES AND COMMITMENTS

TUSAŞ aims to increase its stakeholders' awareness of energy efficiency by complying with applicable legal and other requirements; to continuously improve energy performance through design and energy-efficient procurement activities that improve energy performance; to reduce energy costs; and to ensure long-term environmental and economic sustainability by investing in renewable energy resources.



Click [here](#) to access the TUSAŞ Energy Policy.

We became the first Company among the Turkish Armed Forces Foundation Companies to receive the ISO 50001:2011 Energy Management System (EnMS) Certificate. As Turkish Aerospace, we aim to continuously improve our energy performance and reduce energy costs, raise our stakeholders' awareness of energy efficiency, and ensure the long-term environmental and economic continuity of our activities. As a result of the work we initiated in 2018, we implemented the ISO 50001 Energy Management System in our Company.

We succeeded in becoming the first company among TAFF companies to receive the ISO 50001:2011 Energy Management System (EnMS) certificate. Following the external audit conducted in November 2020, we were entitled to transition to the ISO 50001:2018 EnMS certificate without any findings. Finally, we successfully completed the recertification audit conducted in August 2025 and renewed our certificate.

Unlike the 2011 version, the ISO 50001:2018 EnMS standard covers the assessment of risks and opportunities. Through the risks and opportunities identified in this context, we ensure that the intended outcomes of the EnMS are achieved successfully and reduce undesirable effects. We manage this process effectively through the Energy Risks module created in our Risk Management System. As a company certified under EnMS since November 2019, we focus on the efficient use of energy, reducing energy costs and continuously improving our system. With this awareness, we aim to carry out our investments and improvement activities in the most efficient manner through the Energy Reports we prepare every month. At the meetings held every two months with the Energy Working Group we established, we evaluate our Company's current energy performance in detail. These meetings contribute to the continuous improvement of our energy management processes and to maximizing our Company's energy efficiency. We consider energy management to be a critical strategy not only for reducing costs but also for ensuring environmental continuity, and we act with this understanding.



ENERGY AND INFRASTRUCTURE INTEGRATION ACTIVITIES

We document the records required by the standard in relation to the energy management system and establish procedures that explain the fundamental elements of the EnMS and their interactions with one another. By monitoring energy consumption data, we identify significant energy use areas according to energy consumption intensities. Using the consumption data collected for these areas, we analyze parameters such as the energy baseline and energy performance indicators through various statistical management methods and carry out key performance indicator optimization and set-value updates to reduce energy consumption. Energy audits are conducted and action plans are prepared to identify improvement opportunities within Turkish Aerospace.

We audit the compliance of the Energy Management System we have established with planned arrangements and the established goals and targets through internal audits. We identify energy efficiency as an evaluation criterion in procurement activities. We consider opportunities to improve energy performance and operational control in the design of new, modified and/or renewed facilities, systems, equipment and processes that may affect energy performance.

Energy monitoring equipment has been procured and installed for more effective monitoring of energy consumption. Work has been carried out to establish an energy monitoring system that will eliminate manual monitoring. There are currently a total of 2,196 energy meters in the field. Through the commissioned devices, we can remotely monitor the electricity and thermal consumption of buildings at the main campus. We continue our efforts to ensure the traceability of energy consumption of equipment and production benches.

We regularly verify energy measuring devices every year within the framework of the established plan and procedure. To emphasize the importance of compliance with Energy Management System requirements, we raise awareness among our employees and organize training, surveys, competitions and poster activities explaining their impact on energy consumption.

ENERGY CONSUMPTION AND ENERGY EFFICIENCY ACTIVITIES

Activities to improve our natural gas performance are presented below:

- > At our cogeneration facility located at the TUSAŞ Kahramankazan Site we generate electricity and waste heat output with natural gas input.
- > In 2025, 24% of our total electricity consumption and 15% of our total heat consumption were produced at the Cogeneration Facility.
- > Elimination of Compressed Air Leaks: We saved 251 MWh of energy in 2025 by eliminating leaks detected in the field.
- > Elimination of Steam Leaks: We saved 961 MWh of energy in 2025 by eliminating steam leaks detected in the field.

In order to offer innovative solutions to local and global challenges through our investments, we develop climate- and environment-friendly solutions and continue to increase our savings through our energy investments. We continue to add new activities to the improvement efforts implemented in previous years.





Our activities are summarized below:

- > Lighting revisions in different buildings
- > Energy savings of 251,495 kWh in 2025 through the revision of compressed air leaks
- > Energy savings of 7.6 GWh in 2025 with SolarWall
- > Steam boiler economizer refurbishment
- > Replacement of defective condensers
- > Energy savings of 961,364 kWh in 2025 through the condensate recovery project
- > Control of aluminum and small furnaces through the automation system
- > Revision of automation software for air handling units
- > Shutdown of clean-room air handling units during holidays
- > Replacement of the chiller motor with an efficient 37 kW motor instead of a 45 kW motor
- > Autoclave process improvement (Kaizen Study)
- > Energy savings of 1 GWh through frequency reduction in hot water pumps
- > Energy savings of 2.1 GWh through boiler burner modernization and recuperator replacement
- > Energy savings of 1.5 GWh through hot water usage optimization
- > LED lighting conversion project
- > Energy savings of 1.46 GWh through the project to optimize the line pressure of compressed air compressors in designated buildings using an optimizer and ensure equal aging

DIGITALIZATION STUDIES

In order to make our Company's energy management processes more efficient, we updated our existing Energy Monitoring and Tracking System. With this renewal, we introduced a new digital platform with a user-friendly interface and advanced analytical capabilities. Thanks to this updated system with high reporting capability, we can monitor our energy consumption data instantly and transparently, analyze historical data more quickly, and make energy-saving decisions much more practically.

OPERATIONAL ENERGY EFFICIENCY

Within the framework of our Company's sustainability and resource management vision, our operational energy efficiency targets, which are of great importance, were successfully achieved as of 2025. Throughout the year, regression analyses meticulously conducted for the "Significant Energy Use Areas" at our facilities were used to scientifically model the amount of energy the system should consume under normal conditions, in light of variables such as production volume and operational conditions. The projected electricity consumption obtained was proportioned to the actual electricity consumption in the field, and the energy intensity index, which is the key measure of our performance, was calculated.



The primary objective of our energy management strategy was to ensure that this index remained below 1 as mathematical evidence of the improvements made in the system. As a result of the optimization efforts and saving measures implemented throughout the year, our actual value at the end of 2025 reached 0.98, in line with our target. This successful result clearly demonstrates that, compared to the reference conditions, we achieved a net energy saving of 2% against the expected consumption, reduced our carbon footprint, and achieved a tangible increase in efficiency in our operational processes.

Within the scope of digital transformation activities supporting energy efficiency and resource efficiency targets, we carry out studies to enhance data-driven monitoring, analysis and optimization capabilities. Through digital twin, simulation and data analytics-based applications, we aim to make bottlenecks, repetitive operations and areas of inefficiency in processes more visible. Although these studies do not replace the primary systems that directly report energy consumption, they contribute to strengthening the digital infrastructure that can support the more efficient management of energy and resource use.

NEW-PERIOD ENERGY MANAGEMENT ACTIVITIES

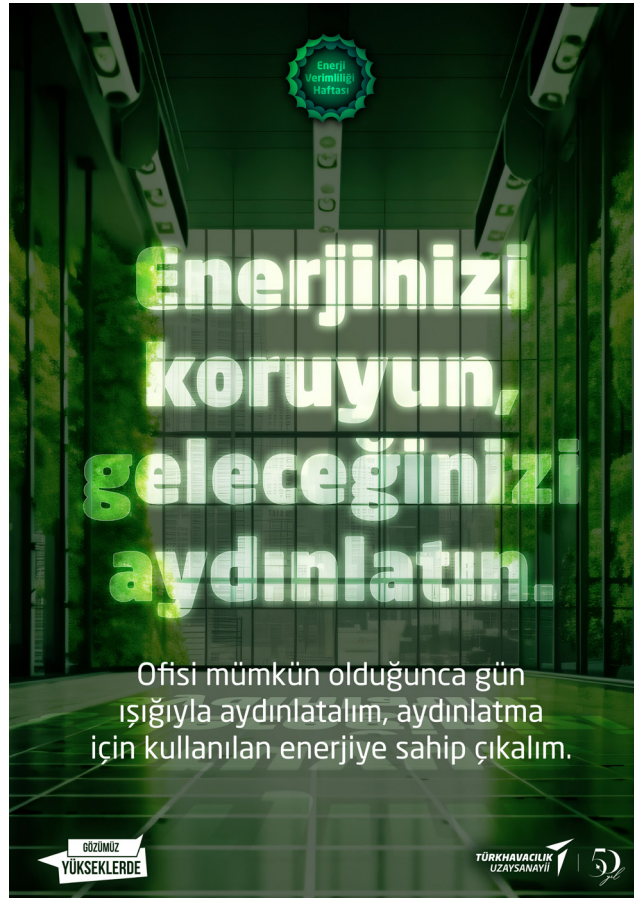
Compressed Air Leak Revisions: The elimination of leaks detected through monthly compressed air leakage checks saved 251,495 kWh of electricity at the TUSAŞ Kahramankazan Site.

Steam Leak Revisions: The elimination of leaks detected through monthly steam leakage checks saved 961,364 kWh of energy at the TUSAŞ Kahramankazan Site.

Energy Awareness Activities: Within the scope of Energy Efficiency Week held on January 8-14, 2024, visuals on energy efficiency and energy saving were added to the lock screens of employee computers. Children studying at the Minik Kanatlar Nursery and Kindergarten at the TUSAŞ Kahramankazan Site also drew pictures to raise awareness of energy efficiency and energy saving. We continue to organize such activities to build energy awareness from an early age.

Renewable Energy: SPP Phase-1 Project Through the project, we aim to achieve a positive reduction in the facility's carbon emissions with energy supplied from renewable sources and to make a direct contribution to our sustainability goals. By reducing the carbon emissions of our TUSAŞ Kahramankazan Site with energy supplied from renewable sources, we aim to make a direct contribution to our sustainability goals. Following the site handover in September 2025, we commenced the physical works of the SPP Phase-1 Project.

Electric Vehicle Charging Stations: In 2025, Electric Vehicle Charging Stations were put into service in the Social Facilities Area in order to contribute indirectly to reducing fossil fuel consumption, take an important step within the sustainable energy ecosystem and support this ecosystem.



PLANNED ACTIVITIES

Optimizer Project: Within the scope of the project, we plan to improve energy efficiency in compressed air generation by balancing the operating hours of the compressors and selecting the most efficient operating combination at the active operating pressure.

Steam Boilers Project: With the Steam Boilers Project, which we plan to implement in 2026, we aim to reduce coal consumption by 50%.

SPP Phase-1 Project: We aim to complete the SPP Phase-1 Project, the physical works of which we commenced in 2025, in 2026.

Electric Vehicle Charging Stations: In 2026, we aim to expand the scope of our Electric Vehicle Charging Station project.

ENERGY TRAINING

In line with our Company's Energy Policy and sustainability targets, we regularly conduct online training programs to optimize energy consumption and standardize the internal energy culture. In this context, through the annual "Energy Efficiency Awareness" training planned for all employees, we raise awareness of the responsible use of resources and the environmental impacts of individual habits. Through the "ISO 50001 Energy Management System" training for relevant personnel, we integrate our energy policies, legal requirements, data monitoring processes and continuous improvement principles across the Company. Through these systematic training activities, our main objective is to expand energy efficiency awareness at every level of our organization and make sustainability a permanent part of our corporate culture.



ENERGY MONITORING SYSTEM

The prerequisite for managing energy is to measure and monitor energy consumption. Areas with high energy consumption and various measurement points have been identified, and superheated-water/hot-water calorimeters, meters, compressed-air flow meters and energy analyzers have been procured and installed to measure the results of improvements. We continue our efforts to ensure the traceability of energy consumption of production benches. Energy analyzers have currently been installed on 193 critical benches. As the energy measurement and monitoring infrastructure is strengthened, bench-based energy consumption reports will be generated. With the commissioning of the Energy Monitoring System, our energy monitoring and measurement infrastructure has been further strengthened. Through the procurement of the system, the communication infrastructure of monitoring and measuring devices was established. Thanks to this program, we can:

- > Monitor energy consumption instantly,
- > Identify the factors affecting energy consumption and opportunities to increase efficiency,
- > Observe the effects of energy efficiency improvement activities, and
- > Generate reports on energy consumption.

ENERGY MONITORING SYSTEM DISTRIBUTION

As Turkish Aerospace, we continue our efforts to increase energy efficiency, reduce costs and optimize capital investments in the best possible manner. Through our comprehensive monitoring and measurement system, we can analyze and report detailed energy consumption of the facility by region, building, area, bench and panel. In addition, by identifying energy-intensive usage areas, we can provide data for accounting/cost calculations, R&D grant-support projects and energy-consumption notifications under legal obligations. We also evaluate the impact of improvement activities on our performance and, in some cases, use these data in failure analyses.

ENERGY CONSUMPTION AND SELF-GENERATION WITHIN THE ORGANIZATION

Coal and natural gas are used to generate steam and superheated water to meet process and heating needs at our facility; diesel and gasoline are used for logistics needs; avgas is used as aircraft fuel and JP8 as jet fuel. All fuel types are derived from non-renewable energy sources. Our fuel consumption in 2025 was 33,661 MWh of coal, 287,077 MWh of natural gas, 217 MWh of gasoline, 6,909 MWh of diesel, 572 MWh of avgas and 237 MWh of JP8.

In 2025, the amount of electricity purchased was 141,300 MWh, the amount of energy used for heating and cooling was 68,305 MWh, and steam consumption was 67,395 MWh.

Our renewable energy generation activity at our facility is carried out by using the energy obtained from SolarWall to preheat the air used for space heating and process heating by utilizing solar heat. When operating at full capacity, SolarWall enables us to save 7,593 MWh of energy from the amount of hot water used for heating. With the Solar Power Plant project to be commissioned in 2026, we aim to generate renewable electricity.

We do not sell electricity/heating/cooling/steam generated within the organization.

No contractual instruments were used in disclosing information on purchased electricity, heating, cooling and steam consumption at our facility.

We consolidate energy consumption data in accordance with the ISO 50001 Energy Management System standard. Energy consumption values are obtained from invoice data and the SCADA automation system. Publications of the Ministry of Energy and Natural Resources of the Republic of Türkiye are used for conversion factors.



ENERGY CONSUMPTION BY FUEL TYPE (KWH)	2021	2022	2023	2024	2025
Electricity (Non-Renewable)	48,339,001	76,408,596	95,329,103	119,929,877	141,300,412
Electricity (On-Site Renewable Energy)	7,337,209	7,337,209	7,337,209	7,337,209	7,337,209
Natural Gas	324,028,177	277,046,373	282,743,998	282,075,906	287,077,856
LPG	0	0	0	0	0
Fuel Oil	0	0	0	0	0
Gasoline	2,424,350	3,122,711	4,794,312	159,740	216,727
Diesel	6,494,954	12,533,713	7,623,825	6,397,958	6,909,001
Total	388,623,691	376,448,602	397,828,447	415,900,690	442,841,205
Total Energy Intensity (Total Energy GWh / USD Million Revenue)	0.30	0.25	0.17	0.14	0.12
Renewable Energy Use Ratio	0.019	0.020	0.018	0.018	0.017

ENERGY CONSUMPTION (KWH)	2021	2022	2023	2024	2025
Purchased Electricity	48,339,001	76,408,596	95,329,103	119,929,877	141,300,412
Heating and Cooling	48,194,191	46,112,006	76,979,478	80,043,849	68,304,736
Steam	17,494,372	63,872,435	67,404,248	67,992,536	67,395,453

UPSTREAM AND DOWNSTREAM ENERGY CONSUMPTION

Our energy data monitoring and reporting system is designed to track only consumption within the boundaries of our own facility. Energy consumption in our raw material procurement process (upstream) and after the sale of our products (downstream) is outside the scope of our monitoring and is not measured.

ENERGY INTENSITY

Energy Intensity Ratio

Energy Intensity Ratio:
Calculated Value (kWh / Revenue)

kWh / Revenue: 0.12

Scope of the Energy Intensity Ratio

The calculated energy intensity ratio covers only the energy consumption of our direct operations at the facility. Indirect energy consumption in the upstream and downstream value chain is not included in this ratio.

Types of Energy Consumption Included

The total energy consumption value (numerator) in the energy intensity calculation includes the energy types used in our operations: natural gas, electricity, coal, diesel, gasoline, avgas and JP8.



REDUCTION IN ENERGY CONSUMPTION

Through the digitalization activities carried out, certain technical assessment, analysis and verification steps can be performed digitally, contributing to a reduction in physical repetition and manual process workload. In particular, digital twin- and simulation-based approaches allow certain scenarios to be evaluated numerically before they are transferred to the physical environment. Solutions developed with big data technologies have shortened the duration of lengthy analyses, presented results through a centralized structure, prevented duplicate analyses and indirectly contributed to reducing energy consumption. In this framework, the impact on reducing energy consumption is assessed not as the direct output of a single system, but as an indirect contribution through more efficient test planning, optimization of resource use and reduction of process repetition.

Total Reduction in Energy Consumption Achieved and Its Sources

In 2025, energy savings of 961,364 kWh were achieved through the steam leak detection and prevention project and 251,495 kWh through the compressed air leak detection and prevention project. While the TOE/number of parts produced value was 0.88 in 2024, we reduced this ratio to 0.55 in 2025. We monitor the processes and buildings identified as significant energy use areas within the scope of the ISO 50001 Energy Management System standard by creating energy consumption forecast models through regression analysis. According to the regression analysis results, electricity consumption in Significant Energy Use areas was lower than expected in 2025, resulting in energy savings of 7,340,812 kWh.



Types of Energy Consumption Included in the Reduction

The energy types included in steam and compressed-air leak detection are natural gas and electricity.

The TOE (numerator) value in the TOE/number of parts produced metric includes the energy types used in our operations: natural gas, electricity, coal, diesel, gasoline, avgas and JP8.

The energy type included in the forecast model is electricity.

Scope and Boundaries of the Reduction

All of the stated reduction in energy consumption was achieved within the operational boundaries of our organization.

Measurement and Estimation Methods

Energy values are based on direct measurements obtained through energy analyzers, meter readings and invoice data. Equipment such as steam-trap leak detectors, compressed-air leak detectors and thermal cameras is used for leak detection.

Linear regression analysis methods are used for the energy consumption forecast model.

Base Year/Baseline Information

We designated 2024 as the base year for calculating the change in the 2025 TOE/number of parts produced metric.

For energy forecast models, we calculate an Energy Baseline through regression analysis in order to compare expected and actual energy consumption.

WATER AND WASTEWATER MANAGEMENT

BY USING WATER RESOURCES EFFICIENTLY, WE IMPLEMENT SUSTAINABLE WATER MANAGEMENT PRACTICES THAT INCREASE RESOURCE EFFICIENCY IN OUR OPERATIONS.

The main objective of water resources management is to use water resources effectively and efficiently, and the principle of water conservation is taken into account in all activities. In our Company, the management and efficient use of water resources are addressed holistically in accordance with sustainability principles. The following activities are carried out within the scope of the efficient use of water resources at TUSAŞ:

- > In new building projects, suitable fixtures and equipment are selected, options for rainwater collection, treatment and use are investigated, and wastewater recovery applications (gray-water systems) are evaluated.
- > With the water measurement and automation project completed in 2022, water consumption in TUSAŞ production areas and the lodging area is measured daily on a building basis through the SCADA system. In 2025, water meters were installed in new buildings and integrated into the SCADA system.
- > Dry-type industrial systems and equipment that do not require water consumption are preferred in production.
- > A cooling-water conditioning automation system has been installed, and optimization activities for chemical consumption and blowdown water are continuing.
- > Approximately 85% of wastewater is recovered on site through Zero Liquid Discharge (ZLD) systems.
- > Part of the irrigation water requirement is met from wastewater treated at the Domestic Wastewater Treatment Plant.

The treatment plants at TUSAŞ and details of the facilities are presented in the table below.

INFORMATION ON TUSAŞ TREATMENT PLANTS		
Facility	Capacity	Details
Drinking Water Treatment Plant	360 m ³ /hour	Raw water from Çamlıdere and Kurtboğazi dams is treated at the facility, providing drinking and utility water for the TUSAŞ factory and lodging areas.
Industrial Waste Pretreatment Plant	28 m ³ /hour acid	Wastewater from the relevant chemical process lines is subjected to pretreatment at this facility. After acidic and caustic wastewater from storage tanks is treated in the reactors at the facility (reduction, neutralization, coagulation-flocculation, precipitation and dewatering stages), the treated supernatant is sent to the relevant Domestic Wastewater Treatment Plant. Sludge generated through treatment is sent to licensed incineration plants.
	7 m ³ /hour caustic	
Domestic Wastewater Treatment Plant	2,500 m ³ /day	Domestic wastewater and pretreated industrial and process water from the TUSAŞ factory site and lodging areas are treated at the Domestic Wastewater Treatment Plant. Water treated at the plant is also used as irrigation water. Treated wastewater is discharged into Ova Stream in compliance with the limit values specified in the Water Pollution Control Regulation.



DRINKING WATER TREATMENT PLANT

A total of $1,832 \times 10^3 \text{ m}^3$ of water was treated at the Drinking Water Treatment Plant in 2025, while the water consumption of the TUSAŞ factory and lodging areas was approximately $1,591 \times 10^3 \text{ m}^3$ in 2025. Per capita water consumption decreased by approximately 1% in 2025 compared with the previous year.

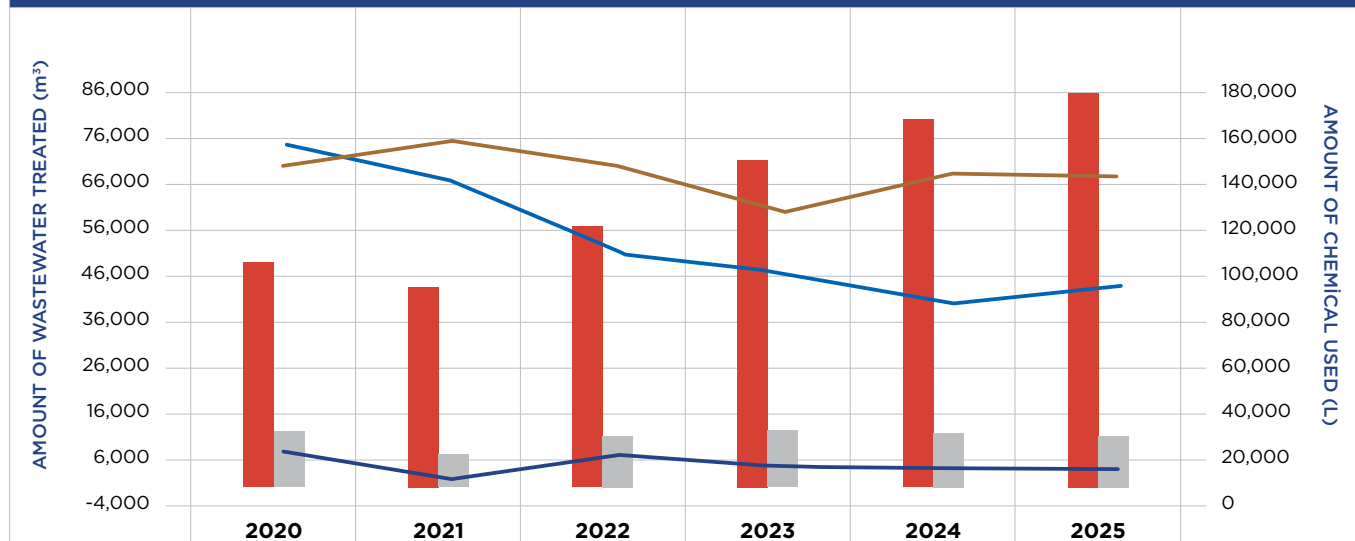
INDUSTRIAL WASTE PRETREATMENT PLANT

In 2025, a total of $88,255 \text{ m}^3$ of industrial wastewater, comprising $78,207 \text{ m}^3$ of acid wastewater and $10,048 \text{ m}^3$ of caustic wastewater, was treated at the Industrial Waste Pretreatment Plant.

TUSAŞ WATER CONSUMPTION DATA FOR 2020-2025

(m ³)	2020	2021	2022	2023	2024	2025
Total Raw Water Treated (m ³)	1,374,600	1,485,460	1,529,700	1,692,310	1,828,490	1,832,030
Water Consumption (m ³)	899,654	938,291	1,030,532	1,235,574	1,345,908	1,442,065
Irrigation Water (Lodging Area)	132,680	127,510	117,920	174,580	212,720	149,380
Total Water Consumption (m ³)	1,032,334	1,065,801	1,148,452	1,410,154	1,558,628	1,591,445
Per Capita Water Consumption (m ³ /person)	106.30	92.89	84.17	91.66	100.40	99.43

DATA ON THE INDUSTRIAL WASTE PRETREATMENT PLANT FOR 2020-2025



■ ACID (m³)

■ CAUSTIC (m³)

■ BORON OIL (m³)

■ SULFURIC ACID (L)

■ METABISULFITE (L)

■ POLYMER (L)



DOMESTIC WASTEWATER TREATMENT PLANT

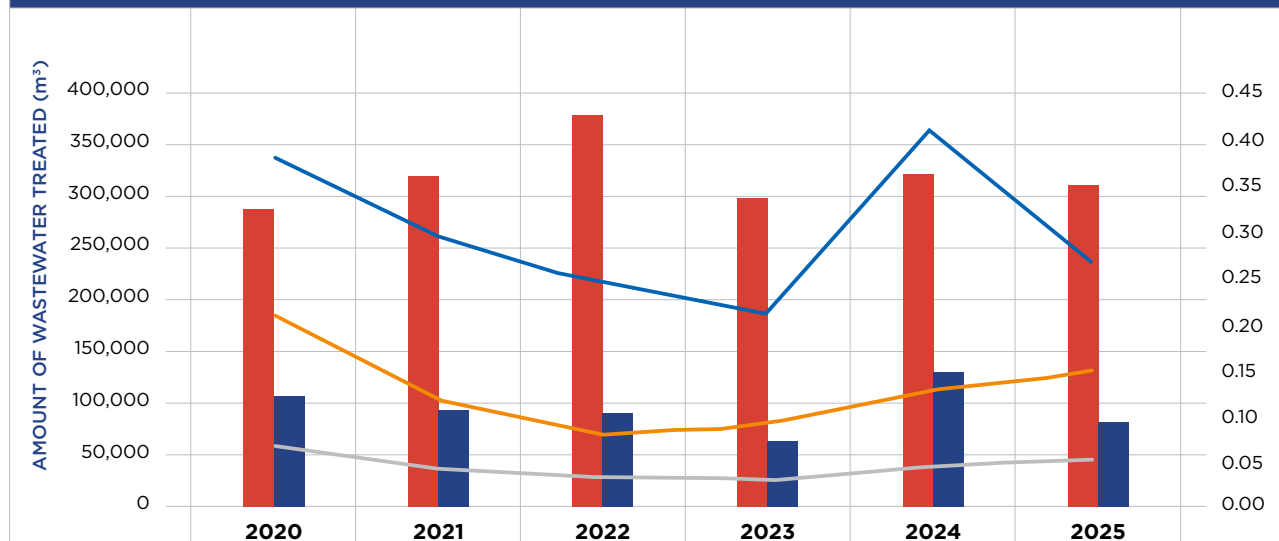
The wastewater treated at the Domestic Wastewater Treatment Plant is used as irrigation water. Every month, samples are taken from the outlet of the wastewater treatment plant at two-week intervals by an accredited laboratory, and analysis reports are prepared. The analysis results meet the legislative limit values. Wastewater data and recovery rates for the period between 2020 and 2025 are presented in the table below.

TUSAŞ WASTEWATER AND WASTEWATER RECOVERY DATA FOR 2020-2025

	2020	2021	2022	2023	2024	2025
Wastewater Treated (m ³)	287,440	320,868	378,138	298,878	321,929	309,959
Treated Water Used in Irrigation (m ³) ¹	108,590	94,886	91,335	62,841	131,753	83,292
Recovery Rate (%)	38%	30%	24%	21%	41%	27%
Treated Wastewater per Capita (m ³)	29.60	28.09	27.72	19.42	20.74	5.19

¹ 2022 data was reviewed and revised in line with the ISO 14046:2014 Water Footprint verification process.

DOMESTIC WASTEWATER TREATMENT PLANT TREATMENT DATA FOR 2020-2025



■ WASTEWATER TREATED (m³)

■ TREATED WATER USED FOR IRRIGATION (m³)

— CHEMICALS USED (kg)

— TOTAL CHEMICALS USED (kg) / AMOUNT OF WASTEWATER TREATED (m³)

— AMOUNT OF WASTEWATER USED FOR IRRIGATION (m³) / AMOUNT OF WASTEWATER TREATED (m³)

WATER MANAGEMENT ACTIVITIES

THE INSTALLED ZLD SYSTEM IS THE FIRST HIGH-CAPACITY PLANT IN TÜRKİYE.

Our Company has a Potable and Utility Water Network Measurement and SCADA System in the factory and lodging area. The measurement and monitoring of a total of 80 buildings, including production buildings and lodgings, can be viewed instantly through the system. In this way, water consumption amounts are evaluated on a building basis, and the processes requiring improvement to reduce water consumption and use water resources effectively can be identified. With the installed SCADA system, daily, weekly and monthly consumption data can be viewed. The location, operating status, and daily, monthly and annual graphs of each meter are included in the system. In general, this automation system ensures the early detection of any leaks caused by failures or breakages in pipelines throughout TUSAŞ’s water distribution network.

In our Company, the degreasing chemical treatment plant was commissioned to remove oil from the surfaces of parts using the “Alkaline Cleaning” method before the heat treatment process required for forming aluminum sheet plates. A ZLD system was installed for the wastewater generated by this system. ZLD systems are a wastewater management strategy that eliminates liquid waste discharge and maximizes water use efficiency. In principle, they are integrated systems that remove dissolved solids from wastewater and return treated water to the process. Rather than consisting of a single technology, the system is designed specifically for the intended process through various combinations of advanced treatment technologies. The ZLD system, first installed in 2022 for surface treatment water from the degreasing process, consists of activated carbon, deionization, reverse osmosis and evaporator technologies. In the 65 m³/day capacity ZLD system, energy consumption is minimized through a heat-pump vacuum evaporator, while the carbon footprint of the system is reduced by using refrigerants with lower Global Warming Potential in the cooling cycle. The installed ZLD system is Türkiye’s first high-capacity facility.

The plant saves approximately 15,000 m³ of water per year by treating the wastewater and recycling it back into the system. Compared to conventional treatment systems, the amount of chemicals used for wastewater treatment in the ZLD system is 70%-90% lower. In 2023, the Wastewater Recovery Plant, which operates on the principle of zero liquid discharge, was commissioned for the recovery of wastewater generated from the relevant Copper Plating and Nital Etch processes. The Wastewater Recovery Plant consists of vacuum evaporator and reverse osmosis systems. The plant has a daily treatment capacity of 11.5 m³.

ISO 14046 WATER FOOTPRINT STUDIES

For our 2022 activity data, we calculated the water inventory for the first time in 2023 within the scope of the ISO 14046:2014 Water Footprint Standard. The 2025 Blue Water Footprint was calculated as 1,594,702 m³, and the Gray Water Footprint was calculated as 113,208 m³. The blue water and gray water footprint data calculated for 2025 are presented below. As rainwater storage systems were not actively used, the Green Water Footprint was not calculated. The 2025 activity data were verified in August 2026 within the scope of the ISO 14046 Water Footprint Standard.

ISO 14046 WATER FOOTPRINT DATA							
Water Footprint Type	Branch	Source	Data Source	2022 Total (m³/Year)	2023 Total (m³/Year)	2024 Total (m³/Year)	2025 Total (m³/Year)
Blue Water	TUSAŞ Campus (Including HOSB, Lodgings and Factory)	Water Withdrawn from the Dam	Water Bills and Meter Records	1,030,823 m³	1,236,035 m³	1,349,212 m³	1,445,103 m³
	TUSAŞ	Irrigation Water	Water Bills and Meter Records	117,920 m³	174,580 m³	212,720 m³	149,380 m³
	TUSAŞ	Drinking Water (Bottled Water)	Invoices	4,174 m³	535 m³	543 m³	219 m³
	Total			1,152,917 m³	1,411,150 m³	1,562,475 m³	1,594,702 m³
Green Water				0	0	0	0
Gray Water	TUSAŞ	Treatment Plant Basin Discharge	Flow Meter and Accredited Analysis Records	143,921 m³	161,931 m³	130,078 m³	113,208 m³

SUPPLIER ENVIRONMENTAL ASSESSMENT

WE INCREASE THE ENVIRONMENTAL RESILIENCE OF OUR SUPPLY CHAIN THROUGH RISK ASSESSMENTS, MATURITY ANALYSES AND DEVELOPMENT PROGRAMS.

We continue our efforts to evaluate our suppliers across all dimensions of sustainability, including the environmental dimension, and to determine their systemic maturity in terms of sustainability. In 2025, two separate studies, namely risk analysis and system-based assessment, were conducted, and within the scope of these studies, our suppliers were evaluated using environmental criteria.

We conducted environmental risk assessments of our suppliers under the headings of waste management practices, environmental protection in the transportation of dangerous goods, measures to prevent environmental releases in emergencies, energy/water/carbon footprint monitoring practices, documentation of compliance with legislation and standards, environmentally friendly material use and energy audits. As a result of the risk assessment, we observed that the environmental dimension was one of the relatively high-risk areas for our suppliers. Considering our Company's Sustainability Roadmap, we assessed the insufficient level of energy, water and carbon emission measurements in our supply chain as a critical gap. In addition, we identified increasing the sectoral maturity level of environmentally friendly material use and waste management processes as an area open to improvement.

Within the scope of systemic maturity assessments, we prepared a Sustainable Supplier Checklist to evaluate our suppliers' environmental management practices; environmental sustainability and climate change practices; waste management practices; water and wastewater management practices;



greenhouse gas emission practices; dangerous goods transportation activities; energy management practices; energy consumption and analysis practices; and renewable energy and efficiency practices, and we assessed the suppliers considered critical.

Through this assessment, we identified environmental areas in which our suppliers have room for improvement. Within the scope of our Sustainability Roadmap, we aim to take actions that will improve the sustainability maturity of the suppliers included in the assessment in the areas identified for development.

In addition to these two studies, we aimed to check our suppliers' compliance with the requirements of the REACH Regulation and requested declarations from the identified target group regarding compliance with these requirements. We communicated to our suppliers, through the Supplier Code of Conduct, the requirement to comply with the laws and regulations applicable to their fields of activity.

ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

In order to establish a sustainable supply chain, we continue to expand our supplier pool and build supplier capacity against risks of adverse sustainability impacts. Within the scope of these activities, we aim to assess the current status of our suppliers regarding strategic, operational, environmental and social risks; measure sustainability maturity levels; establish emergency scenarios; build supplier capacity regarding risks of adverse sustainability impacts; and ensure business continuity requirements. Digital monitoring and data analytics approaches also support the more visible and traceable management of processes.

Within the scope of supplier capacity building, recognition and incentive programs, we organize meetings and summits; raise awareness among our suppliers regarding good sustainability practices, incentives, strengthening management systems and training programs; and address development measures proactively. In addition, suppliers were recognized in 2025 in order to motivate them to maintain or further develop their sustainability efforts.

As a result of sustainability assessment activities, we will plan improvement activities with our suppliers and achieve our sustainability targets across the supply chain.

VALUE FOR PEOPLE, EMPLOYEES AND SOCIETY

69	Training and Development
82	Human Resources and Talent Management
86	Occupational Health and Safety
92	TUSAŞ Elini Uzat Association
100	Corporate Protocols Signed
102	Information Technologies
106	Lean Production Activities
109	Quality Management
114	Information Technology Governance
123	Sustainable Supply Chain
127	Technology and Innovation



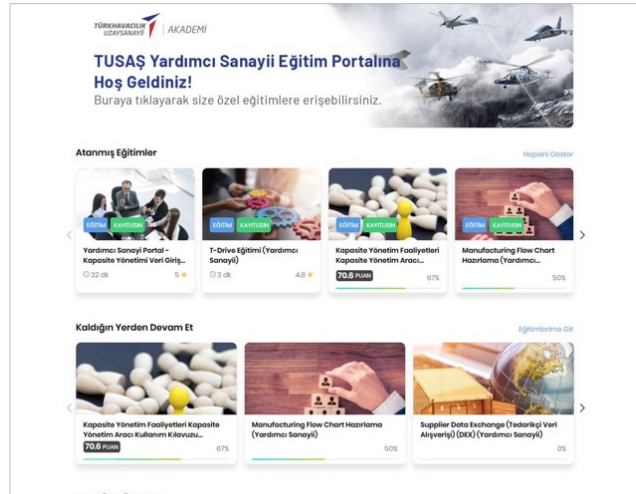
TRAINING AND DEVELOPMENT

THROUGHOUT 2025, TUSAŞ ACADEMY CARRIED OUT COMPREHENSIVE ACTIVITIES TO STRENGTHEN THE CORPORATE LEARNING CULTURE, SUPPORT DIGITAL TRANSFORMATION AND EXPAND DATA-DRIVEN DECISION-MAKING PROCESSES.

While the approach focused on continuous development and transformation continued in 2025, global integration and digital transformation were at the center of training and development strategies. International collaborations were deepened, and programs and projects aimed at developing collective capabilities were implemented. By adopting next-generation learning approaches, training programs and innovative solutions were offered to support the continuous development of our employees. The activities carried out throughout 2025 aimed to build the competencies that will shape not only today's but also the future aviation and space industry.

TRAINING TECHNOLOGIES AND DIGITALIZATION

Within the scope of our sustainability targets, we continue to expand our digital training catalog every year in order to provide inclusive and high-quality training practices for all employees and enable them to access lifelong learning opportunities. In this context, the Academy Tube platform was commissioned to support social learning, strengthen corporate memory and expand knowledge sharing throughout the Company. The platform aims to facilitate access to information, strengthen internal communication and create a shared knowledge culture among employees.



The system, which enables teams to create their own content channels and manage videos, was installed on TUSAŞ servers, and integration activities with the Learning Management System (LMS) were initiated. Preparations for launch activities and training on channel and video management are continuing.

- > As of 2025, our digital training infrastructure was significantly strengthened; our Digital Training Catalog reached 116 e-learning and 49 On-the-Job Training (OJT) contents. The Auxiliary Industry Training Portal, which is open to suppliers requiring access, was launched with 9 training courses and was designed to be expanded in line with development needs.
- > Through our accessible digital learning infrastructure, our employees can continue their development independent of time and place; they are also encouraged to support their personal and professional development through the Udemy and Enocta platforms.
- > Within the scope of the Digital Training Catalog prepared for Company-wide deployment, 7 basic training courses were completed, uploaded to the TUSAŞ Learning Management System and made available for use.

Our gamification activities in training continue to be enriched with new content.

MEASUREMENT AND EVALUATION IN TRAINING

Through the Learning Analytics Academy Dashboard Project, which aims to enable the planning, monitoring, measurement and analysis of TUSAŞ Academy training and development activities through a data-based, real-time traceable platform integrated with the Central Reporting System, training data were standardized and made traceable, and 12 dashboard studies were completed in 2025. These reports, covering planning, trainer, employee and program data analytics, were made accessible to teams that can take action based on the relevant data.



Within the scope of the training programs we conduct within the Academy—Leadership Base, HAT (Aircraft Technician) Program, Masters of Change Chief Technician Development Program and Development Center—support was provided for measurement and evaluation, and reports were prepared.

The units supported in measurement and evaluation within our Company are not limited to the Academy directorates. In addition, the scope was expanded to cover the needs of units across TUSAŞ; a total of 23 scales, including 17 for Academy activities and 6 for requests from different units, were developed, analyzed and reported. Exam management processes were improved; 647 questions in 37 test sets relating to 35 training courses were reviewed, and 25 potentially problematic items were identified in 14 training courses and corrective actions were taken.

Within the scope of the “Compliance Verification Engineer (CVE) Appointment Examination” practice, which was launched in 2023 and is carried out jointly with Airworthiness Management, the CVE Appointment Examination was held 17 times with the participation of 58 people, while the Airworthiness Specialist (AS) Assessment Examination was held once with the participation of 43 people.

The Training Needs Analysis Study, which provides input for developing training aligned more closely with Turkish Aerospace’s strategic goals by considering more diverse data sources through a centralized analysis approach, was carried out for the first time with the participation of all Academy units under central coordination and with a multidimensional approach. A survey was administered to 2,701 employees, workshops were held with 45 managers, focus-group interviews involving 40-45 people were conducted on 5 different topics, and field interviews were carried out; 10 secondary data sources were analyzed and more than 10,000 rows of data were evaluated. The findings were reported to provide input for planning for 2026 and beyond, and monthly monitoring was initiated through the ASİST system.

LEADERSHIP AND EXPERTISE TRAINING

Corporate competency development was systematized through Expertise Schools and Programs. The Finance School, Program and Project Management School, Digital Transformation and Business Analysis Program and Innovation School were implemented, while content and service procurement activities were carried out for the Artificial Intelligence School.

Corporate Trainers Day was organized for the first time on November 24, 2025; under the theme “Value for You / Be Part of Development,” the efforts of trainers were made visible, and the event is intended to become a tradition from 2026 onward. The Trainer Development Program was redesigned in three phases; a total of 45 trainers graduated from Phase 1, Phase 2 and Phase 3.

The Development Ambassadors model was redesigned; 18 ambassadors are planned to graduate and 18 new training courses are planned to be added to the catalog in the first quarter of 2026. The Corporate Mentoring System was designed, and the foundations of process documentation and digital infrastructure were established through the Trainer Mentoring pilot.

Under the Leadership School, the Mini MBA Program was successfully completed by 34 managers, the Leadership Base - Manager Development Program by 42 managers, the Goal Setting and Feedback Training Program by 487 managers through seminars and 212 director-level and above managers through classroom training, the Leadership Training Needs Workshop by 45 managers, and the Masters of Change: Chief Technician Development Program by 12 graduates.

Through meetings where our employees at TUSAŞ can share their experiences and good practices, the “Sahne Senin”, “Vision” and “Inspiration” series were implemented on the Academy Talks platform, where we aim to create synergy among our employees, disseminate collective knowledge and support the development of behavioral competencies in areas where development needs have been identified. With internal and external speakers, learning was carried beyond the classroom. This holistic approach supported a sustainable, data-driven transformation with widespread impact in the field of Training and Development throughout 2025.

The Leadership Base Manager Development Program received the Silver award in the “Most Admired Training & Development Program by Young People” category at the Youth Awards organized by Youthall in 2025. The program was evaluated through the votes of 192,384 young people from 253 universities and stood out as a strong example of the sustainable human resources development approach.

ENGINEERING TRAINING

PRODUCT LIFECYCLE MANAGEMENT (PLM) AND SOFTWARE TRAINING

To contribute to the development of our engineers, 16 new training courses in different technical fields were designed and added to the training catalog in 2025, and a total of 94 training courses were offered for our engineers' career development. The Design for Manufacturing & Assembly (DFMA) training program, which places the transfer of experience at its core in order to adopt a manufacturable and cost-oriented design approach, was designed this year and produced its first graduates.

Within the scope of external collaborations, as a result of activities continuing since 2021 under the Configuration Management CM2 training program to adopt best practices in configuration management and product management, 35 employees were entitled to receive CM2-C certificates and 38 employees CM2-P certificates. Six different training programs on analysis and simulation solutions were conducted in collaboration with Altair, with a total of 89 employees participating. Under the training program on C++ programming and basic software concepts conducted in collaboration with ATELIER04, 21 employees completed the two-day training. The training was subsequently converted into internal training and added to the training catalog.

Periodic training programs created using various training courses in the PLM and software training catalog were offered in different concepts to industry companies, universities and stakeholders from foreign countries. In this context, design in manufacturing and non-conformance (NC) programming-based training courses were provided specifically for Aerospace Engineering students at Ankara Yıldırım Beyazıt University.



Training programs in structural design, flight sciences, avionics and software were also provided to 30 students in the SKY Remote program, consisting of students from different universities who achieved high rankings in Türkiye's university entrance examinations.

Work was carried out for five months to establish the Training and Development Process under the Human Management Maturity Model. Within this scope, the Process Assessment Form, Training and Development Level File, Process Dictionary and process presentation were prepared, and the process was presented at an event organized by the Presidency of Defense Industries. Team leadership duties were performed in the form-development activities for the "Training and Development Process" and the "Maturity Model." Work relating to the Human Management Maturity Model was presented at the 2nd Talent Management Summit under the leadership of the SSB.

To address the development of our engineers throughout their career paths through a more systematic method, meetings were held with the relevant unit managers and a development map for training needs was prepared. Training courses in the PLM and Software Training Catalog were evaluated according to content and the year in which they should be taken based on employee experience, and different training packages were created. These training packages aim to provide a guidance training catalog that supports the development of our engineers throughout their careers. In addition to supporting our engineers' career development, a highly important protocol was signed between TUSAŞ, the SSB and the Council of Higher Education (YÖK) to support academic development. Under the signed "Graduate Education Cooperation Protocol," our engineers will be able to have internal engineering training received within the Company evaluated for course/credit exemption in master's and doctoral programs.



ENGINEERING TRAINING

Within the scope of engineering training, comprehensive activities were carried out under the headings of engineering training design and engineering training programs. In line with internal training needs, the engineering training catalog was reviewed and expanded by enriching its content and scope. Accordingly, the total number of engineering training courses in the catalog increased from 152 at the end of 2024 to 168 at the end of 2025. Through these activities, we aim to increase technical depth in engineering, ensure continuity of knowledge, and develop corporate competencies within a systematic and sustainable structure.

Within the scope of external collaborations, various training programs were implemented in the fields of quality, design, analysis and advanced engineering. As a result of activities conducted under quality training programs, tangible outputs contributing directly to projects were obtained, and gains of at least USD 300,000 were achieved through improvement and development projects.

Within advanced training programs conducted in collaboration with AVIA PROS LLC, ABARIS and ASTM International, advanced technical training was provided to more than 200 engineers in metallic structures, composite laminate analysis and additive manufacturing. These activities aim to strengthen, at corporate scale, application-oriented engineering competencies with high technical depth and alignment with international standards.

Within the scope of external training activities, technical training support was provided to public institutions, universities and international stakeholders. A 40-hour training program on aircraft applications was delivered to teachers working at technology schools affiliated with the Ministry of National Education of the Republic of Türkiye. In addition, a total of 77 hours of engineering training was planned for Aerospace Engineering students at Ankara Yıldırım Beyazıt University, contributing to stronger university-industry cooperation. Within international activities, 11 different training programs were organized for 27 participants in Indonesia, while composite design and composite manufacturing training was provided to 20 participants in Tunisia over two weeks. These activities aim to share technical knowledge beyond corporate boundaries, improve the quality of human resources and strengthen sectoral capacity at national and international levels.

Accreditation and authorization activities were carried out to strengthen training infrastructure with international validity. The “FDM Method of AM and Industrial Applications in Aerospace” training developed in cooperation between TUSAŞ Academy and the Additive Manufacturing Directorate was approved by ASTM International, and our Company obtained ASTM Approved Training Provider status. Four of our engineers successfully completed ASTM’s Train-the-Trainer (TTT) program and were entitled to become ASTM-approved trainers.

In addition, corporate authorization was obtained to deliver ASTM’s “Establishing an AM Facility for Critical Part Production” training in accordance with international standards. Under the collaboration with AUKOM, translation partnership was undertaken for training on surface measurement techniques, and internationally valid AUKOM SURF training began to be offered within the Company through certified trainers. These activities aim to establish an accredited and sustainable training ecosystem aligned with international standards, ensure global recognition of technical knowledge production and strengthen corporate brand value.

The first implementation group of the Design for Manufacturing & Assembly (DFM/A) Training Program successfully completed the program. In the first participant group of the 9 week DFMA Training Program, 21 engineers successfully completed the planned 14 training and application modules; 8 new training contents specific to the DFM/A approach were developed and added to the engineering training catalog. The program addresses the impact of design decisions on manufacturability, ease of assembly, cost, quality and serial production performance through a holistic approach and aims to strengthen the design-production integration competency of our engineers. It therefore made an important contribution to expanding a serial-production-oriented design approach and developing a cost-effective engineering culture at corporate scale. In line with positive feedback and corporate needs, the program is planned to be scaled up in 2026, with 6 new groups covering a total of 150 participants.

The Aerostructures School, implemented by the Defense Industry Academy under the National Competence Initiative, was published in collaboration with TUSAŞ Academy. All training content in the program was prepared by TUSAŞ Academy's expert trainers, and an original and holistic curriculum was created to meet sector needs. Within a structure comprising 23 engineering training courses totaling 177 hours, 11 different training packages - 5 basic and 6 advanced - were created and published on the Aerostructures School website.



Click [here](#) for access.

An important collaboration was established under the Graduate Education Cooperation Protocols signed between TUSAŞ, the Presidency of Defense Industries and the Council of Higher Education (YÖK). Within the framework of the signed protocols, TUSAŞ Academy will play an active role in implementing an innovative model that gives academic recognition to internal engineering training. Under the protocol, our engineers will be able to have internal engineering training received within the Company evaluated for course/credit exemption in master's and doctoral programs. Accordingly, internal engineering training courses will be grouped by content and converted into certificate programs; our engineers who successfully complete the relevant training groups will be entitled to receive certificates.

A structured 28-week development process is conducted under the SKY Remote Internship Program. The program is designed in four disciplines: System Software, System Avionics, Flight Science, and Structural Design and Analysis. During the 14-week training phase, intensive technical training averaging 48 hours per week is provided to a total of 19 students.



4 mentors with more than 10 years of experience within TUSAŞ assign project tasks to participants and conduct performance evaluations during weeks when training is not provided. This structure aims to integrate theoretical knowledge with applied project experience, enable students to gain technical depth, and systematically develop their competencies by adapting to the TUSAŞ engineering culture.

GRADUATE EDUCATION

Through the protocol signed in 2025 between the Council of Higher Education, nine stakeholder universities and TUSAŞ, it is aimed to encourage graduate education, integrate industry experience into academia and sustainably develop qualified human resources. Under the protocol, it is aimed to award credits for professional and technical training conducted within TUSAŞ in accordance with higher education legislation, assign expert employees as instructors in undergraduate and graduate courses, and establish thesis and non-thesis master's and doctoral programs that support employees' academic development.

ENGINEER DEVELOPMENT PROGRAMS

SKY and Engineer Development Programs were conducted to develop young talent in engineering disciplines at an early stage. Forty-eight qualified students selected from the SKY Experience program pool were admitted to the Engineer Development Program in four critical engineering disciplines. Through intensive technical training and applications two days a week, young talent was integrated into the corporate ecosystem and their technical competencies were aimed to be brought to sectoral standards.

As a result of work conducted under the Engineer Development Program and young talent activities, academic outputs were produced in avionics, software and flight sciences, and the relevant studies were presented at international conferences. An advanced technology testing and production infrastructure was established through the R&D center founded in Niger; technology transfer and competency sharing through this center strengthened international collaborations.

The Engineer Development Program received the Gold award in the "Most Admired Recruitment Program" category at the Youth Awards organized by Youthall in 2025. The program was evaluated through the votes of 192,384 young people from 253 universities and stood out as a strong example of the sustainable human resources development approach.

TECHNICAL AND CERTIFICATION TRAINING

In 2025, a total of 287 technicians in 13 groups successfully completed their training under the Aircraft Technician Development Program and were assigned to the relevant work areas.

The HAT Development Program was included in the curricula of:

- > Gazi University TUSAŞ Kahramankazan Vocational School
- > Erzincan Binali Yıldırım University Vocational School
- > University of Turkish Aeronautical Association Aviation Vocational School
- > Kahramanmaraş İstiklal University Airbus-TUSAŞ Vocational School

Under the cooperation protocols signed with these universities, the program was implemented at the relevant schools as a certificate program. In this context, the first graduates were produced at Erzincan Binali Yıldırım University Vocational School. Theoretical and practical HAT certification examinations were administered to a total of 44 students; 24 students who passed the examination were entitled to receive the HAT Certificate. Pre-tests were administered to 224 students newly beginning their education at the partner Vocational Schools to determine their levels, and curricula were revised based on the results. In addition, applied training was provided to five instructors working at the relevant schools under the Trainer Development Program in line with developing technologies.

Within the scope of field OJT (On-the-Job Training) activities:

- > Technical trainer training was provided to 21 employees.
- > As a result of work conducted with field employees who are subject matter experts, 56 OJT training courses were prepared and added to the training catalog.

Under the Digital OJT Project, basic processes conducted in the field were converted into professional video training materials; 22 digital OJT video training courses were completed and published on the e-learning platform. Thus, the total number of digital OJT training topics reached 42.

Within the scope of training design activities, analysis, design, implementation and evaluation work was carried out for a total of 51 training courses; the relevant training courses were published and added to the training catalog.

In 2025, a total of 3,383 training sessions were held in the technical training category, and 3 new workshops were commissioned to support technical training practices.

In line with strategic objectives, the Lean Manufacturing School Project was implemented to expand the lean manufacturing philosophy. The Lean Manufacturing Learn-Transform Training Program was launched in collaboration with the Ankara Chamber of Industry (ASO) Model Factory. Within the program initiated at the beginning of 2025, a total of 12 projects in 3 groups were successfully completed. The program was expanded to cover the lean transformation of the auxiliary industry ecosystem as well as internal development. Accordingly:

- > Orion Havacılık, FMK Havacılık and Apeks Havacılık completed the training processes and reached the certification stage.
- > Training and transformation activities are continuing at Tekatron Teknoloji and Hazerfen Savunma.

A total of 52 participants successfully completed the Learn-Transform Program and were entitled to receive certificates:

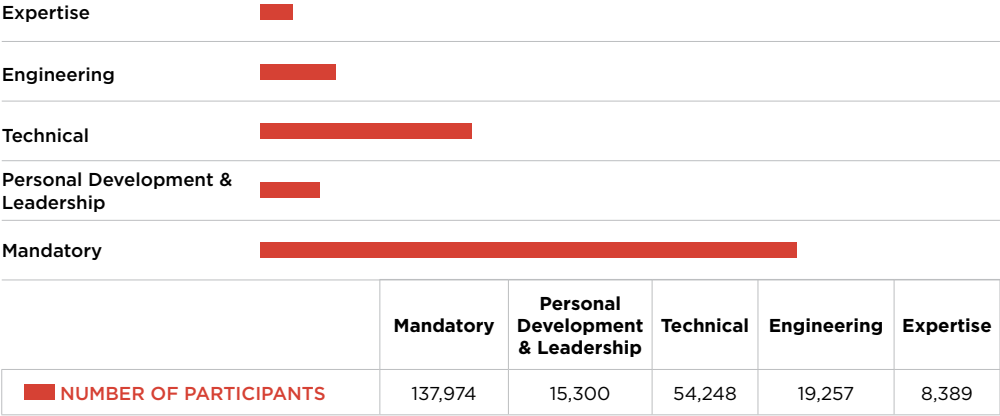
- > 40 employees from our Company.
- > 12 employees from auxiliary industry companies.



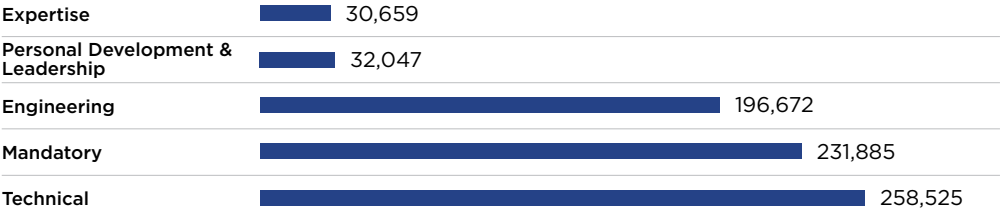
ACADEMY OPERATIONS

EMPLOYEE ENGAGEMENT AND SATISFACTION

PLANNED REQUESTS BY CATEGORY / NUMBER OF PARTICIPANTS



TOTAL TRAINING HOURS DELIVERED BY CATEGORY



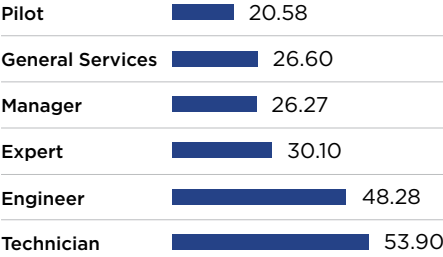
TUSAŞ ACADEMY TRAINING SATISFACTION RATE

TUSAŞ EMPLOYEES
91.60%

EXTERNAL PARTICIPANTS
91.80%

TRAINING HOURS PER CAPITA

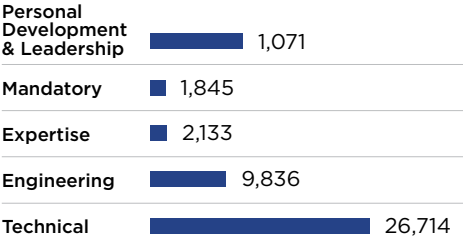
Training Hours Per Person By Title



TUSAŞ Average
46.73 hours
40<Target*<50
* Year-End Actual Target

TOTAL TRAINING HOURS BY CATEGORY

TUSAŞ Employees



Total Training Hours
41,599
Number of TUSAŞ employees who received at least one training course: 15,659

TRAINING PROVIDED OUTSIDE TUSAŞ

Total Training Hours
5,814

Total Number of People
1,084

2025 Total Training Sales Revenue — 2024 — 2023 —
1,876,241\$ 2,418,678\$ 124,680\$



TRAINING PLANNING ACTIVITIES

In 2025, a total of 3,126 training hours were delivered in 230 different training plans at TUSAŞ facilities, including paid and free-of-charge training procured from outside TUSAŞ. A total of 4,189 employees benefited from these training programs. The procurement process was completed and training was successfully delivered for a total of 113 different training courses in the categories of Engineering, Technical, Personal Development, Expertise, Vocational Qualification and Legal/Mandatory training.

To increase the training participation rate, a new trainer management model and automatic registration systems for training were developed. Training plans began to be added to the Outlook calendars of trainers and participants. The training participation-rate target was added to directorate scorecards and individual targets. Through these activities, an increase of 15% was achieved in 2025. As a result of the measures taken and strategies implemented, a significant improvement in training metrics was achieved when 2024 and 2025 were compared.

The backlog of pending requests, which reached 66,000 in mid-2024, was reduced to approximately 32,000 by the end of 2025 through automatic planning and increased capacity, meeting 50% of pending requests.

In addition to training and development activities for TUSAŞ employees, training services were provided to 77 companies in the defense industry ecosystem, including Turkish Armed Forces Foundation TUSAŞ subsidiaries and subcontractors and SSB subcontractors, to contribute to the development of the Turkish Defense Industry.

LIBRARY ACTIVITIES

Our TUSAŞ Academy Libraries continue to enrich their printed and digital technical and social content and meet our employees' needs for access to information in academic and R&D activities. Through 41 database subscriptions, national and international technical information and standards needed by units have been made available.

To support equal opportunities in education, the Village School Library Project was implemented in cooperation with the Elini Uzat Association to establish libraries and provide books to disadvantaged schools. Through donations and the contributions of our volunteers, a total of 3,800 books at primary, secondary and high school levels were collected. TUSAŞ libraries were established in three schools in Artvin.

The actual amounts paid for subscriptions and memberships planned in 2025 are presented in the table below.



AMOUNTS PAID FOR SUBSCRIPTIONS AND MEMBERSHIPS IN 2025

ACTUAL (USD)	2021	2022	2023	2024	2025
Subscription	271,155	539,660	888,723	653,493	662,877
Membership	120,560	221,790	170,349	223,758	293,736

We continue to develop our library collection by identifying the resource needs of all employees in management, personal development, technical, expertise, engineering and similar areas. We facilitate our employees' access to information through online databases, periodicals and association memberships.



A book donation campaign was conducted for village schools in Borçka, Artvin, under the A Library for Every Village Project.

NUMBER OF SOURCES	NUMBER
Academy Library	28,077
Vecihi Hürkuş Library	2,142
Total	30,219

MATERIAL STATUS	NUMBER
Electronic Resources	11,238
Printed Resources	18,981
Total	30,219

LOAN PLATFORM / YEAR	TRANSACTION TYPE	2021	2022	2023	2024	2025	TOTAL
Selfcheck	Return	80	400	542	813	682	2,517
	Loan	118	398	559	798	634	2,507
	Subtotal	198	798	1,101	1,611	1,316	5,024
Circulation	Return	3,811	3,357	3,442	3,404	3,307	17,321
	Loan	3,646	3,143	3,447	3,408	3,409	17,053
	Subtotal	7,457	6,500	6,889	6,812	6,716	34,374
Grand Total		7,655	7,298	7,990	8,423	8,032	39,398

2025 SUBSCRIPTIONS AND MEMBERSHIPS	NUMBER
Online Database Subscription	39
Periodical (Online + Printed) Subscription	11
Association / Institution / Organization Membership	41



YOUNG TALENT PROGRAMS AND YOUNG TALENT DEVELOPMENT ACTIVITIES

The SKY brand, through which young talent currently studying in the third or fourth year of undergraduate programs develop engineering skills related to their professions and which was selected by young people as the most admired candidate engineering or internship program, was diversified with new projects developed as of the last quarter of 2025. It now aims to shape young people's engineering tendencies from the first year, bring them together with professional life earlier and reach broader audiences. From this perspective, our Company's flagship young talent programs, SKY Discover and SKY Experience at undergraduate level, are enriched with programs such as SKY Junior, SKY Manufacturing, SKY Remote and SKY MGP. The internship mentoring system applied in all these programs will be addressed end to end in 2026 through the Young Talent Development Ambassadors Project and transformed into a more systematic structure.

SKY Programs

In 2025, 1,949 interns worked at our Company through SKY Programs.

- > SKY Experience: 1,259
- > SKY Global: 43
- > SKY Discover: 600
- > SKY Global Türk: 47



Internship Programs Conducted under Protocols

Under protocols signed with universities, 156 interns from the TOBB ETÜ Cooperative Education Program and Ankara Yıldırım Beyazıt University completed internships at our Company.

Vocational Education Programs

Under the relevant program, 667 interns from Vocational Schools and 542 interns from Vocational and Technical Anatolian High Schools completed internships at our Company.

New Programs / Projects Implemented for Young Talent Development



SKY MGP: The program aims to enable successful students admitted to the SKY Experience program to enter employment better prepared under the MGP project. Successful fourth-year students who have two free days per week are provided with the opportunity to work as candidate engineers in the MGP project conducted by the Academy Directorate. Young talent is thereby given the opportunity to begin, while still studying, the training and development journey otherwise implemented after employment. The project is conducted through hybrid (face-to-face and online) practices.



SKY Remote: The program aims to provide young talent who cannot participate in face-to-face internships and who study at successful universities with engineering competencies and TUSAŞ culture, as well as a development path based on a work-based learning system through next-generation training practices.

EU GRANT AND ERASMUS+ PROGRAMS

KA220 HDrawing - Technical Drawing Project

The website sharing the training content and project activities prepared for the Erasmus+ KA220 Technical Drawing Project was launched. Training videos and examination question sets were prepared within the work package for developing training content on technical drawing.

A Plain Language in Vocational Education training and project team meeting were held at Vienna University of Technology from June 30 to July 4, 2025. Survey and interview activities were conducted to identify examples of good practice in advanced manufacturing technologies.



Click [here](#) to access details of the KA220 HDrawing - Technical Drawing Project.

AILEEN

In September 2025, three SKY Experience interns who achieved success in advanced manufacturing represented TUSAŞ and our country at the International Skills League held in Portugal. In October 2025, the “Workshop on Advanced Manufacturing Technologies, Certification Processes and Strengthening Sector-Academia Cooperation in the Aviation and Space Industry” was held in cooperation with ODTÜ-KATAMER.

Erasmus+ Mobility Accreditation KA121

OUR COMPANY, ONE OF 8 ORGANIZATIONS RECEIVING GRANTS IN ANKARA, BECAME THE ORGANIZATION RECEIVING THE SECOND-HIGHEST GRANT AMOUNT.

In the 2025 period of the Erasmus+ KA121 VET project, TUSAŞ increased its allocated grant to EUR 290,300. TUSAŞ, one of 8 organizations receiving grants in Ankara, became the organization receiving the second-highest grant amount after the Ankara Provincial Directorate of National Education. In 2025, a total of 40 trainees participated in Erasmus+ mobility activities to Germany, primarily TAI Hamburg, as well as Romania and Denmark.

Within employee skills development programs and transition support programs, role-based training is defined for all employees in our Company to reinforce the specific knowledge and skills required to advance in their jobs or careers. In 2025, all employees participated in at least one role-based training course.



For the percentage of employees receiving regular performance and career-development reviews, see [Performance Indicators - Performance Development, Seniority and Remuneration](#).

EMPLOYEE AND MANAGEMENT RELATIONS

MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

There is no minimum notice period for informing employees before implementing significant operational changes. However, for matters that may constitute a fundamental change to employees' employment contracts, employees are allowed a minimum of 6 business days to make a decision after notification. In addition, the days declared as annual leave by the Company for 2026 were announced to all employees on November 25, 2025. Accordingly, both operational and fundamental changes are announced to employees a reasonable period in advance.

NON-DISCRIMINATION

INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

Within the year 2025, we received 3 applications regarding discrimination based on race, color, gender, religion, political opinion, national origin, or social origin as defined by the ILO, and our reviews have been completed.

DIVERSITY AND EQUAL OPPORTUNITY

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

As a Company, we adopt the principle of equal pay for equal work. We determine our remuneration policy by making measurable, transparent, balanced and fair assessments in line with the value of the job. By benefiting from sectoral salary surveys, we aim to maintain internal and external pay balance. Taking into account our country's economic indicators and sectoral market data, we aim to implement competitive, motivating and rewarding practices. Our Company applies position-based remuneration policies. Female and male employees receive the same pay, and there is no proportional difference.

CHILD LABOR

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

Our Company does not employ personnel under the age of 18. In line with the requirement that “The Company shall clearly document its procedure for verifying candidates' ages before recruitment,” our Recruitment Procedure was updated and the provision “Persons under the age of 18 are not employed in accordance with Company rules” was added.

SECURITY PRACTICES

TRAINING OF SECURITY PERSONNEL IN HUMAN RIGHTS POLICIES AND PROCEDURES

Private security officers working at our Company are employed in accordance with Law No. 5188 on Private Security Services and the relevant secondary legislation and are subject to mandatory training programs before and throughout their duties. The basic and refresher training provided to private security personnel includes the following courses and topics:

- > Human Rights and Fundamental Rights and Freedoms,
- > Private Security Law and Limits of Authority,
- > Criminal Law Knowledge,
- > Authority to Use Force and the Principle of Proportionality,
- > Effective Communication and Rules of Conduct,
- > Relations with General Law Enforcement,
- > First Aid and Emergency Response.

Through this training, particularly the human rights course, private security officers are expected to perform their duties in accordance with the principles of the rule of law, proportional use of force and respect for human dignity. Training is provided by authorized training institutions in accordance with legislation, and certificates, participation records and renewal periods are regularly monitored by Human Resources and the relevant units.

LOCAL COMMUNITIES

OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS AND DEVELOPMENT PROGRAMS

Women Who Inspire the Sky Mentoring Program

Under the Women Who Inspire the Sky Mentoring Program, we match our experienced female colleagues working at Turkish Aerospace with female students studying in the second or third year of Engineering and Economics and Administrative Sciences departments at universities, and female students studying in the second year of technical vocational schools of higher education. Applications for this structured six-month mentoring program, which is conducted to support the career development of female students studying in engineering and technical fields, are received every February, and the program begins with an opening event held at the TUSAŞ Kahramankazan Site on March 8, International Women's Day.

Female students who are citizens of the Republic of Türkiye and who are studying in the second or third year of Engineering and Economics and Administrative Sciences departments at universities throughout Türkiye, as well as female students studying in the second year of Technical Vocational Schools of Higher Education, may apply to the program. Mentor-mentee matches are made throughout the mentoring process, and meetings are conducted physically or online in accordance with the joint planning of the parties. Under the program, at least 1 meeting per month and at least 6 mentoring meetings in total are expected to be held.

To successfully complete the program:

- > At least 6 mentoring meetings must be held over 6 months.
- > Participants must take part in a full working-day experience at TUSAŞ facilities.

Participants who successfully complete the program are awarded a personalized certificate of participation.



Click [here](#) for applications and detailed information.



FEMALE STUDENTS ARE OFFERED THE OPPORTUNITY TO GAIN AN IN-DEPTH UNDERSTANDING OF THE SECTOR AND OUR COMPANY THROUGH ONE-TO-ONE MENTORING MEETINGS AND A ONE-DAY WORK EXPERIENCE AT TURKISH AEROSPACE, OPENING A NEW HORIZON IN THEIR CAREER JOURNEY.

BENEFITS AND OPPORTUNITIES



MENTORING MEETINGS

A minimum of one one-to-one mentoring meeting each month throughout the 6-month program



EXPERIENCE

One full working-day experience accompanied by the mentor at the end of the program



PROFESSIONAL NETWORK

Opportunity to build a professional network with mentees and mentors in the program ecosystem



PRIORITY RIGHT

Priority admission to our talent programs for mentees who successfully complete the program and meet the basic requirements



CERTIFICATE

Certificate of participation in and completion of the program



TRANSPORTATION SUPPORT

Transportation support to our Ankara campus for the opening and closing events of the program

FORCED OR COMPULSORY LABOR

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR FORCED OR COMPULSORY LABOR

Under the Respect for Human Rights heading in our Ethics Handbook, the provision states: “TUSAŞ and TUSAŞ employees do not permit any human rights violation, including forced labor, child labor, human trafficking, harassment, ill-treatment and modern slavery, and exercise due diligence to prevent similar practices in the supply chain.” Under the heading Our Legal Responsibilities, the provision states: “Practices such as forced labor, discrimination, harassment, mobbing or the employment of child labor are strictly prohibited.” Accordingly, there is no case of forced labor. In addition, the matter of “examining how commitments relating to a production model that respects human rights are reflected in practice and reviewing the field-based impact assessment approach for risks such as child labor, forced labor or human trafficking” has been included in our 2026 audit plan.



HUMAN RESOURCES AND TALENT MANAGEMENT

WE SUPPORT THE HEALTH, SAFETY AND DEVELOPMENT OF OUR EMPLOYEES THROUGH INCLUSIVE PRACTICES AND STRENGTHEN A CULTURE OF SAFE WORKING ENVIRONMENTS AND PERFORMANCE-ORIENTED DEVELOPMENT.

OPERATIONAL FACILITIES WHERE OCCUPATIONAL HEALTH AND SAFETY RISK ASSESSMENTS WERE CONDUCTED

As of 2025, risk assessment studies have been conducted to cover 100% of operational facilities.

ALL EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS OR FORMALLY ELECTED EMPLOYEE REPRESENTATIVES ACROSS ALL COMPANY LOCATIONS

Under Law No. 6356 on Trade Unions and Collective Labor Agreements, the authority to sign collective labor agreements on behalf of employees rests with trade unions. However, since the employees of our Company are not trade union members, we do not sign a collective labor agreement. Accordingly, we do not have a trade union representative elected by trade union members. On the other hand, our Company has an elected employee representative who represents all employees.

PERFORMANCE MANAGEMENT AND DEVELOPMENT PROCESS

The 2025 Performance Management process began with a comprehensive communication and development program in line with a participatory and learning-organization approach that supports cultural transformation. Design-Oriented Performance Workshops were organized to strengthen adaptation to the process, launch meetings for the newly designed process were held, and keynote sessions were conducted under the title “Effective Performance Management and Feedback.”

In addition, online and face-to-face training themed “Providing Feedback and Setting Goals” was delivered to managers. At mid-year, information meetings were held to evaluate the new practices and address areas for improvement. These activities contributed to reinforcing the strengths of the process and systematically addressing development areas.

As of 2025, performance processes were transformed into and implemented as a two-period structure comprising Mid-Term and Year-End periods. In both periods, an integrated process covering goal setting, uploading evidence documents relating to actual results, feedback meetings, self-assessment, performance assessment and review steps was operated. Analyses of changes in employee performance between periods were regularly reported to managers. As of 2025, the participation rate in both the mid-term and year-end performance assessment processes was 100% among employees included in the scope. Male employees accounted for 85% of participation and female employees for 15%. The workforce percentage across our Company was 96.4%. This difference arose because of newly hired employees or employees on long-term medical leave.

During the individual goal-setting stage, managers set employee-specific development and empowerment goals for their direct reports, and these goals were assessed at the end of the period. A development-oriented approach was adopted for employees whose development needs were identified as a result of the performance assessment; priorities were established and online training assignments were planned and launched. Details of performance participation rates and the training assigned to low-

performing employees will be shared through the internally published TUSAŞ HR Bulletin. Following completion of the performance assessment periods, assessment results were considered holistically through calibration meetings and final performance scores were determined. In 2025, the 360° Assessment system was launched for the first time and successfully completed. In the system, which was designed with question sets differentiated by title group, employees included their colleagues and stakeholders with whom they work in the process and received multidimensional assessments. A total of 15,668 employees participated in the first 360° assessment process. As a result of integrating the 360° assessment results with year-end performance scores, employees will be positioned on the Nine Box Grid, and analysis studies will be conducted. Customized development plans have been designed for each matrix box, and a pilot implementation will begin after the results are finalized.

Expanding the feedback culture throughout the organization was among the priority goals for 2025. Awareness activities were conducted on the importance of feedback, encouraging communication practices were launched, and organization-wide dissemination was supported. Indicators such as manager-based feedback rates and the number of employees receiving feedback are monitored through digital dashboards and regularly reported to management. All processes within the scope of performance management are detailed in the Individual Performance Management Procedure and have been published in the Enterprise Document Management System, which is accessible to all employees.

HUMAN RIGHTS IMPACT AND RISK ASSESSMENT

There is no human rights impact or risk assessment for stakeholders.

ETHICS REPORTING

In 2025, a total of 123 reports were received, including 118 through our internal Company channels and five through our anonymous line.

CORRUPTION

No case of corruption occurred in our Company in 2025.

BUSINESS ETHICS

The TUSAŞ Academy prepared “Business Ethics,” “Conflict of Interest,” “Human Rights,” “Diversity, Equity and Inclusion” and “Anti-Corruption” training courses, and the relevant training has already been assigned to all our employees.

TRAINING TO REINFORCE KNOWLEDGE OF DISCRIMINATION AND HARASSMENT

A training plan covering harassment, discrimination and human rights violations was prepared through the “Diversity, Equity and Inclusion” training developed by the TUSAŞ Academy. The relevant training has already been assigned to all our employees.



TRAINING NAME	TRAINING CONTENT	TARGET GROUP
Sustainable Supply Chain Training	> What Is a Sustainable Supply Chain and Why Is It Important? > Social Dimension > Economic Dimension > Risks and Opportunities	Departments working directly with the supply chain
Business Ethics Training	> What Is Business Ethics and Why Is It Important? > Fundamental Business Ethics Principles and Real-Life Practices > How Is an Ethical Corporate Culture Built? > Strengthening Ethical Conduct – Individual > Responsibilities and Corporate Support	All Employees
Human Rights	> United Nations Global Compact (UNGC) > Sustainable Development Goals (SDGs) > What Are Human Rights and Fundamental Definitions? > Human Rights Risk Areas in Aviation > Human Rights Due Diligence > Safe Reporting & Remediation Mechanisms > Corporate Gains	All Employees
Diversity, Equity and Inclusion Training	> What Are Diversity, Equity and Inclusion? > Human Rights and Their Application in Working Life > Definition and Types of Discrimination and Harassment > How Is an Inclusive and Fair Corporate Culture Created? > Individual and Corporate Responsibilities	All Employees
Anti-Corruption Training	> What Is Corruption and What Are Its Types? > How Does Corruption Appear in Corporate Culture? > Examples from the Aviation and Defense Industry > Impacts of Corruption on Employees and the Company – Section 4: Fighting Corruption at Corporate Level > Our Responsibilities as Employees > Case Studies	All Employees
Conflict of Interest Training	> What Is a Conflict of Interest and Why Is It Important? > Fundamental Principles and Practices – Managing Conflicts of Interest > Conflicts of Interest Today: Data and Examples > Conflicts of Interest in the Aviation and Space Industry > Airbus – Kuwait Helicopter Order and Intermediaries > UAE vs. Boeing – Major Defense Tender Dispute > Consequences and Risks of Conflicts of Interest; Sample Scenario: Supplier Relationship and Family Ties; Decision Stage > Analysis: Elements of the Dilemma > Ethical Corporate Culture – Systems to Prevent Conflicts of Interest > Individual and Corporate Responsibilities	All Employees

ALL FACILITIES ASSESSED OR INTERNALLY AUDITED FOR BUSINESS ETHICS CONCERNS

The internal business ethics audit has been planned to cover all campuses and included in the audit program for completion by the end of 2026. The purpose of the audit has been designed to cover the two main headings included in the assessment study. In this context, the audit covers:

- > Monitoring ethical risks in the fields of corruption, information security and human rights;
- > Assessing employee awareness;
- > Reviewing the effectiveness of internal control mechanisms and assessing the existing structure for transparent reporting of findings through digital systems; and
- > Examining how commitments relating to a production model that respects human rights are reflected in practice and reviewing the field-based impact assessment approach for risks such as child labor, forced labor or human trafficking.

EMPLOYMENT

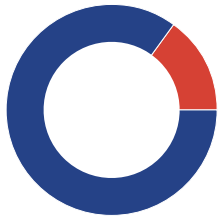
NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES DURING THE REPORTING PERIOD, BY AGE GROUP, GENDER AND REGION (2025)

TOTAL HIRES

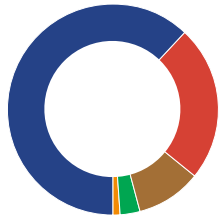
1,161

GENDER RATIO



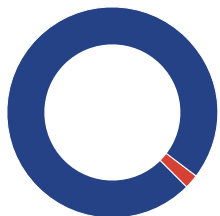
● MALE 976 (84.07%)
● FEMALE 185 (15.93%)

AGE DISTRIBUTION



● AGE 18-29 731 (62.96%)
● AGE 30-39 278 (23.94%)
● AGE 40-49 116 (10%)
● AGE 50-59 35 (3%)
● AGE 60 AND ABOVE 1 (0.08%)

DISTRIBUTION BY CAMPUS



● TUSAŞ KAHRAMANKAZAN MAIN FACILITY 1,139 (98.1%)
● OTHER
HACETTEPE 6 (0.5%)
İTÜ-1 3 (0.25%)
İSTANBUL TEKNOPARK 2 (0.17%)
YILDIZ TEKNOPARK-2 4 (0.34%)
İTÜ-2 3 (0.25%)
İSTANBUL TEKNOPARK-2 3 (0.25%)
AKDENİZ TEKNOKENT 1 (0.08%)

* We do not have any employees under the age of 18.



BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

Under Article 5 of Labor Law No. 4857, unless there are substantial reasons, differential treatment of a part-time employee compared with a full-time employee, or of a fixed-term employee compared with an indefinite-term employee, is prohibited. In our Company, the rights and benefits provided to full-time employees are also provided to part-time or fixed-term employees.

PARENTAL LEAVE

Between 01.01.2025 and 31.12.2025, 153 female employees took maternity leave. In addition, 660 male employees took paternity leave.

OCCUPATIONAL HEALTH AND SAFETY

BY COMPLYING WITH NATIONAL AND INTERNATIONAL STANDARDS IN OCCUPATIONAL HEALTH AND SAFETY, WE CREATE A SAFE WORKING ENVIRONMENT FOR ALL OUR EMPLOYEES.

OHS MANAGEMENT SYSTEM

At our Company, we aim to prevent losses that may arise from occupational accidents and occupational diseases by complying with legal obligations and other requirements in order to ensure workforce efficiency and the safe execution of our activities. In line with this fundamental objective, we have an effective Occupational Health and Safety Management System structured within the framework of the ISO 45001 Occupational Health and Safety Management System (OHSMS) Standard to protect the well-being of our employees and our corporate reputation. We operate our OHS Management System with reference to the Occupational Health and Safety Law No. 6331, national regulations prepared within the framework of the relevant law, and other requirements outside legal legislation (national/international standards, contractual requirements, customer requirements, scientific approaches, etc.). Within the scope of our ISO 45001 certificate valid for our central campus, we successfully maintained the continuity of our certificate without any findings being reported at any level during the interim control audit conducted in 2025 for our management system, which is audited annually by accredited organizations.

All activities carried out at workplaces and work sites owned or operationally controlled by our Company, and all our employees assigned to these activities, including permanent, contract and temporary employees, full-time and part-time employees and interns, are covered by our Occupational Health and Safety Policy and OHS practices, which commit to ensuring working conditions free from occupational accidents and occupational diseases. In addition, the employees of our subcontractors, contractors and auxiliary industry companies are subject to system requirements under their contractual obligations and OHS rules. We operate the oversight mechanisms established to manage risks that may endanger the integrity of our employees and facilities as a result of activities carried out by our subcontractors/contractors and other relevant parties with whom we have business relationships.



Click [here](#) to access our Occupational Health and Safety Policy under the ISO 45001 Occupational Health and Safety Management System (OHSMS) Standard.

Bureau Veritas Certification



TUSAŞ - TÜRK HAVACILIK VE UZAY SANAYİ ANONİM ŞİRKETİ
FETHİYE MAH. HAVACILIK BULVARI NO:17 KAHRAMANKAZAN, ANKARA, TÜRKİYE

Bureau Veritas Certification Holding SAS - UK Branch certifies that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards detailed below

ISO 45001:2018
Scope of certification

RESEARCH, DESIGN, DEVELOPMENT, TEST OF AIRCRAFT, HELICOPTER, UNMANNED AIR VEHICLE (UAV) PARTS AND COMPONENTS, AND COMPLETE AIRCRAFT, HELICOPTER, UNMANNED AIR VEHICLE (UAV); SOFTWARE DESIGN AND DEVELOPMENT AND INFORMATION TECHNOLOGIES SERVICE MANAGEMENT; SATELLITE, SPACE VEHICLE PARTS AND SYSTEMS DESIGN AND MANUFACTURING; INTEGRATED LOGISTIC SUPPORT

Original cycle start date by another certification body:

03-10-2023

Expiry date of previous cycle:

NA

Certification / Recertification Audit date:

NA

Certification/Recertification Cycle Start Date:

03-10-2023

Subject to the continued satisfactory operation of the organisation's Management System, this certificate expires on:

15-11-2026

Certificate No.: TR015161

Version: 1

Issue date: 06-11-2025

Previous Certificate No.: 0Y-1171/23



Signed on behalf of BVCH SAS UK Branch

Certification Body Address: 5th Floor, 100 Lower Thames Street, London, EC3R 6DL, United Kingdom

Local Office: Pasco Plaza Altayçeşme Mah. Çamlı Sok. No:21 Kat:8 34848 Maltepe, İstanbul, Türkiye

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirements, please call: +90 216 518 40 50

CER CERTIF ALL TPL 001 Rev 4.3



0008



HAZARD IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION

We act with the awareness that identifying hazards and effectively managing risks are an important part of our operations and among the indispensable elements guiding our strategic decisions in OHS management. In OHS activities, which are one of the fundamental elements of our sustainability goals, we prioritize risk-based and forward-looking approaches. Under the coordination of our OHS professionals whose competencies are defined and who hold professional certificates, we developed digital reporting tools structured on the basis of legal requirements and the ISO 31000 Risk Management Standard. Through these tools, which are accessible to all our employees, we can report risks, occupational accidents, near-miss incidents, unsafe/safe conditions and behaviors, change-management notifications and improvement suggestions. We also effectively use another digital tool called the OHS Dashboard to enable rapid access to data relating to all incidents and reports. While internal audits conducted in our Company and annual ISO 45001 external audits conducted by accredited organizations ensure that the effectiveness of the process and the tools used is reviewed, we monitor the effectiveness of our practices relating to risk and corrective-action management through corporate performance indicators. When identifying hazards and risks, we consider all routine operational and support activities conducted at workplaces and work sites owned or operationally controlled by our Company, as well as non-routine activities and situations such as subcontractor/contractor work that are not our direct activities but may expose our employees or facilities to hazards.

In 2025, we added 1,656 new risks through our activities to the 13,994 OHS risks registered in the Risk Management System covering the work areas owned or operationally controlled by our Company. For 190 of these new risks that were in action-planning status, we created action plans and ensured their follow-up. While basing our actions on the hierarchy of controls, which aims to eliminate risks at source, we strengthen our safe working culture through transparent reporting mechanisms centered on employee participation. Our employees have the right to report hazardous conditions through safe reporting channels without risk of retaliation and to remove themselves from work situations that they believe could cause injury or ill health. Although no work stoppage occurred in 2025 for reasons that employees believed could cause injury or ill health, we achieved an average of 142 employee reports per month and 1,708 per year, against our target of 85 per month and 1,020 per year. Compared with the number of reports made in 2025 and previous years, the number of reports made by our employees increased by more than twofold. We emphasized our shared responsibility by consulting our employees on actions to improve processes relating to employee participation and consultation in the development, implementation and assessment of the Occupational Health and Safety Management System.

OCCUPATIONAL HEALTH SERVICES

Occupational health services that contribute to identifying and eliminating hazards and minimizing risks are provided at our well-equipped Health Center by multidisciplinary teams consisting of health personnel, psychologists, radiologists, physiotherapists and laboratory technical personnel, under the coordination of our full-time workplace physicians. Appointments can be made when needed through the Health Management Module, one of our internal communication tools, to access health services covering all our employees. In addition, through the Health Line that has been launched, our employees can easily access our Health Center from outside the facility.

In 2025, we conducted 1,153 pre-employment examinations to assess employees' health suitability for the work to which they would be assigned, 5,008 periodic health examinations to prevent deterioration of health during employment, 595 check-up examinations to support early diagnosis of potential illnesses, and 52,043 outpatient examinations to address health complaints. In this way, we aimed to plan measures before foreseeable risks arise and prevent potential work-related illnesses through early diagnosis. According to the survey conducted to measure employee satisfaction with services provided at our Health Center, the utilization rate of our Health Center services was measured at 93.5%, and the satisfaction rate was calculated as 84.7%. The satisfaction rate for psychologist services was 88.2%. The utilization rate for physiotherapist services was 13.4%, while the satisfaction rate was measured at 92.4%.

NUMBER OF REPORTS SUBMITTED BY EMPLOYEES							
	Unsafe Condition	Unsafe Behavior	Near-Miss Incident	Risk Report	Change Report	Suggestion	Total
2025	641	48	159	109	91	660	1,708
2024	307	12	171	101	75	183	849
2023	240	24	136	54	77	249	780



In addition to the preventive health services provided through examinations, we conducted activities by considering the physical, chemical, ergonomic and biological risks to which our employees may be exposed due to their duties. Under psychological counseling services, following occupational accidents for which unsafe behavior was identified as the root cause, we ensured that the relevant employees who had accidents were assessed by the Company psychologist under the principle of confidentiality, and we identified the necessary actions relating to the potential psychosocial causes of the accidents. Under the training and awareness programs organized for the risks identified, we held 17 ergonomic exercise programs coordinated by our OHS engineers together with our physiotherapist and Sports Center trainers to draw attention to ergonomic risks and support employee health, directly reaching 1,200 employees. Through first aid training provided to 790 employees, we achieved a threefold increase compared with the previous year.



EMPLOYEE PARTICIPATION, CONSULTATION AND OHS COMMUNICATION

We carry out our activities by taking employee participation as a basis in the development, implementation and effectiveness assessment processes of our Occupational Health and Safety Management System and by ensuring effective communication through consultation. The digital reporting tools we have created, OHS Board Meetings held monthly with the participation of senior management, the employee-representation function designed as OHS Ambassadors, awareness surveys, personal protective equipment selection surveys, training programs and the award system are critically important in this regard.

Although holding an OHS Board Meeting once every two months is legally sufficient because we are classified as a hazardous workplace within the scope of OHS, considering the size of our organizational structure, we continued to hold these meetings once a month in a manner enabling representation of all our employees.

In 2025, our board members participated in these meetings at a rate of 80%. Over the last five years, 110 actions have been determined by decision of our OHS Board. Of the decisions taken over the last five years, 44% were taken at our board meetings held in 2025. We established employee-representation functions covering all our processes and aiming to increase communication with all our employees. Through field audits coordinated by our employee representatives, whom we define as “OHS Ambassadors,” we identified and eliminated 30 nonconformities. Through awareness surveys conducted with the participation of 1,471 employees, we identified actions encouraging participation in OHSMS processes. Taking into account the six-month Occupational Health and Safety Management System performance indicators of our operational departments, we operate an incentive mechanism by honoring, with the Valuers of Life OHS Awards presented by senior management, departments that aim to instill safety awareness throughout the organization, effectively manage risks at source, use our reporting mechanism effectively and contribute to our goal of providing a working environment free from occupational accidents and occupational diseases.

EXAMINATIONS CONDUCTED WITHIN THE SCOPE OF HEALTH SERVICES

Pre-Employment Examination	Check-Up Examination	Periodic Health Examination	Outpatient Examination
1,153	595	5,008	52,043

OHS TRAINING

Throughout 2025, we systematically continued our occupational health and safety training to support our employees in operating in a safe and healthy working environment. In this context, a total of 1,526 hours of face-to-face training was delivered under the coordination of our OHS team.

We took our training programs beyond legal requirements by considering the needs and expectations of all our employees. For this purpose, we held OHS-themed theater performances featuring scenes from our activities and had the opportunity to reach 1,000 different employees. We identified 12 monthly awareness themes covering seasonal conditions and frequently identified nonconformities and risks and communicated the relevant awareness needs to our employees through visual communication tools. We held 5,305 OHS Group Meetings, which have become part of our OHS culture, covering all shifts and addressing risks in operational activity areas and the rules to be applied. We provided 234 hours of practical working-at-height training to employees assigned to activities conducted at height and involving specific risks.



OHS 12 GOLDEN RULES

Under the coordination of our workplace physicians, we provided 440 hours of first aid training and enabled 790 employees to obtain first-aider certificates. Before our long-term and short-term interns proceeded to their duty locations, we organized 60 hours of OHS Training for Interns to inform them about risks and OHS rules. In addition to face-to-face training, we conducted training programs in various categories through online tools to provide information on the correct use of personal protective equipment, safe work with chemicals, awareness of the OHS Management System, OHS requirements for employees assigned outside our headquarters campus, and basic OHS rules for visitors entering our facility. In this way, we aimed to support effective management of operational risks and establish a sustainable occupational safety culture encompassing all our employees.



TIME SPENT IN FACE-TO-FACE TRAINING AND MEETINGS

	Time Spent in Training (Hours)
Basic OHS Training	792
First Aid Training	440
Working at Height Training	234
OHS Training for Interns	60
OHS GROUP MEETINGS	884

PROMOTION OF EMPLOYEE HEALTH

In our Company, we consider supporting the physical and psychological well-being of our employees beyond work-related risks to be among our priority responsibilities. Accordingly, we implemented health-promotion programs accessible to all our employees. Open to all employees, we implemented check-up examinations, psychological counseling services, dietitian support to promote healthy nutrition, Sports Center opportunities supporting an active lifestyle, physiotherapy services, and healthy living programs conducted under the headings “Wellness Health Talks” and “Well-Being Activities.” At the Smoking Cessation Outpatient Clinic established at our Health Center, 39 successful outcomes were achieved in a smoking-cessation campaign in which 83 employees participated.

To protect health during employment and establish a sustainable working environment by increasing the well-being of our employees, we conducted our programs, which are open to all employees and based on voluntary participation, in an integrated manner with OHS risk assessments. We arranged for our health policy, arrangements supporting nutrition and physical activity, health services and other health-related activities to be assessed by the Provincial Health Directorate. As a result of the assessment, our Company was awarded the Nutrition-Friendly and Physically Active Workplace Certificate.

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED TO BUSINESS RELATIONSHIPS

We address the potential impacts on our OHS Management System of parties to whose activities, products and services we are directly linked through our business relationships as part of our corporate responsibilities. In this context, we assess risks and opportunities arising from the activities and expectations of our contractors, subcontractors, suppliers, customers and other relevant parties, as well as their OHS performance.

We monitor the activities of relevant parties through OHS requirements included in contractual provisions and monitoring mechanisms to ensure compliance with applicable legislation and our procedures. We defined the needs and expectations of relevant parties as compliance obligations (other requirements). Through our OHS Module available in our internal communication tools, we monitor our compliance status with 72 relevant-party expectations and requirements.

Within the facility, we operate a work-permit process for contractor activities other than turnkey work. In 2025, our OHS team assessed the OHS compliance of the work of 174 contractor companies within the facility and reported the results of the performance assessment conducted for each.

Works requiring special permits that could affect our facilities and employees, such as working at height, hot work and work in confined spaces, were also assessed on site, and an additional work-permit process was operated.

In addition to our subcontractors, we aim to work with auxiliary industry companies that comply with health and safety requirements in outsourced work, and we sign agreements on compliance with OHS requirements with our auxiliary industry companies. In line with these agreements and under our ISO 45001 Standard Certificate, our OHS teams audited the 7 auxiliary industry companies from which we most frequently received services in 2025.

Under our Air Ambulance Service, coordinated with the Ministry of Health of the Republic of Türkiye, our OHS teams conduct audits to ensure that employees working at Provincial Air Ambulance Centers are protected in terms of OHS and to contribute to compliance with OHS requirements in the customer’s working environment. In 2025, audits were conducted in Adana, Antalya, Çanakkale, Konya and Malatya.



WORK PERMITS ISSUED TO CONTRACTOR COMPANIES

Number of Contractor Companies Audited	Hot Work	Working at Height	Confined Space Work
174	911	39	7

EMPLOYEES COVERED BY THE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

All activities carried out at workplaces and work sites owned or operationally controlled by our Company and all our employees assigned to these activities, including permanent, contract and temporary employees, full-time and part-time employees and interns, are covered by our OHS policy and OHS practices, which ensure working conditions free from occupational accidents and occupational diseases.

Our headquarters campus, Akinci, where all our operational activities are carried out and where 15,178 employees, representing 94% of the total number of employees, work, has an ISO 45001 Occupational Health and Safety Management System Certificate. At our other campuses, which are not covered by the certificate but where access to OHS practices and the rights to protection from occupational accidents and occupational diseases are safeguarded in line with our OHS policy, 956 employees, representing 6% of the total number of employees, work.

WORK-RELATED INJURIES

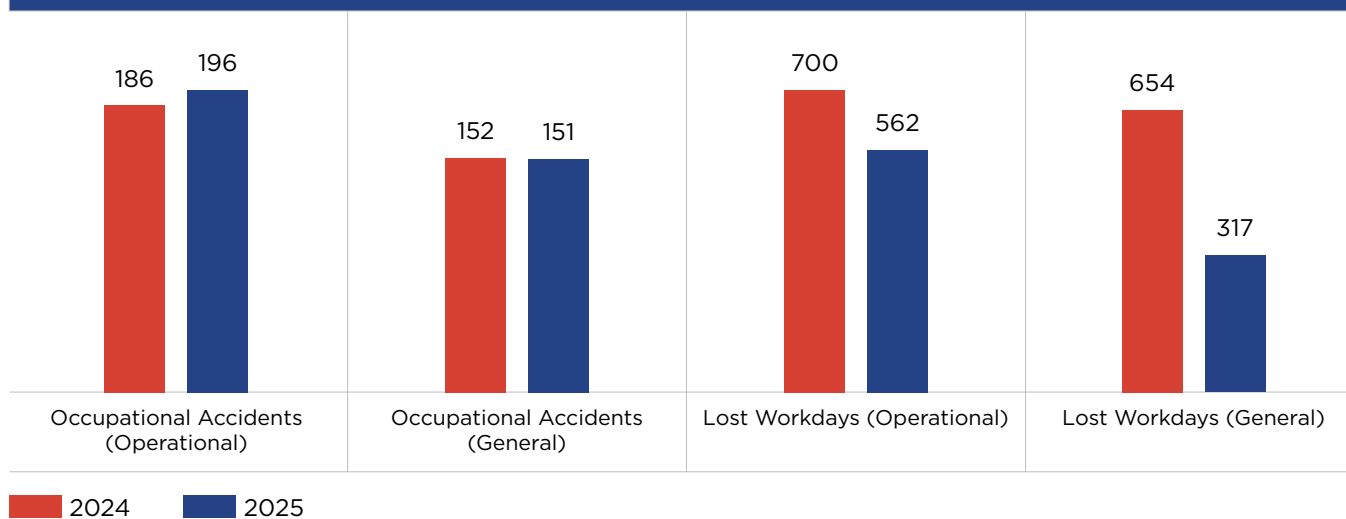
In OHSMS activities, one of the fundamental elements of our sustainability goals, we monitor key indicators such as occupational accidents and the resulting lost workdays to guide our strategic decisions. In 2025, 196 occupational accidents occurred in the operational category and 151 in the general category. Our accident frequency-rate performance indicator was 6.6 and 11.6 for these categories, respectively. These accident categories resulted in 562 and 317 lost workdays, respectively. Based on these data, our accident severity-rate indicator was calculated as 18.8 and 29.4. No occupational accident resulted in death or loss of limb. When the Accident Frequency Rate in 2025 is compared with the actual results of the previous year, we achieved a decrease of 38% for total accidents and 23% for operational accidents. The total of 879 workdays lost as a result of occupational accidents in 2025 decreased by 35% compared with the workdays lost as a result of occupational accidents in 2024.

ACCIDENT FREQUENCY AND ACCIDENT SEVERITY RATES (2024 AND 2025)

	2024 Target	2024 Actual	2025 Target	2025 Actual
Accident Frequency Rate (Operational)	6	6.5	5.5	6.6
Accident Severity Rate (Operational)	23	24.5	21	18.8
Accident Frequency Rate (General)	9	11.8	9	11.6
Accident Severity Rate (General)	35	47.4	32	29.4

* Accident frequency and accident severity rates are calculated on the basis of one million working hours.

NUMBER OF OCCUPATIONAL ACCIDENTS AND LOST WORKDAYS (2024-2025)



TUSAŞ ELİNİ UZAT ASSISTANCE ASSOCIATION

BY STRENGTHENING THE CULTURE OF SOLIDARITY, WE SUPPORT THE SOCIAL, ECONOMIC AND EDUCATIONAL NEEDS OF PEOPLE IN NEED.

Our Association was established to conduct social responsibility activities for individuals and institutions in need, particularly employees of Turkish Aerospace-TUSAŞ, employees of TUSAŞ subsidiaries and affiliates, and all natural and legal persons associated with TUSAŞ. With the mission of activating and developing civil society and social responsibility activities, our Association provides assistance for the social and economic needs and the education of children of all people in need, particularly TUSAŞ and affiliate employees who died or became disabled while their employment relationship continued, and their spouses, children and dependent mothers, fathers and siblings. In addition to coordinating mutual assistance and solidarity activities, supporting organizations conducting assistance activities nationally and internationally is among our fundamental purposes. In accordance with its bylaws, our Association resolutely continues its activities with the aim of spending at least two-thirds of its income directly on activities serving the public benefit.



EDUCATION SUPPORT PROGRAM

We created a comprehensive support program for the children left behind by our employees who passed away while their employment relationship with TUSAŞ continued. In this context, we provide both material and moral support to ensure that the children of our employees can continue their education without interruption. Our educational support includes meeting school needs, providing course materials and professional guidance services when needed. Our fundamental aim is to demonstrate our deep respect for the efforts of our employees and contribute to the future of their children, the most valuable legacy they left behind. Through this project, we aim both to fulfill our social responsibility and to make our families feel that we are always by their side.



RAMADAN ABUNDANCE PROJECT

Under our Ramadan activities, we brought abundance to the tables and hope to the hearts of 600 identified families in need by delivering chain-store gift vouchers worth TRY 2,500 per family. Cases in which delivery could not be made or recipients were not found at their addresses were carefully followed up; updated addresses were identified and all assistance was delivered in full through a second distribution operation.



IFTAR PROGRAM WITH THE FAMILIES OF OUR MARTYRS

During the holy month of Ramadan, we came together at an iftar program with the precious families entrusted to us by our honored martyrs. The trusts left behind by our martyrs will always be held in the highest regard. At this meaningful gathering, we once again deeply felt that unity, togetherness and loyalty are our greatest strength. We commemorate with gratitude our martyrs who sacrificed their lives for the homeland and wish their precious families patience, fortitude and health.



A RAMADAN EVENING AT HATAY SERDAR DEMİR CHILDREN'S HOMES COMPLEX

We experienced the abundance of Ramadan and the beauty of sharing and solidarity through the Ramadan Festival held at the Hatay Serdar Demir Children's Homes Complex. During activities held before and after iftar, we played games with our children, brought smiles to their faces and shared their joy. On this special evening when hearts came together and tables were shared, hope blossomed again for our children in the earthquake region.



KAHRAMANKAZAN MİLLÎ EGEMENLİK PRIMARY SCHOOL PERFORMANCE PROJECT

As an Association, we delivered the requested suit support to 6 students in need studying at Kahramankazan Millî Egemenlik Primary School for them to wear in the school performance on the "Adoption of the Turkish National Anthem." Sharing our students' excitement and happiness on this meaningful day was a great source of pride for our Association and volunteers.



TUSAŞ AND MUSEUM EVENT WITH OUR YOUNG DONORS

Under the coordination of the Family Executive Unit of the TUSAŞ Elini Uzat Association, a very meaningful gathering was held following the treacherous attempted attack on our Company. We hosted at our Company the children who conveyed their wishes for recovery to our Association after the attack and donated their school allowances to the Turkish Armed Forces Foundation.

Meeting these kind-hearted children, who despite their young age demonstrated great loyalty and courage by donating their school allowances, was extremely inspiring and full of hope for us. Their noble behavior once again reminded the public that awareness of social responsibility is measured not by age, but entirely by the heart.



TEK POTA PUBLIC BASKETBALL TOURNAMENT

As the Elini Uzat Association, we participated with our young team in the Public Tek Pota 3x3 Basketball Tournament to represent our institution and Association culture through the unifying power of sport. Our team demonstrated great success and finished the fiercely contested tournament in third place.



KAHRAMANMARAŞ CHILDREN'S HOMES COMPLEX: DO NOT LEAVE THE ORPHAN ORPHANED PROJECT

The Kahramanmaraş Children's Homes Complex project, launched with the aim of adding value to society and whose construction continues with great care and dedication, was designed to provide a safe, modern and peaceful living environment for girls aged 13-18. This important complex will go beyond merely providing accommodation and will be equipped with special programs supporting the education, personal development and social skills of the girls.

The facility includes various social areas, education centers and psychological support units that will meet all the children's needs. All areas in the project are being constructed with the children's physical and emotional safety as a priority. At present, 20% of the construction activities have been completed, and work continues uninterrupted and with determination.



TURKISH RED CRESCENT BLOOD DONATION CAMPAIGN

Under the leadership and organization of our Association, we hosted the Turkish Red Crescent's blood and stem-cell donation vehicle at our Company campus. TUSAŞ employees, members and volunteers came to the vehicles positioned at two different strategic points within the campus and made intensive blood and stem-cell donations to the Turkish Red Crescent.

DEREN'S SWEET EXCITEMENT EVENT

We held a special event titled "Deren's Sweet Excitement," which became a source of morale for Deren, the precious daughter of our colleague Atakan Şahin Erdoğan, who was martyred as a result of the treacherous attempted attack on TUSAŞ facilities, and for her family.

During this meaningful activity attended by our volunteers, we entered the kitchen with Deren and held an enjoyable cake-making event. In the cake competition organized as part of the event, Deren was unanimously selected as the winner by the jury members, and this special day became a beautiful memory.

WINTER BOOT AND COAT ASSISTANCE

Through the Boot and Coat Project conducted under our Association's traditional winter assistance activities, we reached our young brothers and sisters continuing their education in village schools in Trabzon and Bitlis. The winter boots and coats of our students continuing their education under challenging winter conditions were safely delivered to them by our teams and volunteers.



CINEMA AND MAX LEVEL EVENT WITH CHILDREN FROM KAHRAMANKAZAN CHILDREN'S HOMES

We came together at Ankara Next Level Shopping Center with orphaned children under protection at children's homes in Kahramankazan. On this special day, we played entertaining games with our children, watched the animated film "Aslan Hürkuş," and shared joyful moments together. While joining the excitement in the Max Level area throughout the event, we served hamburgers and snacks to the children, adding flavor and happiness to their day. Filled with the children's smiles and positive energy, the organization left an unforgettable memory for both them and us.

LET US DISCOVER TOGETHER: A JOURNEY OF HOPE AND CULTURE FOR THE CHILDREN OF HATAY CHILDREN'S HOMES COMPLEX

Our brothers and sisters living at the Hatay Serdar Demir Children's Homes Complex, which entered service on September 17, 2024, visited the TUSAŞ Elini Uzat Assistance Association and TUSAŞ facilities. The TUSAŞ visit created beautiful memories filled with entertaining educational games, corporate presentations, special refreshments and pleasant conversations. Our President & CEO's meeting with the children and the special gifts he presented to them enhanced the meaning and significance of the day, while our esteemed HÜRKUŞ Pilot Murat Özpala accompanied us throughout the technical visit and added depth to the young people's aviation vision.

SUPPORT CAMPAIGN FOR THE FAMILIES OF OUR EMPLOYEES WHO LOST THEIR LIVES IN THE HELICOPTER ACCIDENT

In the tragic helicopter accident that occurred in December 2024, we unfortunately lost four valued colleagues. To protect and support the precious trusts they left behind in the most appropriate manner, we launched a comprehensive assistance campaign among our Association members and stakeholders. All support collected through the campaign was delivered to the families to contribute to the social and economic lives of the spouses and children of our deceased colleagues.

SUPPLEMENTARY COURSE SUPPORT PROJECT FOR STUDENTS LIVING IN CHILDREN'S HOMES

To support the school lessons of students living in various children's homes in Ankara and strengthen their exam-preparation processes, we implemented a comprehensive course-support program consisting of online and face-to-face sessions. Through this project, a strong social interaction environment was created between TUSAŞ employees and our students, making the learning process much more enjoyable and efficient. We aimed both to contribute directly to the students' academic achievement and to strengthen their hope and self-confidence for the future.

Our voluntary course support remains active and continues in a determined and planned manner to contribute to the individual development of our students. This activity represents one of the clearest reflections of the social responsibility awareness of our Company and Association and is an important investment in the future.



AVIATION AND SPACE TRAINING PROJECT

On behalf of our Association, through which we carry out our social responsibility and volunteering activities via our Company, we continue to illuminate the dreams of young people who will build the future. The "Basic Aviation and Space Training Project" conducted in this direction has so far provided a broad vision to more than 500 young talents at a total of 15 schools, comprising 9 science high schools, four Anatolian high schools and 2 vocational and technical Anatolian high schools.

While our colleagues continue their intensive work during the week to develop our high-technology original products, they have devoted their weekends entirely to young people by explaining aviation and space. This meaningful idea, which began and came to life with a small spark around a round table, first guided young people at a single school through the specially developed curriculum and then expanded to dozens of schools.

Under our growing project, which has become even more meaningful, an official "Cooperation Protocol for Aviation and Space Training" was signed between the Ankara Provincial Directorate of National Education of the Ministry of National Education of the Republic of Türkiye and the TUSAŞ Elini Uzat Assistance Association to formalize corporate cooperation.



BRIDGES OF THE HEART: A MORALE PICNIC FOR YOUNG HEARTS BY THE TUSAŞ ELİNİ UZAT ASSOCIATION

On July 17, 2025, we hosted orphaned children and their families in Ankara at the TUSAŞ Social Facilities and carried out a very meaningful social responsibility project. This special gathering, organized to give children morale during the summer holiday and support families' adaptation to social life, displayed one of the finest examples of social solidarity.

Honored by the participation of the Director General and Head of Department of Child Services of the Ministry of Family and Social Services of the Republic of Türkiye, the event became an unforgettable day that allowed our young guests to deeply feel the compassionate hand of our state. In the program, which began with breakfast and continued uninterrupted until dinner, the children enjoyed special play areas, entertaining competitions and various refreshments, while families had the opportunity to socialize in a peaceful environment.

Successfully completed through the meticulous planning of our project team and volunteers, the organization increased the children's motivation and once again demonstrated the operational and logistical competence of our Association. Crowned by the smiles on the participants' faces, this meaningful day became a major source of hope and motivation for new projects we will implement in the future.

Health Assistance for Our Employees



HEALTH ASSISTANCE FOR OUR EMPLOYEES

In line with assistance requests reaching our Association, applications for health assistance found to comply with our Association bylaws were carefully assessed and were not turned away. Based on official discharge reports received from hospitals, support was provided for individuals' healthcare expenses and a direct contribution was made to the treatment processes of people in need. This medical assistance provided vital support to people facing financial difficulties in accessing healthcare services and helped improve their quality of life. As a requirement of its corporate and social responsibility vision, our Association continues to respond sensitively to the health needs of our community and employees in accordance with the relevant criteria.



SAPLINGS PLANTED IN MEMORY OF OUR HEROIC MARTYR MUHARREM CAN

A meaningful sapling-planting event was held to keep alive the memory of our honored martyr Muharrem Can, who sacrificed his life for the "Green Homeland," and transform his name into a deeply rooted legacy intertwined with nature. At the event, organized by the family and relatives of our martyr and supported by our Association, hands were raised to the sky in prayer while saplings were planted to carry our martyr's memory into the future.

At the emotional ceremony, with the wish that each sapling would become a breath for the immortal memory of our martyr, the first water was carefully given to the memorial forest created. Implemented with the aim of leaving a greener and more livable world to future generations, the activity became a scene of loyalty in which love of the homeland united with love of nature.

Family members attending the event stated that as each planted tree grows, the name of our martyr will take root in this land and the green area will become a place of peace for future generations. A powerful symbol of our determination to protect the trusts of our martyrs, this forest takes its roots from the heroism of the past and will continue to offer hope for Türkiye's bright future through its branches.



ELİNİ UZAT SUMMER EVENT

As a symbol of kindness and solidarity, on July 31 and August 6, 2025, we implemented a meaningful project that brightened children's worlds. Held in the peaceful atmosphere of the TUSAŞ Mosque for students from various schools and courses in Ankara, the "Elini Uzat Summer Event" shared in the dreams of 480 children aged 6-17.

Transforming the warmth of the summer holiday into a complete festival atmosphere, the organization touched young hearts and provided both morale and strong motivation. Meticulously planned at every stage by our teams, the gathering improved the children's social skills while strengthening the bonds of love, friendship and mutual assistance among them.

STATIONERY SUPPORT PROJECT

As the excitement of the new academic year filled hearts, we were proud to share in this enthusiasm. The "Stationery Support Project," implemented through our Association's well-established social responsibility vision, again facilitated the first steps on the road to school for hundreds of children this year.

With the strength of being a large family and the support of our charitable donors and volunteers, we delivered stationery vouchers to a total of 356 students. The scope of this support was also a concrete indicator of how broadly our spirit of solidarity had spread: 100 of the students supported were children of families in need working at subcontractor companies within our Company. The remaining 256 students were orphaned children struggling with life in different districts of Ankara.

We owe our gratitude to all our volunteers who contributed their efforts, our valuable donors who provided resources and our teams that meticulously conducted the project. You have a share in every achievement written by our children's pens.

BREAKFAST PROGRAM WITH THE FAMILIES OF MARTYRS

We came together with the precious families of our honored martyrs at a breakfast program organized for them. This meaningful day, during which close attention was paid to them, became one of the most tangible examples of our deep loyalty and commitment to the families of our martyrs.



INSPIRING THE FUTURE FOR OUR YOUNG GUESTS EVENT

At a special event organized with an awareness of social responsibility, children had the opportunity to visit Türkiye's domestic and national air vehicles in their hangars and observe production processes on site. During the technical visit accompanied by TUSAŞ engineers, exciting moments were experienced at the heart of the defense industry. The visit was not limited to a facility tour; a special training program was also organized for the children. Basic training on aviation and space technologies reinforced the children's interest in technology and engineering and provided strong motivation for their future goals.

This meaningful day, conducted with the "Elini Uzat" vision, concluded with special corporate gifts presented to the children and a group commemorative photograph. Our Association will continue with determination to stand by our children and open new horizons for them.



HOPE TOOK FLIGHT IN THE SKY: MODEL AIRCRAFT FLIGHT FESTIVAL

The TUSAŞ Elini Uzat Association held an unforgettable "Model Aircraft Flight Festival" in Ankara to inspire the aviators of the future and boost the morale of young people under state protection.

Held at the Gölbaşı BAKAP Recreation Area on August 17, 2025, the event was implemented in full coordination with the Directorate General of Child Services of the Ministry of Family and Social Services of the Republic of Türkiye. Approximately 150 young people aged 14-18 under protection at children's homes in Beypazarı, Kahramankazan, Saray, Pursaklar and Etlik had the opportunity to discover the fascinating world of aviation. The fundamental purpose of the festival was not only to provide the young people with an enjoyable day, but also to awaken in them a strong curiosity in science, technology, aviation and engineering. Basic aviation training and model-aircraft presentations delivered by experts opened new windows in the young people's vision.

The post-event outcome report strongly emphasized the importance of making such organizations traditional. While instilling a passion for aviation in young hearts, the festival increased participants' motivation and once again demonstrated our Association's crisis-management, operational-planning and leadership competencies.



SMALL MOVES, GREAT HOPES IN HATAY: A MEANINGFUL VISIT TO CHILDREN BY THE ELİNİ UZAT ASSOCIATION

Through the chess tournament and workshop event held at the Hatay Serdar Demir Children's Homes Complex, we contributed to the cognitive development of 65 girls and provided them with a morale-filled day. Focusing on social solidarity and children's development, our Association implemented a highly meaningful project in Hatay on October 11, 2025, International Day of the Girl Child. Volunteers and children brought together under the "Hatay Children's Homes Complex Chess Tournament and Workshop Event" spent an unforgettable day with strategy-filled moves and workshops in which creativity came to the forefront. The children began the day with an exciting chess tournament and demonstrated highly sportsmanlike competition. At the end of the tournament, trophies and medals were presented to children who achieved success, while every participating student received a chess set to encourage continuity of the sport in their lives. Following a shared lunch break, a special design workshop was held to develop the children's manual skills and motor abilities. By assembling the 3D cardboard models distributed to them, the children both had fun and experienced the joy of creating something from scratch. It was observed on site that such interactive activities make a significant contribution not only to increasing children's morale and motivation, but also to developing their self-confidence.



FUTURE ENGINEERS TAKE FLIGHT: "WINGED DREAMS" AT YIBITAŞ PRIMARY SCHOOL

The "Winged Dreams Project" organized by our Association brought 75 students together with TUSAŞ, the heart and center of Turkish aviation. The students made models of national air vehicles and imagined their place in the sky. As the Elini Uzat Association, which aims to increase children's interest in aviation, space technologies and engineering, we implemented an inspiring event on December 19, 2025. A total of 75 students from six different schools visited Turkish Aerospace facilities in Ankara and had the opportunity to become closely acquainted with air vehicles developed using domestic and national capabilities and hear about them from experts.

During the workshop, one of the most exciting parts of the event, the students assembled 3D models of our national vehicles, such as KAAN, HÜRJET, ANKA and ATAK, which are sources of pride. The excitement of the children, who experienced the happiness of building an air-vehicle model with their own hands, was visible in their eyes. The workshop aimed both to develop the children's hand-eye coordination and manual skills and to provide them with an aviation vision at an early age.



ONE PAIR OF BOOTS, ONE COAT, ONE SMILE PROJECT

The “One Pair of Boots, One Coat” project organized by our Association was completed with the intensive material and moral support of TUSAŞ employees and the outstanding dedication of our volunteers. Thanks to the donations collected, hundreds of children are welcoming winter much warmer and happier. Through this activity, the Elini Uzat Association operating within TUSAŞ added another powerful initiative to its social responsibility projects. The “One Pair of Boots, One Coat” project, officially approved on October 24, 2025 and for which an outcome report was published, brought smiles to families and children in need before the approaching harsh winter conditions.

Financed entirely by voluntary donations from TUSAŞ employees, the project provided comprehensive winter-clothing assistance to 306 children in full coordination with the Kahramankazan District Governorship and various non-governmental organizations. While the organization was conducted in full cooperation with the TUSAŞ Procurement and Industrialization Vice Presidency, assistance was flexibly delivered not only through physical products but also by providing gift vouchers, or clothing coupons, so that families could meet their needs freely.



INSPIRING FUTURE ENGINEERS: “PAGES OPENING TO THE SKY” PROJECT

Our Association carries the horizons of young people from the depth of books to the infinity of the sky and the pinnacle of domestic technology. Conducted at Ankara Yıldırım Beyazıt Anatolian Imam Hatip High School, this project combined literary culture with a passion for aviation. Acting with an awareness of social responsibility, our Association continues its support for education and young people through innovative projects. Implemented on December 10, 2025, the “Pages Opening to the Sky” project went far beyond a one-day school event and became a powerful career and vision meeting for the future of young people. At the event hosted by Ankara Yıldırım Beyazıt Anatolian Imam Hatip High School, a dynamic team of 22 TUSAŞ volunteers and visionary students came together. The program began with an interactive “Book Review” session contributing to students’ cognitive development and critical-thinking skills. Immediately after looking at the world through the windows opened by literature, high-school students had the opportunity to become closely acquainted with Türkiye’s domestic, national and independent power in the sky through an expert-level “Aviation and Space Presentation.” The event became a tremendous source of morale for both students and participating teams through corporate gifts presented to students and warm dialogue with our engineers.



TAKE ACTION FOR A NEW GAZA CAMPAIGN

Through this major campaign, we once again demonstrated to the world that our defense industry is strong not only in advanced technology, but also in humanitarian values and moral responsibility. The valued employees of our sector did not remain silent in the face of the humanitarian tragedy and difficult conditions in Gaza and became a source of hope for oppressed people in the region through the major assistance mobilization launched under the leadership of our Association.

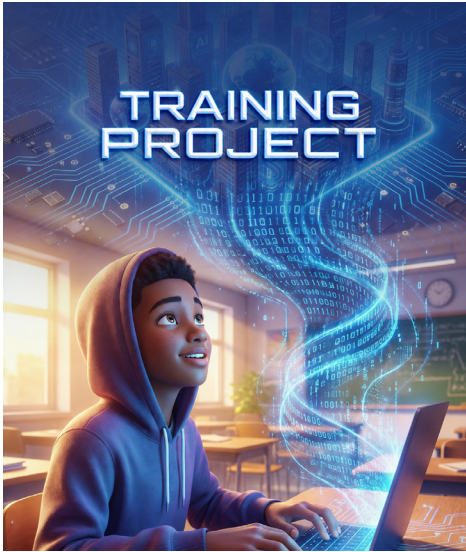
In this meaningful process conducted under the strategic coordination of the Presidency of Defense Industries of the Republic of Türkiye and the Turkish Armed Forces Foundation, as the Elini Uzat Assistance Association, we joined forces with our sister organizations, the ASIL Association and the Hayat Association. Acting with the motto “Competition in the field, unity in kindness,” our defense industry companies and thousands of employees came together under one roof and with one heart to extend a strong helping hand to Gaza.

During the campaign, we entered into strategic corporate and legal cooperation to deliver assistance to the region in the most effective, rapid and efficient manner. With the assurance of our state, the resources collected were directed as quickly as possible to the people genuinely in need and the oppressed in Gaza.

We extend our gratitude to all our defense industry colleagues and donors who most strongly reflected the spirit of solidarity in our sector and did not withhold their effort, prayers and support. This noble step taken together became a warm smile on the faces of oppressed people thousands of kilometers away. As Elini Uzat, we will continue to believe in the power of kindness and never turn away the hands extended to us.

APPRECIATION GATHERING WITH OUR VOLUNTEERS WORKING AT OUR STANDS

We held an appreciation gathering for our valued volunteers who worked with great dedication day and night at the promotional stands we opened at various organizations throughout the year to introduce our Association's corporate activities, projects and social goals to broad audiences. At this event hosted by our Association management in a sincere setting, we presented our volunteers with special promotional commemorative gifts belonging to our Association and TUSAŞ as a token of their efforts and commitment. Strengthening our corporate belonging, the gathering provided great morale to our team before our new-period projects.



ÇEKOM TRAINING PROJECT: PROGRAMMING EDUCATION AND EQUAL OPPORTUNITY

The remarkable technology bridge established between students of the OSTİM Technical University Social Technology Club and young people from ÇEKOM concluded with an exciting and proud final. In this project, in which our young people took their first safe and strong steps into the world of software, successful presentations were crowned with major awards they deserved.

The “ÇEKOM Programming Training Project,” organized for high-school students under state protection and education within the Ankara Provincial Directorate of ÇEKOM, the Children’s Homes Coordination Center, and aiming to create equal opportunity in the world of technology, was successfully concluded with project presentations and an award ceremony held on October 16, 2025.

Implemented with a vision of social contribution and peer mentoring by the students of the OSTİM Technical University Social Technology Club, the project became an exemplary social-solidarity activity in which university engineering students transferred their up-to-date knowledge to high-school students.

During intensive laboratory training conducted without interruption every Saturday between September 13 and October 16, 2025, students acquired basic programming, algorithmic logic and coding skills.

The fundamental aim of the training was to increase students’ interest in technology, introduce them at an early stage to awareness of modern software careers and enable them to reach the technical level at which they could develop their own original projects and present them before a jury.

At the end of the training marathon, students presented to a professional jury the software projects they developed from scratch in teams. On this exciting final day, 7 laptop computers were presented in total to the winning projects and successful students, providing lasting technological infrastructure support for their education. Through refreshments, comfortable logistical opportunities and motivation-enhancing social activities provided to the young people during the training, the learning process was transformed from a stressful course into an enjoyable life experience.

The project presented one of the finest and most productive examples of cooperation between civil society, academia and a university. External donation support secured under the guidance of OSTİM Technical University and the financial contribution from our Association’s strong pooled budget played a key role in implementing this meaningful project completely and to a high standard. The ÇEKOM Programming Training Project not only taught our children how to code, but also gave young people the opportunity to discover their own potential and look to the future with much greater hope and confidence.



A BOW OPENING TO THE SKY: WINGED DREAMS PROJECT

Conducted entirely on a voluntary basis by TUSAŞ employees and the Elini Uzat Association, the “Winged Dreams – A Bow Opening to the Sky” project brought children together with our glorious aviation history and the excitement of modern production. Adding another social responsibility project focused on social benefit, the TUSAŞ Elini Uzat Association successfully implemented the “Winged Dreams – A Bow Opening to the Sky” project at the Ankara Youth Center on December 20, 2025 to instill a love of aviation in children and create a strong awareness of history.

The event was implemented with a group of approximately 40 children through the active participation of our expert volunteer team consisting of TUSAŞ employees and our Association project managers. The program was organized with a dynamic flow in which the children both had fun and learned interactively.

One of the most striking and engaging moments of the day was the vision presentation explaining the pioneers of Turkish aviation history in chronological order. In particular, the historical story and determination of Lagâri Hasan Çelebi, who achieved vertical flight using a rocket in the 17th century, were followed with great admiration by the young participants. Through these high-quality presentations, the children had the opportunity to become closely acquainted with scientists from their own culture and the aviation genius rooted in their heritage.

Following the theoretical information and historical presentation, the practical workshop, the most exciting part of the day for the children, began. Using special aerodynamic materials procured by our Association under the project, the children had the opportunity to make their own model aircraft. While assembling the wooden model parts with guidance, they developed their manual skills and analytical-thinking abilities and experienced the unique happiness of producing and flying an air vehicle from scratch. Photographs from the event, showing our children proudly raising the aircraft they had made and the warm, sincere communication they established with TUSAŞ engineers, provided the clearest evidence that our Association achieved its purpose.



FUTURE ECONOMISTS AT THE HEART OF AVIATION: A MEANINGFUL VISIT TO TUSAŞ

Ankara University students visited the heart and strategic center of the Turkish aviation industry, hosted by the TUSAŞ Elini Uzat Association. At this high-level event, where theoretical knowledge acquired at university was combined with field experience in the defense industry, the Turkish Fighter KAAAN and Unmanned Aerial Vehicle systems became the focus of students' interest. Talented young members of the Economics Society of Ankara University's Faculty of Political Sciences, Mülkiye, made a highly meaningful technical and cultural visit to Turkish Aerospace facilities on December 9, 2025. Organized from beginning to end by the TUSAŞ Elini Uzat Association, the event aimed to introduce university students to the high-technology sector at an early stage, enable them to understand the place of our defense industry from a macroeconomic perspective and allow them to become closely acquainted with corporate culture.

The program began with the visiting students being welcomed at the modern guesthouse within TUSAŞ facilities and lunch arranged for them by our Association. Following the meal, held in an extremely sincere, professional and corporate atmosphere, participants proceeded to the presentation hall to hear about the journey of success and economic development of Turkish aviation from past to present.

The "History of Aviation and Space" presentation and TUSAŞ's corporate and visionary introduction provided students with a broad perspective on the sector's global financial and technical vision. The future economists and management candidates had the opportunity to hear directly from experts about Türkiye's strategic moves, major investments and domestic ecosystem in aviation and defense.

The most striking and exciting part of the day was the field visit. Following the presentations, the university students entered the production, assembly and testing areas under intensive security measures and examined on site the hangars of the Turkish Fighter KAAAN, one of Türkiye's projects of pride, and the flight and testing lines of Unmanned Aerial Vehicles. This journey to the heart of technology generated great national pride and career motivation among the young participants. The event was a tremendous source of motivation both for the visionary economists of the future and for our host Association team. Our organization team emphasized that such high-quality gatherings increasingly strengthen university-industry cooperation and are strategically important. The event concluded successfully with commemorative photographs taken in front of the hangars and special corporate gifts presented to the students.



A LIBRARY FOR EVERY VILLAGE PROJECT: ARTVİN BORÇKA

We set out to see the unique light of knowledge in the eyes of our children, the guarantee of our future, and to carry the unfading light of education to Anatolia. Our first major route under the "A Library for Every Village" project was Artvin. Aiming to carry the light of education and the love of books throughout Türkiye, the "Light of a Library for Every Village" project brought smiles to children's faces through a highly meaningful and enthusiastic event held in the Borçka district of Artvin on December 25-26, 2025.

This major project, implemented shoulder to shoulder by the Elini Uzat Association and TUSAŞ employees, became both a major source of morale for students and a means of nurturing their academic hopes for the future.

Under the project, Karşıköy Primary and Secondary School, Yeniöl Primary and Secondary School, and Şehit Savaş Gedik High School in Borçka, Artvin, were visited in person.

Defying geographical conditions and directly reaching 450 students in total, this excellent event allowed our children to experience the excitement of meeting books and discovering new worlds.

A total of 2,700 high-quality books donated to our project by the TUSAŞ Academy were delivered to the administrations of the relevant schools to enrich and update the students' libraries and strengthen their research infrastructure. In addition to delivering the books, entertaining refreshments such as popcorn and cotton candy were provided to the children, creating an unforgettable festival atmosphere in the schoolyards.

With the voluntary participation of TUSAŞ employees, our project team demonstrated an outstanding example of social solidarity. TUSAŞ corporate support facilitated all accommodation and transportation processes of our volunteers and teams, providing the children with a complete and flawless experience in this meaningful project.

CORPORATE PROTOCOLS SIGNED

WITH OUR STRONG GOVERNANCE APPROACH, WE CREATE TRUST, TRANSPARENCY AND SUSTAINABLE VALUE.

To reach broader audiences through the official institutions of our state, strengthen the legal infrastructure of our projects and establish sustainable corporate cooperation, our Association signed official cooperation protocols with two major and strategic institutions this year. These protocols form the legal and corporate foundation of our major future steps:

Protocol Signed with the Ministry of National Education of the Republic of Türkiye: The “Cooperation Protocol for Aviation and Space Training,” signed between the Ankara Provincial Directorate of National Education and the TUSAŞ Elini Uzat Assistance Association, aims to provide students at high schools and equivalent schools with a vision.

Protocol Signed with the Ministry of Family and Social Services of the Republic of Türkiye: The “Cooperation Protocol for the Hatay Serdar Demir Children’s Homes Complex,” coordinated by the Ministry’s Directorate General of Child Services, aims to support the development, education and social integration of disadvantaged children and children under state protection.

WORK-RELATED ILL HEALTH (OCCUPATIONAL DISEASE, ETC.)

Health impacts that may arise from our activities are regularly monitored. No employee in our Company has been diagnosed with an occupational disease. No death has occurred as a result of work-related ill health. Health surveillance and risk-assessment processes are systematically maintained, and we implement preventive practices to avoid potential health risks. In risk assessments conducted under the coordination of our OHS teams to cover all our operations, 2,045 risks were identified in hazard categories that could cause deterioration of health during employment and occupational diseases, such as noise, thermal comfort, the use of hazardous chemicals and ergonomics, and the necessary actions were implemented for these risks.

PUBLIC POLICY

POLITICAL CONTRIBUTIONS

During the relevant reporting period, our Company made no direct or indirect political contribution in cash or in kind to any political party, political candidate or related organization.

CUSTOMER PRIVACY

SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY AND LOSS OF CUSTOMER DATA

During the 2025 reporting period, no complaint concerning a breach of customer privacy was received by and substantiated within our Company. In this context, there were no complaints substantiated by the organization or received from external parties and regulatory authorities. In addition, no data leakage, theft or loss incident relating to customer data was identified during the reporting period. In addition to its legal obligations, our Company regards the protection of customer data as one of the fundamental elements of its corporate ethics approach and conducts its information-security processes in compliance with international standards. In this context, the information-security management system is structured and implemented within the framework of the ISO/IEC 27001 Information Security Management System Standard. None of the stated breaches is related to incidents occurring in previous years.

SUSTAINABLE PACKAGING AND LOGISTICS

As Turkish Aerospace, we regard presenting information relating to our products and services in accordance with the principles of accuracy, transparency and regulatory compliance as a fundamental corporate responsibility and act accordingly through the instructions we prepare. Through the information and instructions relating to our products and services, our purpose is to define the responsibilities of our stakeholders involved in the processes for which we are responsible, better understand our customers' expectations and the expectations intended by law, and provide sustainable solutions on all these matters. We fundamentally structure our solutions and integrate them into our business processes in accordance with:

- > National and international legislation;
- > Defense and aviation industry regulations;
- > Export-control regimes;
- > Contractual obligations; and
- > Customer technical specifications.

We document product safety, performance criteria, conditions of use, technical specifications and risk information in accordance with the relevant standards and make this information available to our stakeholders.

We positioned inter-warehouse, on-campus and off-site material transportation, shipment and packaging areas at the end of the final assembly line to minimize the movement of finished products. In this way, the finished product is transferred directly from the assembly line to the transport media used for shipment, such as crates and jigs, and no additional packaging/transportation need arises for intermediate movements.

Within the scope of Route Optimization in Domestic/ International Transportation, we separate domestic shipments into Ankara and out-of-city routes. The Ankara distribution vehicle loaded from our facilities makes its first deliveries to locations close to TUSAŞ, and we optimize our transportation routes according to the farthest destination. In order to ensure the efficient implementation of the optimization, vehicles are loaded in accordance with this plan, thereby eliminating additional waiting times during unloading. For international shipments, the seaports/airports closest to the destination are selected, minimizing the inland transportation process.

Within the scope of Delivery Time Optimization, we determine the appropriate mode of transportation in line with the criteria of cargo safety, environmental impacts and the delivery date notified to the customer, and determine optimal delivery times through discussions with service providers. While the cargo is in transit, our team members regularly track the shipments.

Within the scope of Efforts to Reduce Packaging Use, we determine the optimal packaging method together with the customer, within the framework of rules and legislation, to ensure the physical safety of the finished product being shipped. In order to minimize environmental impacts, we take initiatives to use reusable packaging materials without compromising safety measures.

In product packaging, we identified projects where cargo safety permits and began trials using cardboard boxes instead of plastic-based materials that take a long time to recycle in nature, in order to minimize environmental impacts through recyclable use. Based on the results of the trials, we plan to discontinue the use of wood in pilot projects and conduct shipments using cardboard boxes.



Use of pallet frames made of environmentally friendly corrugated cardboard instead of metal-framed wooden pallets in storage areas.

In compliance with the International Plant Protection Convention rules, transport media that do not meet International Standards for Phytosanitary Measures No. 15 are not used in international shipments. Crates and pallets arriving at our facilities through import shipments that have no other use and are of a quality that will not compromise material safety are used for storage or internal transportation.

Under the reduction of packaging dimensions, we manufacture the crates used in shipments at the minimum dimensions permitted for the safe transportation of products.

INFORMATION TECHNOLOGIES

WE PROTECT OUR DIGITAL ASSETS, PRODUCTION CONTINUITY AND DATA SECURITY THROUGH OUR CYBER SECURITY INVESTMENTS.

CYBER SECURITY

We ensure the continuous development and cyber resilience of TUSAŞ at both technological and operational levels and aim to maintain uninterrupted production. Accordingly, we carry out sustainable cyber security activities to effectively combat security threats in the long term. By protecting our Company's factory systems and operational technologies, we contribute to the uninterrupted continuity of production. At the same time, by preventing interventions in industrial control systems, we help prevent environmental accidents and support the physical safety of employees.

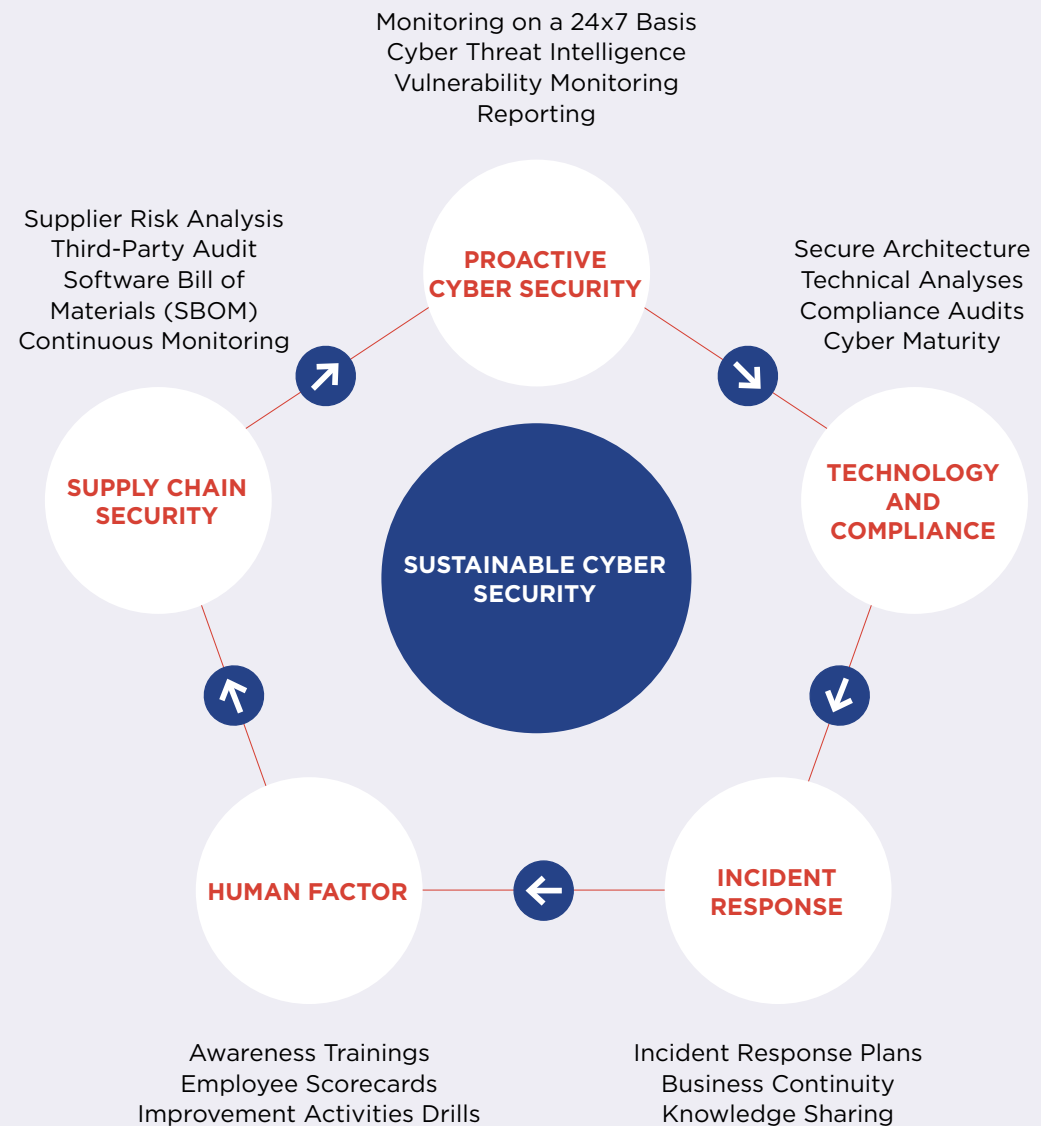
By protecting our Company's digital assets and preventing service interruptions and data loss, we not only protect TUSAŞ but also contribute to the long-term sustainability of the digital ecosystem by ensuring the integrity of critical information. Through our cyber security practices, we secure personal and sensitive data and protect user privacy. In today's world, where data privacy is a fundamental right, we contribute to the creation of a sustainable digital environment that respects individual rights. Through the analyses and interventions we carry out, we directly support the protection of the Company's profitability and market value by preventing high-cost losses that may arise from data breaches, ransomware and production losses.



SUPPLY CHAIN CYBER SECURITY

We have positioned supply chain cyber security as one of the fundamental elements of corporate sustainability and carried out activities to manage third-party risks with a holistic approach. In this context, we conduct regular cyber security maturity assessments for our critical suppliers and prepare improvement plans for high-risk areas. We define the security requirements of our software, logistics and service providers through contractual obligations and continuously and effectively verify them through the analyses performed.

Through continuous monitoring and incident-response integration, we proactively reduce the risks of supplier-related interruptions and data breaches. With this approach, we strengthen operational resilience while supporting stakeholder trust and long-term corporate value. TUSAŞ protects the digital ecosystem against malware, viruses and cyber threats that may disrupt its integrity, and uses up-to-date techniques and tactics to prevent cyber threats and potential losses that may originate from the supplier ecosystem.



HUMAN FACTOR AND AWARENESS IN CYBER SECURITY OPERATIONS

We continuously invest in “Human Resources, Process and Technology”, the 3 key elements of cyber security, and work to increase our resilience against changing and evolving cyber threats. Regarding the most important element, “Human Resources”, we both train our candidate engineers within a program we have prepared and organize training to increase the experience levels of our existing employees. In this context, we prepared Cyber Security Awareness Training to increase the cyber security awareness levels of our Company’s employees and ensured that all our employees benefited from it.

TRAINING CATEGORY	2024	2025
Cyber Security Awareness Training (Persons)*	16,306	11,070

* The training has been provided since 2024.

CYBER SECURITY OPERATIONS: DRILLS

In order to increase the cyber security awareness level of our employees, we organized 4 “Phishing Drills” in 2025. Based on the results of these drills, we measured cyber security awareness levels on a person and department basis and assigned training to employees who needed it. In order to draw attention to current attacks and emphasize what should be done in the event of possible attacks, we present the prepared posters, images on digital screens and screen savers to our employees. By measuring the average rate in each drill, we are pleased to observe an increase in awareness.



CYBER INCIDENTS AND RESPONSE

We respond to all cyber security incidents that occur with internal and external stakeholders, regardless of working hours. We continue to devote significant effort to detecting phishing, one of the starting points of large-scale, high-impact cyber attacks targeting both our Company and our sector, and preventing potential losses. In order to ensure the sustainability of TUSAŞ’s cyber security, we draw lessons from incidents and incorporate them into our corporate memory.



LEAN MANUFACTURING ACTIVITIES

IN LINE WITH DIGITALIZATION, CONTINUOUS IMPROVEMENT, LEAN MANUFACTURING AND DATA-DRIVEN ANALYSES, WE CONTINUE TO CONTRIBUTE TO OUR ENVIRONMENTAL, ECONOMIC AND SOCIAL SUSTAINABILITY GOALS.

As in every year, in 2025, Turkish Aerospace implemented various projects and innovative approaches to achieve our operational excellence targets. We carry out comprehensive reporting and visualization activities to support data-driven decision-making processes and make production processes more efficient.

- > Instant Data Needs: In 2025, we developed 166 new reports to enable our employees to access data in corporate systems quickly and easily.
- > Extensive Usage: By the end of 2025, we increased the total number of reports to 1,469 and used these reports extensively with an average of 2,900 clicks per day.
- > Data Visualization: We supported analysis and decision-making processes by increasing the readability of data through the tools developed.

DIGITAL FACTORY APPLICATIONS

Through Digital Transformation in First Article Inspection (FAI) Processes, we integrated the processes that we transferred to the digital environment in previous years with corporate systems, accelerated approval and follow-up procedures and increased information security. We integrated our application with our ERP systems. In this way, we began to track FAI form approvals, one of the most critical prerequisites of sealing procedures, entirely through the system. We added a new module to our FAI system. With the development of the "Inspection Planning" module, we established a proactive structure that enables preliminary preparation for parts for which a work order has not yet been created.

In this way, we reduced time losses in the process by 25%. We created customized reports in line with the needs of users and relevant units. Through these reports, we enabled audits and data analyses to be carried out much more quickly, transparently and efficiently.

Through the Bench Connectivity Project, we continued to increase traceability at production benches and support data-driven decision-making processes by using Internet of Things (IoT) technology. In 2025, we integrated 15 new benches into the system. Together with the benches removed/newly added through the activities carried out, we made a total of 153 work centers traceable. We met periodically with our production and relevant units and evaluated our processes together through the visual reports we prepared. In this way, we increased traceability and established a sound data foundation for future improvement activities. We also reflected the data obtained in critical areas such as energy and bench maintenance. In the field of energy, we performed data analysis for three months on benches selected as pilots. By examining the relationship between the benches' standby modes and the energy they consumed, we determined that energy savings of between 3%-4% could be achieved. In the field of bench maintenance, we carried out analyses that may provide preliminary preparation for predictive maintenance activities. By developing new projects and reporting models in light of the data obtained through the Bench Connectivity Project, we contributed directly to our Company's sustainability targets and work-tracking processes.

Through Manufacturing Execution System (MES) integration, we included the work orders on which our benches were operating in real time in our central system, in addition to the reasons for their downtime. With this integration, we continue to monitor critical metrics such as Overall Equipment Effectiveness (OEE) and capacity utilization in real time and optimize our production efficiency.

In line with our Company's technological transformation vision, we successfully commissioned our pilot activity within the scope of material management through the Material Lifecycle Tracking Project. Within the scope of the project, we digitized the tracking of our shelf-life-limited composite materials stored in the pilot cold storage area below -18 degrees. By detecting warehouse entry and exit movements, which directly affect the materials' shelf life, through the Radio Frequency Identification (RFID) system, we secure material shelf life with real-time data. We notify the relevant units every morning by e-mail regarding expired materials. By analysing the data provided by the application, we enable data analyses such as the rate of expired composite materials and material circulation in the relevant warehouse. We initiated activities to extend our success in the pilot phase to the other seven warehouses in our Company where composite materials are stored. Through our roll-out activities, we aim to provide all our composite material inventories with an integrated and digital management infrastructure.

We continue to carry out R&D activities in order to expand the scope of the system and automatically identify the quantities of shelf-life-limited composite materials through digital systems.

Through the E-Call Sheet Project, we made quality control and assembly processes in our Company 100% digital and transferred all manual and paper-based work steps to the digital environment. Through this transformation, we accelerated our operational processes while ensuring full transparency and traceability. We integrated the automatic tracking of transitions between steps and instant e-mail notifications to the relevant employee into the system. As a result of the project, in addition to standardizing workflows, we contributed to our sustainability goals by saving 1,200 sheets of paper annually.

Through the NC (Numerical Control) Program Transfer Project, we initiated activities to automate the transfer of NC programs to be run on benches between networks. Through this project, we aim to reduce our operators' repetitive manual operations, achieve labour savings and maximize our operational accuracy by ensuring error-free transfer of the correct program.

Within the scope of Operational Metrics and Field Visualization activities, we defined our daily metrics and developed monitoring systems in line with the SQCDPE (Safety, Quality, Cost, Delivery, People, Environment) methodology in order to increase performance in operational processes. In 2025, we reviewed daily metrics on 37 boards in detail-part production areas and established GEMBA meeting standards, strengthening field management with digital and visual systems.

PROCESS AUTOMATION ACTIVITIES

ROBOTIC PROCESS AUTOMATION (RPA)

Through three key robotic process automation projects implemented in 2025, we increased our operational efficiency and achieved an important stage in our digital transformation journey. First, through our "Invoice-Delivery Note Matching and Automatic Reconciliation" project, we transferred the delivery note and invoice processes conducted with supplier companies entirely to robotic systems. Second, we made the entry of customer orders into sales, shipment and invoice systems autonomous and minimized the margin of error. Finally, we established a process structure that automatically downloads documents required from our customers from the relevant systems. Through these projects, in which we transferred a total workload of 3.62 hours (approximately 2 person-years) to robotic processes, we reduced manual operating costs while raising our process speed to a higher level.

CONTINUOUS IMPROVEMENT AND PRODUCTION METHOD ENGINEERING

WE ACHIEVED SIGNIFICANT SAVINGS IN OUR COMPANY THROUGH OUR IMPROVEMENT ACTIVITIES AND KAIZEN STUDIES.

Through Standard Time Determination and Loss Analysis, we carried out method and analysis studies in different areas in order to optimize production processes. In 2025, we completed method analyses for 52 main work centers in composite, sheet metal, machining and assembly areas. Through quick check-up analyses in three areas identified as bottlenecks, we identified improvement opportunities and triggered continuous improvement activities.

Within the scope of our Corporate Development Journey and Continuous Improvement activities, in 2025 we combined the "Kaizen Star System" and the "Suggestion System" under a single structure and commissioned the Continuous Improvement Module. With this transformation, in order to measure the spread of participation more precisely, we updated the "Total Kaizen Participation" metric used in the previous year with the "Continuous Improvement Module Participation" metric, based on the number of unique employees contributing to the Continuous Improvement Module. As a result of our system improvements and the high level of ownership demonstrated by our employees, we doubled our employee participation rate from 17% in 2024 to 34% in 2025. With this motivation, we managed a total of 9,776 Kaizen entries received from all units of our Company during the year; we meticulously evaluated these applications and approved 8,138 of them.



In addition, in 2025 we completed 19 process improvement studies. Through these studies, we increased efficiency in production, logistics and quality processes, reduced errors and losses, strengthened standardization and supported a sustainable operational structure.

Within the scope of our Kaizen Workshop activities, we met a total of 3,126 requests, including warehouse kit carts, transport carts, 5S materials, shading and other requests, in order to support production processes and use resources more effectively.

Within the scope of our Workshop Layout with 5S activities, we continued in 2025 our audit and roll-out activities aimed at increasing order, cleanliness and standardization in production areas. In line with these activities, we conducted a total of 230 5S audits in 92 production areas within Aerostructures. By continuing to extend throughout the Company the good-practice examples and audit mechanisms commissioned in the previous year, we maintained our operational standards. In addition, through the training organized for the relevant units, we increased the effectiveness of 5S discipline in field operations.

TRAINING ACTIVITIES

By integrating lean manufacturing and continuous improvement principles into our operational processes, we carried out comprehensive training activities to increase our employees' competencies. Through these activities, we continue to increase our operational efficiency, optimize resource use by minimizing waste in our processes and support our environmental and social objectives in line with the Sustainable Development Goals (SDGs).

Within the scope of our training and development activities in 2025:

- > Within the Air Vehicle Technician (HAT) Program, we delivered a total of 256 hours of the "Lean Manufacturing and Continuous Improvement Training Package" at Kazan Vocational School.
- > Within TUSAŞ Academy, we delivered a total of 144 hours of specialist training under the headings "Before-After Kaizen", "Kobetsu Kaizen", "Continuous Improvement and Problem-Solving Techniques" and "Work Study and Productivity".

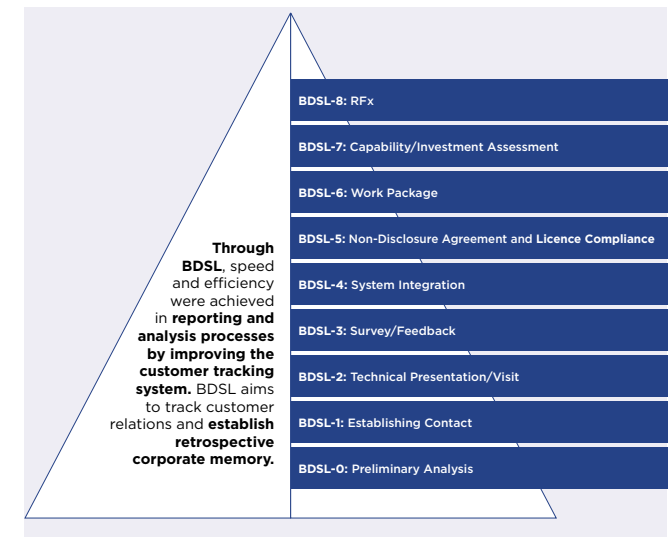
- > As a result of the 'Learn & Transform' lean leader development program conducted in cooperation with the ASO Model Factory, we increased the total number of lean leaders to 84, 17 of whom are at our supplier companies. We also successfully implemented 16 Learn & Transform projects.
- > In addition, within the scope of the extensive "Lean Transformation" project initiated with the Lean Institute, we identified three pilot projects. We reviewed our critical processes such as manufacturing engineering, field management and production planning with consultants. We initiated critical technical training processes for our project team and senior management, including Managing with A3, Value Stream Mapping (VSM) and Single-Minute Exchange of Die (SMED).

POTENTIAL CUSTOMER SATISFACTION SURVEY

In order to manage the customer experience more effectively and develop the potential customer journey on a data-driven basis, a structured satisfaction survey system was implemented following visits to TUSAŞ facilities. Through this survey, which was designed in digital format and made easily accessible by QR code, regular feedback is collected on critical topics such as visitor experience, communication quality and inclination toward cooperation. The data obtained are analysed periodically, insights are generated for customer touchpoints and, accordingly, presentation content is updated, communication processes are standardized and visitor experiences are optimized in line with customer expectations. In this way, a sustainable structure that continuously monitors and improves the potential customer experience has been established. As a result of the analyses performed, the customer satisfaction rate was 97.85%, strongly demonstrating the effectiveness of this structure.

BUSINESS DEVELOPMENT STATUS LEVELS

In order to provide business development activities with a more systematic, transparent and sustainable structure, the Business Development Status Level (BDSL) system was developed on the Confluence platform. Through this system, all data relating to potential companies, including contact information, meeting processes, status levels and business opportunities, are recorded under a centralized structure. Through detailed company-based records and summary views, business development processes have become traceable end-to-end, and rapid access to up-to-date and reliable data has been provided. Through this approach, corporate memory has been strengthened and a more effective decision-making infrastructure has been established for all stakeholders.



CUSTOMER SATISFACTION SURVEY

DATA COLLECTION

MEASUREMENT

ANALYSIS

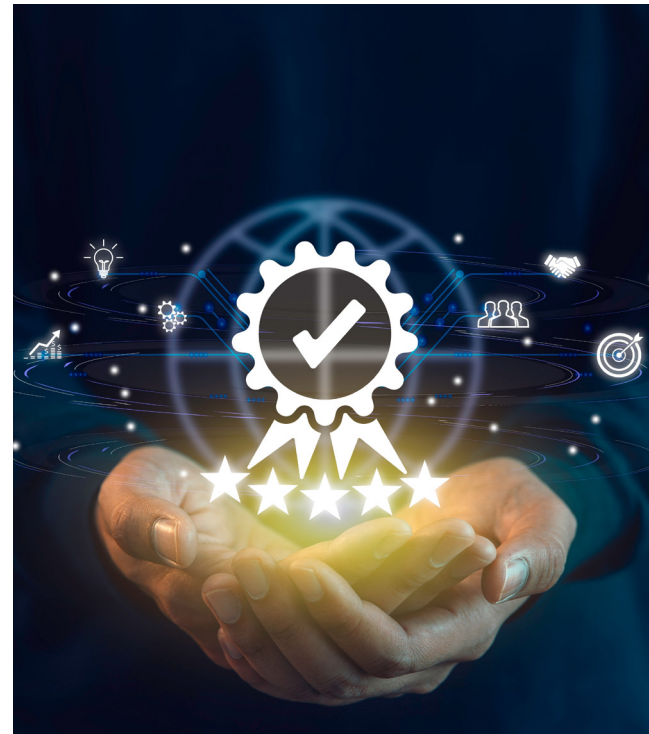
ACTION PLANNING

CONTINUOUS MONITORING

QUALITY MANAGEMENT

WE MAINTAIN THE SAFETY MANAGEMENT SYSTEM PROACTIVELY AND SYSTEMATICALLY THROUGH HAZARD IDENTIFICATION, RISK ASSESSMENT, RISK MANAGEMENT, SAFETY PERFORMANCE MONITORING AND EVALUATION, AND CHANGE MANAGEMENT PROCESSES.

As Turkish Aerospace, we continue our planned activities to establish and effectively operate the Safety Management System (SMS) in all our aviation activities within the scope of ICAO Annex 19 and SHY-SMS. We continue our activities with the aim of continuously improving safety performance within the four main functions of the SMS: Safety Policy and Objectives, Safety Risk Management, Safety Assurance and Safety Promotion.



ICAO ANNEX 19 / SMS SAFETY MANAGEMENT SYSTEM

SAFETY POLICY AND OBJECTIVES

Management Commitment and Responsibility
Safety Accountability
Appointment of Key Safety Personnel
Coordination of the Emergency Response Plan
SMS Documentation

SAFETY RISK MANAGEMENT

Hazard and Risk Identification
Safety Risk Assessment and Mitigation

SAFETY ASSURANCE

Safety Performance Monitoring and Measurement
Change Management
Continuous Improvement

SAFETY PROMOTION

Training and Education
Safety Communication

In 2025, we updated our Safety Policy and Safety Management System Manual, which aim to continuously improve safety performance proactively and systematically in an environment based on “Just Culture” and cover all our stakeholders. In order to comply with national and international aviation legislation, we established the infrastructure necessary to establish and operate the SMS in the “Design and Production Organizations” operating within our Company.

Under Safety Risk Management, we continue to manage notifications received through the Risk Management System and Safety Reporting System, which are accessible to all our employees.

In 2025, we evaluated 90 safety risks through Risk Management System and 50 voluntary reports through Safety Reporting System. By completing the planned actions, we created a high level of added value for the improvement of flight safety. We can view all information relating to the progress/action plans of our safety risks instantly on our “Safety Risk Management Dashboard”, monitor the distribution of risk criticality levels and periodically report Risk Maturity Measurements in order to measure the effectiveness of risk management.

SAFETY ASSURANCE

As Turkish Aerospace, we have defined the three key elements of Safety Assurance as Safety Performance, Change Management and Continuous Improvement of the Safety Management System. In 2025, we continued the processes of monitoring, measuring and continuously improving safety performance under the heading of Safety Assurance. We monitored 375 safety performance indicators in all areas where the SMS is operated through the Enterprise Process Management System. Within the scope of indicators exceeding the alarm level, actions were assigned to the responsible units, and potential unsafe conditions were prevented through a proactive approach. We conducted 25 internal audits to measure the effectiveness of the SMS and carried out activities throughout the Company to close the findings identified in the audits and prevent their recurrence. In 2025, through 16 external audits conducted by national and international authorities (EASA, DGCA, SK (Certification Board)) and our key customers, we identified areas for improvement and continued to create added value for our Company. By conducting seven change-management processes on matters such as flight operations, telemetry and facility/building changes, we anticipated risks that could arise from changes.



SAFETY PROMOTION AND JUST CULTURE

THROUGH SAFETY PERFORMANCE INDICATORS, AUDITS, REPORTING, MONITORING OF GLOBAL AVIATION EVENTS AND SAFETY MEETINGS, WE DETERMINE OUR STRATEGIES AND OBJECTIVES AND CONTINUOUSLY IMPROVE THE EFFECTIVENESS OF THE SAFETY MANAGEMENT SYSTEM.

In order for all our employees to freely share safety-related hazards, risks and flight safety matters, we enable them to report anonymously or through user login via our Company's Safety Reporting System. Under Just Culture, through our Safety Policy, we undertake that, except for unacceptable conduct, information obtained from reports will not result in punitive action and will be used to improve aviation safety. We meet with our employees through field activities and encourage safety reporting.

We ensure the values, attitudes and behaviours that we regard as the main components of our positive safety culture through technical competence supported by training and education, effective communication and information sharing. We continued to provide Safety Management System training to all our employees in 2025. Within the scope of SMS awareness activities, throughout 2025 we carried out field activities with our employees in production, assembly and manufacturing areas to increase awareness of "Just Culture" and "Reporting". We launched the "Safety Box" application to facilitate voluntary reporting. In 2025, through an awareness survey and aviation safety award evaluation meetings, we aimed to raise safety promotion to higher levels.

We held more than 10 meetings as the Safety Review Board (SRB) and Safety Action Group (SAG) to manage all activities carried out on behalf of Flight Safety, evaluate priority matters, target continuous development and take and implement decisions accordingly. We worked in coordination in all areas where the SMS is operated through the determined roadmap and action plans. In light of the strategies and policies we have determined, we continue to establish the nationally and internationally recognized Safety Management System so that it operates consistently, systematically and effectively across all aviation activities of our Company.

AVIATION SAFETY

In order to achieve the highest safety performance, we adopt an approach of establishing, implementing, maintaining and continuously improving our strategy and processes. By providing all necessary resources, we create a just corporate culture that promotes safety practices and encourages effective safety reporting and communication. We ensure the continuity of our Safety Management System activities in compliance with all relevant national and international legal and other requirements, including AS/EN 9110, EASA Part 21, SHY 21, SHY SMS, EASA Part 145 and SHY-145. In order to continuously improve our safety performance, we follow a hazard identification and risk-management process, including a safety reporting system, to eliminate risks arising from hazards in our activities or reduce their impacts. We regard safety management as a fundamental responsibility of all our employees.

PRODUCT SAFETY AND QUALITY MANAGEMENT SYSTEM

QUALITY IS POSITIONED AND MANAGED AT THE CENTER OF ALL OUR PROCESSES IN ORDER TO EVALUATE PRODUCT IMPACTS WITH A HOLISTIC APPROACH AND TO ENSURE SAFETY AND CUSTOMER SATISFACTION.

In our company, quality management is treated as a strategic element that forms the foundation of all our activities. Within the scope of our Quality Management System, our processes are regularly reviewed, performance evaluations are carried out through internal and external audits, and continuous improvement efforts are conducted based on the results obtained. With this approach, it is aimed to increase operational efficiency, manage risks effectively, and meet stakeholder expectations.

Compliance with national and international management system standards constitutes an important part of our quality policy, which we share transparently on the TUSAŞ corporate website. While the continuity of our system is ensured through certification and surveillance activities, the effectiveness of the processes is regularly monitored and improved. Thus, our Company strengthens its competence to provide reliable, sustainable services with high quality standards in all fields in which it operates.



You can access the TUSAŞ Quality Policy from [here](#).

Our quality-oriented management approach is supported by the participation of our employees and the feedback of our stakeholders. Our corporate capacity is continuously improved through process management, performance measurement, and improvement activities. In this regard, our goal is to continue creating value with a management system that is innovative, sustainable, and compliant with international standards.

- > Our company has successfully completed the surveillance audit conducted by Bureau Veritas in 2025 within the scope of the AS 9100 Rev. D Standard. The continuity of our certifications has been ensured across all our campuses.
- > Our company has successfully completed the surveillance audit conducted by Bureau Veritas in 2025 within the scope of the AS 9110 Rev. C Standard.
- > As a result of the surveillance audit conducted by our European Union Aviation Safety Agency (EASA) authority in 2025, the continued validity of the Production Organisation Approval (POA) has been approved.
- > T.C. Presidency Defense Industry Agency (DIA) and Turkish Air Forces (TAF) Command. Our authorities conducted surveillance audits in 2025 for our Hürjet & HavaSoj projects, as well as for Hürkuş and Erciyes. The audits have been successfully completed, and the POA Certificates for the relevant projects have been [issued/delivered] to our Company by our authorities T.C. Presidency Defense Industry Agency (DIA) and Turkish Air Forces (TAF).
- > In 2025, within the scope of the GÖKBAY Civil Helicopter Project, the audits carried out by our authority, the Directorate General Civil Aviation of Turkey (DGCA), were successfully completed.
- > It underwent a surveillance audit by KIWA in 2025 within the scope of the ISO 10002 standard and completed it successfully.

OUR CERTIFIED QUALITY MANAGEMENT SYSTEMS

Our TUSAŞ Quality Management Systems (QMS), which cover all production processes, are regularly verified and certified through internal and independent external audits conducted throughout the year. The compliance of our system with relevant standards and models is meticulously evaluated and confirmed by accredited organizations that perform audits at specific intervals.

- > ISO 9001:2015 Quality Management Systems
- > AS/EN/JISQ9100 Quality Management System for Aviation, Space and Defense Industry Organizations
- > AS/EN/JISQ9110 Quality Management System for Aviation Maintenance Organization Requirements
- > AQAP 2110 NATO Quality Assurance Requirements for Design, Development and Production
- > AQAP 2310 NATO Quality Management System Requirements for Aviation, Space and Defense Contractors
- > ISO 10002 Customer Satisfaction Management System

OUR CERTIFIED MANAGEMENT SYSTEMS

- > ISO 14001 Environmental Management System
- > ISO 14046 Water Footprint Certificate
- > ISO 14064 Corporate Carbon Footprint Management Certificate
- > ISO 20000 Information Technologies Service Management System
- > ISO 27001 Information Security Management System
- > ISO 31000 Risk Management
- > ISO 45001 Occupational Health and Safety Management System
- > ISO 50001 Energy Management System
- > ISO IEC 17025 Testing Laboratories Accreditation
- > ISO 56002 Innovation Management System

OUR CIVIL AND MILITARY AUTHORITY APPROVALS

- > Production Organisation Approval (POA/ ÜOO)/ EASA - DGCA
- > Production Organisation Qualification Approval (ÜOYO)/DIA - DGCA
- > Design Organisation Approval (DOA/ TOO)/ EASA - DGCA
- > Design Organisation Qualification Approval (TOYO)/DIA
- > Type Certificate (EASA - DGCA - DIA)
- > Approved Training Organisation (ATO) DGCA
- > Continuing Airworthiness Management Organisation Certificate Approval (PartCAMO) DGCA
- > Maintenance Organisation Certificate Approval (SHT-145)/ DGCA

DESIGN ORGANISATION APPROVAL OUR ACTIVITIES

In order to monitor the effectiveness of the Design Management System and ensure the continuity of the Design Organisation Approval and Design Organisation Qualification Approval certificates, 54 internal audits and 36 design subcontractor audits were carried out. Within the scope of localization, trainings were provided to increase the knowledge level of design subcontractors regarding aviation certification.

Authorizations have been made at the relevant levels within the scope of the Design Organization Signature Authority System, which was created to ensure that competent personnel work with appropriate authorities within the framework of correct job descriptions. Additionally, software infrastructure work for tracking signature authority in an electronic environment has been completed, the system has been opened for data entry, and existing records have begun to be entered into the system; furthermore, the entire design organization has been informed on how to use the system. Work has commenced to ensure that the signature authority software operates integrated with

Product Life Cycle Management (PLM) systems such as 3DEXperience, TeamCenter, and DocProof used for technical document management, and the testing processes are currently being implemented.

Design Organisation Approval (DOA) audits have been conducted for HÜRKUŞ, GÖKBAY, HÜRJET, KAAN, Barış Kartalı Modernization (BKM), and ERCİYES projects. The conducted audits were successfully completed, and DOA certificates for HÜRJET, HavaSOJ, and EGM PİKU projects, especially KAAN, have been issued, and the continuity of the DOA certificates obtained for HÜRKUŞ, GÖKBAY, and ERCİYES projects has been ensured.

The Design Organisation Handbook has been updated by ensuring the compliance of the Design Management System with the updated Aviation Certification Regulation, and the DGCA application has been made. Improvements have been made in PLM systems for more effective management of the technical documents of design subcontractors.

ADVANCED PRODUCT QUALITY PLANNING (APQP/PPAP)

APQP (Advanced Product Quality Planning) is a method for planning the quality of all stages throughout the product life cycle. It aims to ensure quality assurance in all processes from the design and production of the product to its distribution and delivery to the user. It is the method used to ensure that appropriate outputs are produced and to maximize customer satisfaction by combining program and quality management perspectives. As Turkish Aerospace, we carry out our APQP/PPAP activities in accordance with the IAQG 7.2.3 Aerospace APQP Manual and AS/EN 9145:2016 Aerospace Series – Requirements for Advanced Product Quality Planning and Production Part Approval Process standards.

We provide training within the TUSAŞ Academy with the goal of disseminating the APQP approach within our company and ensuring it is understood and effectively implemented by different disciplines.

The inputs provided during APQP activities and the subsequent process outputs contribute significantly to our company's knowledge base. In addition to the benefits for current projects, this knowledge base will serve as a guide for projects to be carried out in the future. Thanks to APQP and a focus on customer satisfaction, we are strengthening our position in the market as a company, and through interdisciplinary work, we are getting to know and contributing to the corporate culture. The projects currently ongoing within our company and their respective APQP stages are listed in the table below.

PROJECT NAME	APQP/PPAP LATEST STATUS
A320 Rudder	Phase-3: Process Design and Development
Boeing 737 MAX-9/-10 Section 48	Phase-4: Product and Process Validation
S18/19 SWIFT	Completed at the end of 2025.
A350 Profiles	Completed at the end of 2025.

OUR NADCAP SPECIAL PROCESS ACTIVITIES

NADCAP (National Aerospace and Defense Contractors Accreditation Program) is a global accreditation program that verifies that special processes and testing activities used in the aerospace and defense industry are carried out in accordance with internationally recognized standards. The program is managed by the Performance Review Institute (PRI), which was established in 1990 by leading manufacturers in the sector, and aims to increase quality and process reliability between aerospace manufacturers and suppliers worldwide. NADCAP makes a significant contribution to the sustainability of aviation safety and product quality by ensuring the verification of “special processes”—which are particularly difficult to verify on the product after production—through independent and standardized audits. For companies operating in the aviation and defense industry, NADCAP accreditation is considered a strong indicator not only of quality systems but also of process discipline, technical competence, and a culture of continuous improvement. Audits conducted within the scope of the program comprehensively evaluate many critical elements such as process control, personnel competence, equipment calibration, test methods, traceability, and documentation. In this way, NADCAP establishes an important reference point in terms of reliability, transparency, and international competitiveness within the supply chain. Our company adopts international quality and reliability standards as a fundamental principle in the production and engineering activities it carries out in the field of aviation and space.

Our company holds **10 different** NADCAP accreditations covering special process and testing areas, including **Welding, Composites, Aero Structure Assembly, Measurement & Inspection, Materials Testing Laboratories, Non-Destructive Testing, Chemical Processing, Surface Enhancement, Non-Metallic Materials Testing, and Heat Treating.** These accreditations demonstrate that TUSAŞ’s critical production and testing processes meet the highest quality requirements recognized by international aviation authorities and prime contractors. At the same time, these accreditations play a significant role in ensuring process reliability, maintaining product quality consistency, strengthening supply chain confidence, and increasing competitiveness in global markets.

Our company regards its NADCAP accreditations not merely as an indicator of compliance, but also as part of its approach to continuous improvement and operational excellence. In this context, our company resolutely continues its efforts to improve process performance, increase technical competencies, and adopt international best practices. This approach supports our sustainable growth goals and our vision of being a reliable global stakeholder in the aviation and defense industry.



INFORMATION TECHNOLOGY GOVERNANCE

BY COMPLYING WITH INTERNATIONAL INFORMATION SECURITY STANDARDS, WE EFFECTIVELY MANAGE RISKS AND CREATE A RELIABLE AND SUSTAINABLE BUSINESS ECOSYSTEM.

COMPLIANCE WITH ISO 27001 INFORMATION SECURITY, CYBER SECURITY AND PRIVACY PROTECTION STANDARD

Our Company has adopted security and sustainability as cornerstones of the way we conduct business. Accordingly, we fully comply with the ISO/IEC 27001:2022 standard in order to implement international best practices in information security management. Our ISO 27001 compliance aims not only to protect our information assets but also to create a reliable business environment for our customers, business partners and stakeholders. By adopting an approach that prioritizes security in all our processes throughout the Company, we ensure that our operations are carried out in accordance with the principles of confidentiality, integrity and availability. Within the scope of this approach:

- > We align all our business processes with international standards,
- > We continuously assess and manage information security risks,
- > We organize regular training to increase our employees' awareness,
- > We update our technological infrastructure in accordance with the latest security approaches.

Our ISO 27001:2022 certificate represents not only our fulfilment of legal and ethical requirements but also our commitment to providing our stakeholders with secure services in a sustainable manner.

In addition to facilitating our bidding processes for international projects, this certificate is also a requirement for the continuation of our Company's Authorized Economic Operator status granted by the Ministry of Trade of the Republic of Türkiye. Authorized Economic Operator status is granted to persons deemed established in the Customs Territory of Türkiye, including free zones, in accordance with customs legislation, who meet the conditions set out in the Regulation on the Facilitation of Customs Procedures, so that they can benefit from certain facilitations envisaged in customs and foreign trade legislation. Through this approach that prioritizes security, we continue to be a reliable business partner today and in the future by targeting continuous improvement and innovation in information security.



TUSAŞ INFORMATION SECURITY POLICY



COMMITMENT TO PROVIDING HIGHER-QUALITY SERVICES THROUGH ISO 20000

In our Information Technology (IT) services, we apply ISO 20000, the international service management standard, in order to provide our users with higher-quality and more reliable solutions. This standard not only increases the effectiveness of our services but also ensures the continuity and compliance of our processes.

By adopting ISO 20000:

- > We better understand user needs and provide services that meet expectations,
- > We increase transparency and efficiency in our service-management processes,
- > We produce more innovative and sustainable solutions with an approach of continuous improvement.

Our determination to improve service quality is not limited to processes alone. We carefully evaluate feedback from our users and continuously improve our services in line with this feedback. In addition, we meticulously monitor our compliance with Service Level Agreement (SLA) rates. By reporting our SLA performance every six months, we strengthen the transparency and traceability of our processes. Through this approach, we both increase user satisfaction and make our IT services more effective, reliable and sustainable by adopting a technology-oriented and user-centered service approach. Our activities conducted through ISO 20000 demonstrate this once again.

IT SERVICE MANAGEMENT

Mpls Migration For Remote-Office Connections

The point-to-point network connections of remote buildings and offices connected to the headquarters were migrated to the MPLS infrastructure, and the network architecture was restructured. Through this transformation, remote locations were enabled to communicate directly and securely not only through the headquarters but also with each other; network performance, availability and operational continuity were increased. In addition, compared with the previous connection model, a more scalable and centrally manageable structure was established, providing a significant price advantage in line-leasing and operating costs.



Active-Active Data Center

The data center infrastructure, initiated in 2024 and designed to operate with an active-active architecture within the campus, was completed and commissioned. Through this structure, high availability and business continuity were ensured for critical information systems, single points of failure were eliminated and the risk of service interruption was significantly reduced. At the same time, system performance was improved through load sharing and concurrent operation capabilities; disaster recovery and maintenance activities became executable with an uninterrupted service approach; and the operational resilience of the corporate Information Technology (IT) infrastructure was strengthened.

EASA PART-IS Compliance Activities

Compliance activities for the EASA Part-IS (Information Security) regulation, initiated in 2025, aim to ensure that information security is managed systematically and auditable in organizations authorized by aviation authorities. EASA Part-IS is a critical regulation that indirectly supports airworthiness and safety activities by providing a corporate information security framework covering topics such as cyber threats, the confidentiality, integrity and availability of information assets, supplier security and incident management. Through the compliance activities carried out within this scope, the risk-based information security approach throughout TUSAŞ is strengthened, cyber resilience is increased, preparations for EASA audits are ensured, and reliability and corporate reputation within the international aviation ecosystem are significantly enhanced.

DIGITAL TRANSFORMATION ACTIVITIES IN CORPORATE SOFTWARE DEVELOPMENT AND GOVERNANCE

TUSAŞ SAP S/4HANA ERP Transformation Project

Digitalization activities carried out within the scope of the TUSAŞ ERP transformation project aim to create a more sustainable, traceable and data-driven structure by ensuring end-to-end integration of business processes. Through the integrated ERP architecture, real-time data flow is provided among finance, cost accounting, material management, production planning and sales-distribution modules, aiming to eliminate disconnections between processes and adopt a single-source-of-truth approach. This integrated structure directly supports sustainability targets by contributing to the more efficient planning and use of resources. Through functions such as Material Requirements Planning (MRP), capacity planning and inventory management, excess inventory, unnecessary production and operational waste are minimized; this enables both cost reduction and reduced consumption of natural resources. The integration also aims to enable detailed cost breakdowns to be monitored.

Through e-document, document management and workflow systems to be commissioned within the scope of digital transformation, dependence on physical documents is intended to be eliminated and processes transferred entirely to the digital environment. In this way, operational agility will increase and environmental sustainability will be supported through reduced paper consumption. In addition, end-to-end traceability is provided through transaction records and log mechanisms on ERP systems, supporting audit, compliance and reporting processes.

From a supply chain management perspective, ERP systems contribute to establishing a sustainable supply chain structure by offering critical functions such as supplier performance monitoring, centralized management of procurement processes and inventory optimization. Through real-time data analytics and reporting infrastructure, KPI-based performance monitoring can be carried out, and operational efficiency, cost control and service quality can be continuously improved. As a result, the TUSAŞ ERP transformation project is a critical digital transformation that enables TUSAŞ to achieve its environmental, operational and financial sustainability targets through process standardization, data integrity, operational efficiency and advanced analytical capabilities.

TUSAŞ Supplier Portal (ATLAS)

The ATLAS Supplier Portal developed by TUSAŞ aims to digitize the organization's expanding supply chain network and create a more transparent and standardized communication infrastructure. The data presented show that, in response to increasing numbers of companies and orders, the existing system based on e-mail traffic had become inadequate, which prompted this strategic transformation. The platform brings together all processes, from new company applications and tender management to order tracking and quality audits, in a single center. Within the scope of the project, the systems of many major domestic and international defense industry companies were reviewed, benchmarking studies were conducted and a comprehensive roadmap was created. On the security side, data security was prioritized through modern protocols such as two-factor authentication and role-based authorization.

The Supplier Portal was designed to enable business partners to conduct all their processes digitally through a single center.

- > Centralized Management: Brings suppliers' application, capability assessment, document management and communication processes together on a single platform.
- > Digitalization and Speed: Accelerates processes by eliminating delays in information flow caused by e-mail-based transactions.
- > Transparency and Traceability: Ensures end-to-end transparency and full traceability in supply chain transactions.
- > Standardization: Standardizes the communication and processes of different units with suppliers.

The TUSAŞ ATLAS Supplier Portal offers many operational and strategic advantages for both TUSAŞ and suppliers and aims to accelerate cooperation among stakeholders and maximize operational efficiency.

- > Comprehensive Process Monitoring: Suppliers can view open orders, update delivery dates, track order status and manage quality documents (certificates, corrective actions, etc.) through the portal.
- > Operational Efficiency: Business processes are managed more effectively through modules such as tender and contract management, order management, transportation management and performance evaluation.
- > Managing Their Own Information: Companies can define users, update bank-account information and directly update company information (fields of activity, documents, etc.) through the portal.
- > Strong Security Infrastructure: The portal is protected by two-factor authentication, role-based authorization, Google Captcha and secure password policies, ensuring the highest level of data security.
- > Direct Communication: The "Help Desk" and "Announcements" sections create a rapid and official communication channel between TUSAŞ and suppliers.
- > Strategic Planning: Developed in accordance with the 2025 Digital Transformation Strategic Management Plan, the system facilitates management of the complexity arising from increasing supply chain volume.

Software development process and software lifecycle management under the SCRUM methodology

The software development process conducted under the SCRUM methodology enables projects to be managed flexibly, in a controlled manner and sustainably. Through sprint-based planning, requirements are prioritized in backlogs, and working and tested product outputs are obtained at the end of each sprint. While SCRUM meetings ensure coordination within the team, sprint reviews aim to continuously improve processes.

Through Software Development Life Cycle (SDLC) management, analysis, design, development, testing, deployment and maintenance processes are addressed end-to-end. Security requirements are identified during the analysis phase, and secure coding standards are applied in the design and development processes. Code integrity and confidentiality are protected through version-control systems, authorization mechanisms and access controls.

Potential risks are identified at an early stage by using security tests, vulnerability scans and code-analysis tools in Continuous Integration (CI) and Continuous Delivery (CD) processes. Data security is ensured through segregated environments (dev/test/prod) in testing and deployment processes. This integrated approach provides a secure, auditable and sustainable structure.

Ensuring The Continuity Of Software Development Processes Under The ISO 27001 Information Security Management System

Under the ISO 27001 Information Security Management System, continuity of software development processes is ensured within the framework of instructions, procedures, forms and controls.

Information security requirements are systematically applied and documented in all phases of the software lifecycle (analysis, design, development, testing, deployment and maintenance). All development activities are conducted through version-control systems, and code integrity is protected through authorization and access controls. Development, testing and production environments are segregated, and transitions between environments are carried out within authorization-management processes. The segregation-of-duties principle is applied to minimize the risk of misuse of authority and errors. Static/dynamic code analyses, security tests and vulnerability scans are conducted regularly, and findings are monitored. Through these controls, the continuity, security and regulatory compliance of software development processes are ensured sustainably.

DIGITAL TRANSFORMATION ACTIVITIES IN PRODUCTION AND LOGISTICS AREAS

PRODUCTION MANAGEMENT SYSTEM DEVELOPMENTS

Within the scope of our activities to modernize our digital production infrastructure, the user interface of our Manufacturing Execution System (MES) application was fully migrated to a new web-based platform. Through this transformation, we aimed to provide our MES platform with a more accessible, sustainable and user-friendly structure. The new interface will provide faster and more efficient use in daily operations through its user-experience design and performance improvements. With the new interface, our production processes have become more sustainable and the following benefits have also been achieved:

- > More flexible use through web-based access
- > A more modern and simplified user experience
- > Performance and stability improvements
- > Various usability improvements in processes

In order to ensure uninterrupted production and track issues, the Andon Tracking System (ANTS) was expanded and a root-cause analysis sub-module was developed. Through this module, reasons that have the potential to stop or have stopped an assembly area are analysed, and the necessary actions are intended to be defined and monitored.

DNC (Data Numeric Control) programs assigned to work orders on the MES platform can be transferred to the bench with a single button. In this way, an integrated and uninterrupted flow was established among MES, DNC and the bench. By preventing human errors, quality and labour improvements were achieved for sustainability.

An infrastructure was developed through MES to collect the consumption quantities of chemical materials classified as shelf-life-limited materials. Through actual material consumption data, the accuracy and currency of bill-of-material quantities can be monitored, with the aim of enabling more accurate and effective procurement planning.

DIGITALLY SUSTAINABLE ENGINEERING INFRASTRUCTURE THROUGH PLM PLATFORMS

In order to strengthen data integrity in product-development processes, increase interdisciplinary cooperation and extend a sustainable engineering infrastructure on a corporate scale, our Company effectively uses and develops advanced engineering solutions through the 3DEXPERIENCE and Teamcenter Product Lifecycle Management (PLM) platforms. Within the scope of our digital sustainability approach, data generated in design, analysis, testing, quality, production and change-management processes are managed under a single integrated digital structure; traceability, data accuracy and corporate data governance are strengthened throughout the product lifecycle. While this structure supports our digital sustainability targets, it also contributes to the development of a data-driven and transparent management approach in engineering processes.

TRANSPARENCY AND DATA INTEGRITY THROUGH DIGITAL INTEGRATION AND DATA MANAGEMENT

WE STRENGTHEN TRANSPARENCY AND DATA INTEGRITY IN ENGINEERING PROCESSES THROUGH DIGITAL INTEGRATION AND DATA MANAGEMENT.

We manage bill-of-material, document, task, meeting, finding, change and requirement-management processes in an integrated manner on the PLM infrastructure. In this way, engineering data are collected in a single digital environment, significantly increasing access to information, revision tracking and process transparency. While flexible and configurable product structures enable different variants to be managed through centralized data structures, advanced visualization infrastructures support faster and more accessible use of large datasets. With the commissioning of digital documentation and approval processes, paper-based workload is reduced and processes become more sustainable.

DATA-DRIVEN DECISION-MAKING IN DESIGN, ANALYSIS AND TESTING PROCESSES

We conduct design reviews, analysis, tolerance management, weight and balance management and verification activities under centralized data structures. Through this approach, the reliability of data generated in engineering processes increases and interdisciplinary coordination is strengthened on a corporate scale.

By associating data obtained from ground, laboratory and flight tests with product, test and process data, verification activities become traceable end-to-end. Requirement-verification status and test performance are monitored through a reliable data infrastructure, supporting quality, technical accuracy and reliability in product-development processes.

STRONG GOVERNANCE THROUGH CHANGE, QUALITY AND RISK MANAGEMENT

DIGITAL MANAGEMENT OF CHANGE, QUALITY AND RISK MANAGEMENT AND STRONG CORPORATE GOVERNANCE.

We address change, issue, quality-finding and nonconformity-management processes under integrated digital structures. In this way, the scope and impacts of changes and the related technical data are systematically monitored and made auditable. Managing quality findings in connection with product data ensures effective action tracking while increasing the accuracy of root-cause analyses. At the same time, through integrated risk and threat management with product data, potential risks are identified at an early stage and mitigation strategies are implemented more effectively.

TRACEABILITY AND CONTINUOUS IMPROVEMENT IN DATA-APPROVAL PROCESSES

BY INCREASING THE TRACEABILITY OF DATA-APPROVAL PROCESSES, WE STRENGTHEN DESIGN QUALITY AND PROCESS EFFICIENCY.

Analysis mechanisms have been developed to systematically monitor the reasons for returns experienced in design-data approval processes. In order to identify improvement opportunities in analysis and data-maturation processes, a method was developed and commissioned to categorize and analyse return reasons. In addition, reporting interfaces were developed and live monitoring mechanisms were commissioned to monitor the data obtained more effectively.

Through this activity, the root causes of disruptions in the design-approval process are intended to be identified, areas for improvement determined and actions to increase process efficiency planned more systematically. This approach contributes to strengthening data-driven decision-making, quality management and a culture of continuous improvement in engineering processes.

EFFICIENCY THROUGH STANDARDIZATION AND CENTRALIZED DATA INFRASTRUCTURE

WE INCREASE OPERATIONAL EFFICIENCY THROUGH STANDARDIZATION AND A CENTRALIZED ENGINEERING DATA INFRASTRUCTURE.

Through engineering libraries, we address standard-part and material management under centralized data structures and strengthen data accuracy and technical standardization in design processes. Through this structure, analyses, digital modelling and interference checks can be performed on a more reliable data infrastructure. In addition, centralized management of weight and balance data and support through visual analysis tools contribute to establishing early-warning mechanisms in design processes.

PLM-BASED MANUFACTURING INTEGRATION AND RESOURCE EFFICIENCY

WE SUPPORT RESOURCE EFFICIENCY AND DIGITAL TRANSFORMATION THROUGH PLM-BASED MANUFACTURING AND MATERIAL MANAGEMENT INTEGRATION.

We carry out digital-transformation-focused improvement activities in production processes by integrating manufacturing engineering, Numerical Control (NC) programming and tool-order activities end-to-end on PLM platforms. Through this integration, data integrity among production planning, engineering and manufacturing processes is strengthened and operational efficiency is increased.

By integrating material-management processes into the PLM infrastructure, duplicate material procurement was intended to be prevented, thereby ensuring more efficient use of resources and reducing material waste. By making Engineering Bill of Material (EBOM), Manufacturing Bill of Material (MBOM) and Bill of Process (BOP) structures comparable on the same platform, efficiency losses and material waste that may arise from producing missing or excess parts have been minimized.

DIGITAL ANALYSIS AND SERVICE PLANNING

WE SUPPORT OPERATIONAL EFFICIENCY THROUGHOUT THE PRODUCT LIFECYCLE THROUGH DIGITAL ANALYSIS AND SERVICE-PLANNING CAPABILITIES.

Maintainability, accessibility and ergonomics analyses are conducted through digital models. In this way, design-improvement needs are identified at an early stage, contributing to increased operational efficiency throughout the product lifecycle and more effective planning of maintenance processes.

Real-time monitoring of process performance through dashboard and reporting infrastructures supports faster and data-driven decision-making processes.

REDUCING ENVIRONMENTAL IMPACT THROUGH DIGITAL DOCUMENTATION

WE REDUCE ENVIRONMENTAL IMPACT THROUGH DIGITAL DOCUMENTATION AND RESOURCE MANAGEMENT.

Through the print-monitoring and personalized quota application implemented to reduce paper consumption in documentation processes, resource use has been managed in a more controlled manner. Through this application, unnecessary printing was prevented, paper consumption was reduced, operational efficiency was increased and a contribution was made to reducing our Company's environmental footprint.

These activities support the strengthening of a more efficient, environmentally sensitive and sustainable working ecosystem in line with our digitalization and sustainable resource-management approach.

INTEGRATED MANAGEMENT OF SIMULATION DATA

WE STRENGTHEN OUR DIGITAL ENGINEERING INFRASTRUCTURE BY MANAGING SIMULATION DATA IN THE PLM ENVIRONMENT.

By enabling design data to be used in an integrated manner with simulation tools in the PLM environment, we strengthen data integrity in engineering processes. Outputs from analysis and simulation activities are associated with the relevant design data, stored in the PLM system and made traceable throughout the product lifecycle.

By managing simulation processes between design and analysis engineers through workflows defined in the system, engineering data are managed in a controlled and traceable manner and interdisciplinary coordination is strengthened. This approach supports data-driven decision-making processes and contributes to the development of a sustainable digital engineering infrastructure.

INTEGRATION OF PLM SYSTEMS WITH PRODUCTION SYSTEMS

Within the scope of conducting manufacturing planning and material processes through PLM tools, integrations between PLM and e-Factory systems were designed and developed. The e-Factory system acts as a bridge between PLM and MES/MRP. In this project, the knowledge accumulated over many years in manufacturing planning processes conducted on e-Factory provided input to PLM processes. Through this activity, sustainability in production was enabled to begin in PLM systems and flow into production systems.

TRACEABILITY

Within the scope of the TUSAŞ traceability project:

- > Transfer, processing and management of part traceability information from PLM tools during the product-design process to the e-Factory system, where manufacturing processes are managed, were ensured.
- > The MES traceability module was expanded so that both serial-number and production-batch-number tracking can be conducted together.

Through these developments, traceability requirements identified in product-design processes were transferred uninterruptedly to manufacturing planning and production processes in order to ensure uninterrupted production.

In addition, within the scope of maintenance requirements for life-limited equipment/parts, development activities were initiated to enable design inputs to flow from Teamcenter to the e-Factory Aircraft Maintenance Module, to be fed automatically and in a controlled manner from systems relating to Acceptance, Inventory, Assembly and similar operations after the necessary arrangements, to issue alerts when maintenance is due and to provide serial-number-based traceability throughout the entire life of the relevant equipment/part. The definition of maintenance requirements for life-limited equipment/parts and the establishment of the infrastructure capable of receiving data from relevant systems were completed. In this way, traceability-related data can be monitored across all our systems.

MAINTENANCE AND INTERACTIVE ELECTRONIC TECHNICAL PUBLICATION APPLICATIONS

The primary purpose of Interactive Electronic Technical Manual (IETM) technology is to provide troubleshooting, maintenance and repair support for complex technical systems. It contains shortcut links for access to support documents and all auxiliary data from a single source.

These are guides prepared in digital format that interact with users according to need and provide instant feedback. The patented IETM application developed by TUSAŞ is delivered to customers on tablets by loading the IETM data of the relevant product. Through this activity, by providing our products' technical documentation to customers electronically instead of through paper printing, we contributed both to environmental sustainability and to the post-production sustainability of our products. In 2025, technical maintenance documentation was delivered to our Utility Helicopter customers through the IETM application.

PRODUCTION DIGITAL TRANSFORMATION PROJECTS

In order to ensure the sustainability of TUSAŞ and our products, certain applications using older technologies are being implemented on new infrastructure together with process improvements. Within this scope:

- > A predictive maintenance system that records technical values obtained during the maintenance phase of scheduled predictive maintenance and enables access to these data for process improvement was developed on new infrastructure in a web environment, and commissioning activities are ongoing.
- > The Cutting Tool Tracking System used on the old infrastructure was transferred to new web-based infrastructure by also taking new needs and processes into account.
- > An action-item process enabling effective monitoring of tasks assigned in existing CIB processes was added to the Change Implementation System (CIB). In addition, work orders to be scrapped under CIB decisions were automatically suspended.

- > The Tool Tracking System, which enables the current location of production tools used in products' production processes to be viewed instantly and transferred effectively to requested areas, began to be redeveloped on new technological infrastructure integrated with the Transport Order Module, so that transactions can also be conducted with barcode information such as location, tool number and work order.
- > By running an engineering algorithm for electric vehicles, a Transport Order Vehicle Routing System was developed to transport orders in the most optimal manner by taking their priorities and locations into account. Activities for diesel forklifts and tractors are also ongoing. Through this activity, parts will be transported rapidly and via an optimal route without interrupting production processes, ensuring sustainability in both production and environmental terms.

DIGITAL TRANSFORMATION ACTIVITIES IN QUALITY AND TOOL AREAS

FIRST ARTICLE INSPECTION (FAI) REQUIREMENT MANAGEMENT DEVELOPMENTS

A development was carried out for Part Control Used on an Operation Basis in Delta FAI Triggering. The FAI Requirement Management System triggers Delta FAI as a result of changes to connected parts, depending on planning changes. To prevent FAI omissions, an effectiveness-controlled FAI requirement assignment process was designed.

ROOTCASE CORRECTIVE ACTION PROCESSES

The previously conducted Corrective Action (CA) processes were redesigned by integrating the procedures included in industry, authority and methodology frameworks (8D/9S). Rootcase analyses are no longer merely a form but have been organized so that they are created through various parameters triggered in the Nonconformity Notification Form and Nonconformity Management System (NMS). Through this system, various levels such as actions requiring urgent action and corrective action can be triggered automatically at current industry level, and problems can be evaluated more quickly without loss of time through rootcase analyses by referencing previously existing Rootcase Corrective Action (RCCA) information in the system.

NMS-PLM INTEGRATION

Since data transfer between the PLM system on the Red Network and the NMS system on the Black Network was performed manually, assessments to be made within the scope of design and by other groups caused time and information losses under the previous structure. Various services were written from the NMS system and connected to the PLM system, making the responsible person for the relevant nonconforming part accessible and facilitating decision-making processes.

TOOL OUTSOURCE ORDER DEVELOPMENTS

Opposite-tool information (while one tool produces the right side of a part, its opposite tool produces the left side) and rate-tool information (a duplicate tool capable of producing the same part as another tool) were enabled to be transferred automatically from the system (from the tool order) to work packages. In this way, the risk of material error by planning users was reduced. By reducing the potential error rate, gains from non-recurring costs (NC programming and manufacturing planning) are targeted for opposite and rate tools.

- > A development was carried out to automatically pull tool orders into Tool Outsource Order (TOO) work packages. In this way, the process, which required an average of 15 minutes of labour for each line item, was automated. In connection with approximately 7,000 tool line items being processed annually, significant labour savings were achieved through this development.
- > The TOO publication approval cycle was updated. Supplier process supervisors were added to the approval cycle. In this way, time savings are planned at the stage where work packages are rejected and republished after publication.

TOOL ORDER DEVELOPMENTS

By updating Minor Tool Order content and workflows, Maintenance Tool Orders are planned to be included under Minor scope (tool orders that can be resolved simply and do not require a separate production process), their numbers reduced and non-value-added departments removed from the process to achieve labour and time savings. The process was transformed from Meter Entry (Production) > Meter Response and Tool Order Publication (ME) > Preparation of TMOS for TO (Tool ME) > Tool Production > Minor TO Entry by Tool Quality (Production) > Tool Production > Tool Quality. In this way, considering that Minor TOs can be published for an average of 2,000 tools per year without requiring meter entry and that an average of 60 minutes of labour is required per tool order, major savings in time and labour are targeted.

A setup-stage-step structure (a system describing which setting is to be used at which stage while processing a part, tool or mould) was established for tools. In this way, the data to be processed within the scope of the Advanced Planning & Scheduling (APS) project were made ready, providing input to the APS structure.

INTEGRATION OF PLM SYSTEMS WITH TOOL SYSTEMS

Within the scope of conducting tool-catalogue and tool-order publication processes through PLM tools, integration with the PLM system was designed. In this project, the knowledge gained from tool-order publication and tool-catalogue-record creation processes conducted on e-Factory provided input to PLM processes. Through this activity, infrastructures and structures relating to production-tool processes are planned to begin in PLM systems, then flow to eFab and be completed there.

ESTABLISHING A TOUCH-UP KIT PROCESSING INFRASTRUCTURE

The information flow for Touch-Up chemicals, which was previously difficult to access in the desktop application and could only be updated in systems on a limited basis, was brought under the. NET framework and given a corporate structure.

DIGITAL TRANSFORMATION ACTIVITIES IN PRODUCTION/PRODUCTION-PLANNING AREAS

ADVANCED PLANNING AND SCHEDULING SOFTWARE INTEGRATION

Advanced Planning & Scheduling (APS) activities are carried out to increase the effectiveness of production-planning processes, optimize resource utilization and improve planning accuracy. Within this scope, APS software is positioned as a centralized digital solution supporting production-planning processes. Through APS, production plans can be created rapidly and dynamically updated through a finite-capacity approach, taking machine, labour and capacity constraints into account. In this way, rapid adaptation to changing production conditions is enabled, resulting in more realistic and feasible plans.

Through the visual-management capabilities developed, the current production status and forward-looking plans can be monitored end-to-end on a single platform. By enabling production schedules to be viewed prospectively, delivery dates can be assessed rapidly and accurately, and transparency in planning processes is increased.

Within the scope of ongoing integration activities, uninterrupted data exchange is being ensured between the APS system and MES, MRP, e-FAB and other corporate systems. Through this integration, data transfer between systems is optimized, data consistency is increased and manual interventions are minimized. At the same time, all planning data can be presented to planners in a consolidated manner on a single platform. Within the scope of APS software roll-out activities conducted in 2025, it was commissioned on a work-center basis in production processes such as Initial Cutting, Machining and Sheet Metal. In line with the benefits obtained, APS software is planned to be rolled out to assembly areas as well.

The achievements are listed below.

- > Ability to create a high-resolution production plan in a shorter time (approximately 500 work centers),
- > Ability to convey senior-management priorities to the field and technicians rapidly and effectively,
- > Ability to systematically monitor plan/actual performance and regularly collect reasons for non-completion,
- > Increased synchronization in production planning,
- > Ability to conduct scenario analyses rapidly and effectively, and
- > Ability to integrate alternative work centers into the planning process and optimize production resources under a common objective function.



SUSTAINABLE SUPPLY CHAIN

IN ORDER TO ESTABLISH A SUSTAINABLE AND RESILIENT SUPPLY CHAIN, WE CONTINUOUSLY DEVELOP OUR SUPPLIER ECOSYSTEM AND STRENGTHEN OUR BUSINESS CONTINUITY BY PROACTIVELY MANAGING RISKS.

SUSTAINABLE PROCUREMENT ACTIONS ACROSS COMPANY OPERATIONS OR THE SUPPLIER BASE

In our Company, products affecting quality and safety may only be procured from suppliers included in the Approved Supplier List. The TUSAŞ Approved Supplier List is continuously updated and is also publicly accessible on our website. As TUSAŞ, in order to establish a sustainable supply chain, we continue to expand our supplier pool and build supplier capacity against risks of adverse sustainability impacts. In this context, we continue to expand our supplier pool in order to ensure business continuity. As of 2025, the number of our approved foreign suppliers is 1,154 and the number of our approved domestic suppliers is 545, while 96 new companies were included in our supply chain during the year.

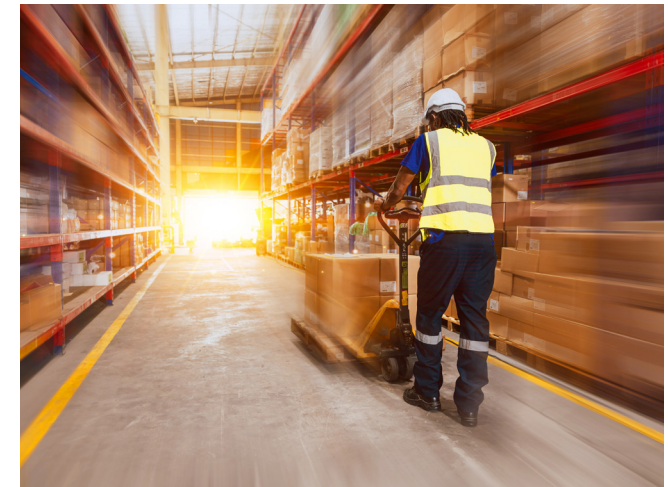
SUPPLY CHAIN RISK-ASSESSMENT ACTIVITIES

We manage risks relating to our supply chain through the Risk Management System in accordance with the definitions, scope and principles set out in our Risk Management Procedure.

We conduct risk and opportunity assessments of raw-material, semi-finished-product and finished-product suppliers through the Supply Risk Assessment Module. In these assessments, we take into account criteria such as:

- > Capacity and Production Capability
- > Financial Adequacy
- > Geographical Location and Location Risks
- > Information Technology Infrastructure
- > Physical Infrastructure
- > Industrial Security
- > Compliance with Legal Regulations
- > Contract Processes
- > Subcontractor Management
- > Logistics Activities
- > Technical Documentation and Fulfilment of Requirements
- > Single-Source Risks

By analysing our suppliers' production and design capacities, we identify at an early stage potential risks that may affect our activities.



Through data entered by our suppliers via the Supplier Portal, we monitor their capacity status monthly and check it during work-transfer processes. Where bottleneck risk is anticipated in the medium or long term, we make the necessary risk entries and establish control and improvement plans together with our suppliers.

 Click [here](#) to visit the TUSAŞ Procurement/ Customer website.

PROCUREMENT	2021	2022	2023	2024	2025
Number of Approved Foreign Suppliers	738	958	955	1,073	1,154
Number of Approved Domestic Suppliers	292	344	422	530	545

SUPPLIER PORTAL

Through the Supplier Portal we have developed, we interact online and exchange data with all our domestic suppliers. Through this platform, we ensure the sustainability of the systems used in supply chain management and their integration with our suppliers.

The main processes we conduct through the portal are as follows:

- > Order Management: We monitor and manage all orders opened for our domestic suppliers through the portal.
- > Inventory Management: By monitoring through the portal the inventory movements of materials located in our suppliers' warehouses and provided by our Company, we ensure that the correct quantities are used in production and prevent material waste.
- > Nonconformity Management and Technical Support: We enable nonconformities arising in the production process to be reported through the portal, allowing our quality and production units to examine these situations in detail and technical-support requests to be created.
- > Capacity Management: By defining information on the benches used by our suppliers and part routes through the portal, we conduct workload and capacity analyses.
- > Shipment Management: We track all orders shipped by our domestic suppliers through a barcode system and manage shipment processes from industrial zones in Ankara through the portal.

 Click [here](#) to visit the TUSAŞ Supplier website.

SUSTAINABLE PROCUREMENT ACTIONS ACROSS COMPANY OPERATIONS / THE SUPPLIER BASE

In 2025, we carried out activities to extend the sustainability work conducted within our Company throughout our supply chain. The following activities aimed at ensuring continuous improvement in the supply chain under sustainability topics were conducted:

- > Increasing and detailing under different topics the sustainability training provided to our employees,
- > Determining and communicating our sustainability requirements for transfer to our suppliers,
- > Assessing our suppliers' risks and sustainability maturity,
- > Assessing our suppliers under REACH requirements,
- > Determining and publishing our Company's policy on conflict minerals,
- > Recognizing our suppliers within the scope of sustainability, and
- > Informing our suppliers about the ethics reporting line and grievance mechanism.

TRAINING

We believe that increasing awareness in the supply chain and establishing supplier systems that meet requirements alone are not sufficient to establish and maintain a sustainable supply chain, and that this objective can be achieved by increasing the knowledge, awareness and competencies of our internal stakeholders. Within this scope, sustainability training provided to our internal stakeholders in 2025 is listed below:

- > ISO 14001:2015, ISO 14064:2018 and ISO 14046 Management Systems Training,
- > General Environmental Awareness and TUSAŞ Environmental Management System Training,
- > Dangerous Goods Acceptance-Unloading-Loading Operations,
- > General Awareness and Safety Training on the Carriage of Dangerous Goods by Road, and
- > Function-Specific Training on the Carriage of Dangerous Goods by Road.

Completion and success rates for the specified training were analysed for our internal stakeholders who work in direct contact with the supply chain. The completion rate of the training by the relevant teams was 83%, exceeding our target rate of 80%. For the training attended at this rate, the training success rate was 98%. In the next period, we aim to carry out training activities to increase sustainability awareness among all our Company's employees.

In addition to the environmental dimension of sustainability, we prepared various training programs that express the fundamental principles and importance of sustainability and reflect their application in the supply chain in a manner supporting the other dimensions, and began planning to provide them to our employees. These training programs were prepared under the following headings. In the next period, we aim to carry out training activities to increase sustainability awareness among all our Company's employees.

- > Sustainable Supply Chain Training
- > Business Ethics Training
- > Human Rights
- > Diversity, Equity and Inclusion Training
- > Anti-Corruption Training
- > Conflict of Interest Training

DETERMINATION AND COMMUNICATION OF REQUIREMENTS

In 2025, we carried out a multi-stakeholder study to determine the environmental, social and governance requirements that we would communicate to our suppliers within the scope of sustainability. We ensured that these requirements were documented through the Supplier Code of Conduct and the Sustainable Supplier Assessment Checklist. In addition, we communicated our sustainability requirements to our suppliers through the Supplier Code of Conduct and Sustainable Supplier Assessment Checklist documents that we prepared, via the Supplier Portal and other written notifications.

We informed our suppliers about our Company's sustainability focus through the "Supplier Summit" and "System, Equipment and Subsystem Supplier Summit", which were held with strong supplier interest and participation.

In addition, we determined our methodology for systematically communicating these requirements to suppliers. As our roadmap for fully communicating sustainability requirements to our suppliers, we identified the use of purchase orders to communicate sustainability requirements to suppliers in the short and medium term and the inclusion of the social and governance dimensions of sustainability in the templates of the framework agreements we sign with our suppliers in the long term.

SUSTAINABLE SUPPLIER ASSESSMENT

In 2025, we assessed whether our suppliers operated in accordance with risk analyses and sustainability requirements relating to sustainability matters. The risk analysis covered strategic risk management, operational risk management, environmental risk management and social risk management. For suppliers assessed under these headings, areas for improvement were highlighted and prioritization assessments could be performed for improvement programs to be conducted together with our suppliers.

In addition, using Sustainable Supplier Checklist documents covering environment and climate change, energy management, social and governance topics, we assessed the systemic maturity of the suppliers selected for assessment in sustainability-related matters.

REACH AND CONFLICT MINERALS

Compliance with applicable legal regulations was also addressed in sustainability assessments in 2025. In this context, in order to assess compliance with the REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulation, we informed our suppliers about the regulation and carried out activities to collect current REACH Declarations of Conformity for all chemical substances, mixtures and finished products supplied by our suppliers in order to ensure compliance.

In addition, we carried out activities to limit the use in our supply chain of "conflict minerals", known as the 3TG minerals (Tin-Tungsten-Tantalum-Gold) and known to be used to finance armed conflicts in certain parts of the world, and to increase transparency in our supply chain.

Within the scope of these activities, we carried out work to determine our policy for regulations in force internationally and the methodology for communicating the requirement to our suppliers.

SUPPLIER CAPACITY BUILDING, RECOGNITION AND INCENTIVE PROGRAMS

In order to establish a sustainable supply chain, we continue to expand our supplier pool and build supplier capacity against risks of adverse sustainability impacts. Within this scope, we organize meetings and summits; raise awareness among our suppliers regarding good sustainability practices, incentives, strengthening management systems and training programs; and address development measures proactively.

In order to ensure that our suppliers maintain their sustainability efforts and to provide motivation for continuous development, at the Supplier Summit held in 2025 with strong supplier interest and participation, we designated one of the supplier recognition categories as the Sustainability and Environmental Awareness Award and recognized our suppliers.



EMPLOYEE VOICE SURVEYS AND GRIEVANCE/REPORTING MECHANISM FOR SUPPLIERS

In order to ensure transparency in our supply chain, we have a feedback mechanism accessible to all our stakeholders, including local and indigenous communities and our suppliers' employees. This mechanism serves as a tool for verifying risks of adverse impacts arising from procurement activities. In addition, this mechanism takes potential linguistic and geographical barriers into account, protects persons reporting any grievance, places importance on confidentiality and protects persons reporting any grievance against retaliation.

The Ethics Line, accessible to our suppliers on our Company's website (<https://www.tusas.com/kurumsal/etik>), stands out as a concrete indication that we manage our supply chain not only through rules and audits but also through the principles of transparency, trust and accountability. Through such a mechanism, we aim to prevent risks in the supply chain from remaining concealed.

SUPPLIER SOCIAL ASSESSMENT

NEW SUPPLIERS SCREENED USING SOCIAL CRITERIA

In 2025, two separate studies were carried out: risk analysis and systemic assessment. Within the scope of these studies, our suppliers were assessed using social criteria. We conducted social risk assessments of our suppliers under the headings of environmentally friendly vehicles/transport methods, commitment not to employ child labour, OHS practices, audits and training, compliance with legal working hours, wage policies and control of records. As a result of this assessment, we observed that the fundamental criteria were met but that matters relating particularly to wage policy stood out as an area open to improvement.

Within the scope of systemic maturity assessments, we established a comprehensive set of criteria to assess our suppliers' ethics and compliance management practices, human resources and employee-rights practices, OHS and employee well-being practices, data privacy and information security practices, corporate culture, organization and leadership practices, and assessed our suppliers in accordance with this set of criteria. As a result of this assessment, we identified social areas in which our suppliers were open to improvement. Within the scope of our roadmap, we aim to take actions that will improve the sustainability maturity of the suppliers included in the assessment in the areas identified for development.

ADVERSE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

In order to establish a sustainable supply chain, we continue to expand our supplier pool and build supplier capacity against risks of adverse sustainability impacts. Within this scope, we organize meetings and summits; raise awareness among our suppliers regarding good sustainability practices, incentives, strengthening management systems and training programs; and address development measures proactively. As a result of sustainability assessment activities, we will plan improvement activities with our suppliers and achieve our sustainability targets across the supply chain.

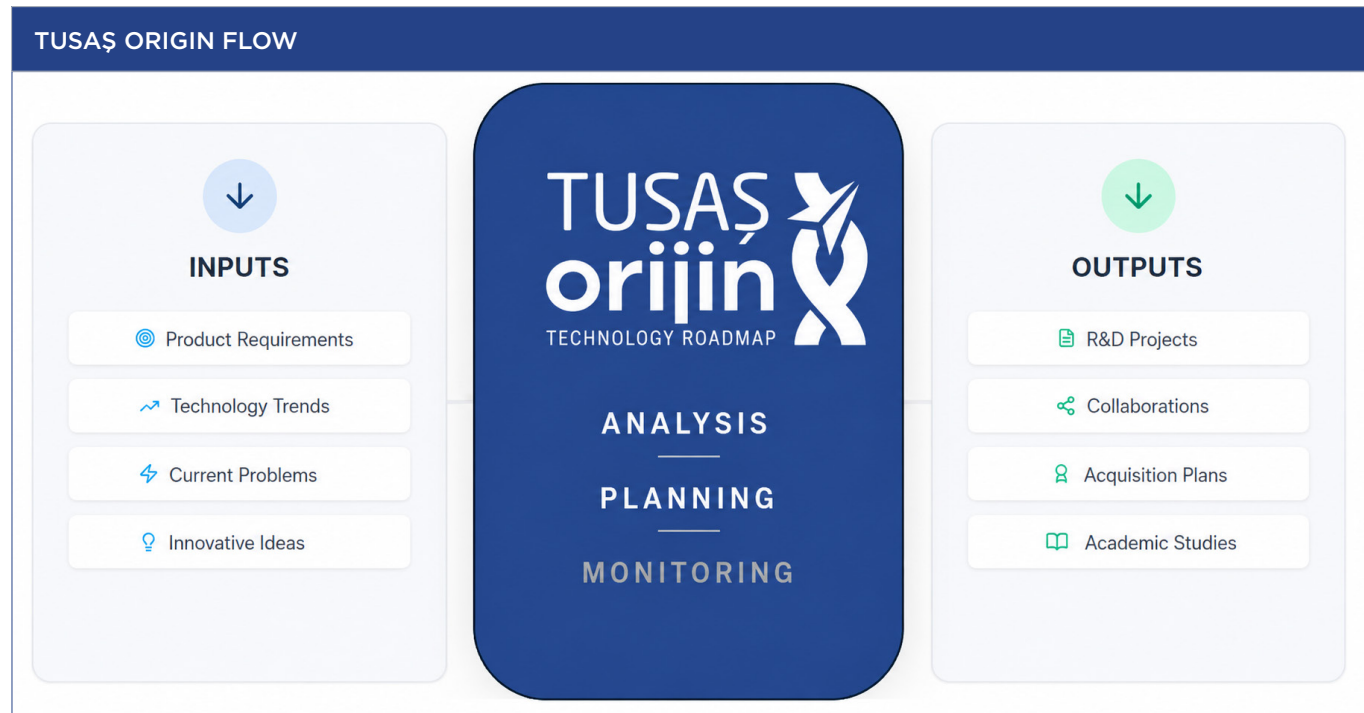


TECHNOLOGY AND INNOVATION

IN LINE WITH OUR ORIGIN TECHNOLOGY ROADMAP, WE MANAGE OUR TECHNOLOGY ACQUISITIONS WITH A STRATEGIC APPROACH AND SUPPORT OUR SUSTAINABLE GROWTH AND COMPETITIVENESS BY DEVELOPING INNOVATIVE SOLUTIONS.

TUSAŞ ORIGIN TECHNOLOGY ROADMAP

As Turkish Aerospace, we manage our technology acquisition activities in line with the priorities included in the Origin Technology Roadmap and realize our corporate objectives with a sustainable vision. Accordingly, we focus on producing innovative solutions based on resource efficiency and minimizing environmental impacts. In order to adapt to changing requirements, we periodically review and update our roadmap and technology activities. While strengthening our Company's long-term success, this approach also makes an important contribution to sustainable development goals. Product requirements, global technology trends, existing problems and innovative ideas constitute the fundamental inputs of our roadmap. These fundamental inputs are processed within the framework of the TUSAŞ Origin Technology Roadmap and transformed into concrete outputs in the form of R&D projects, collaborations, technology acquisition plans and academic studies.

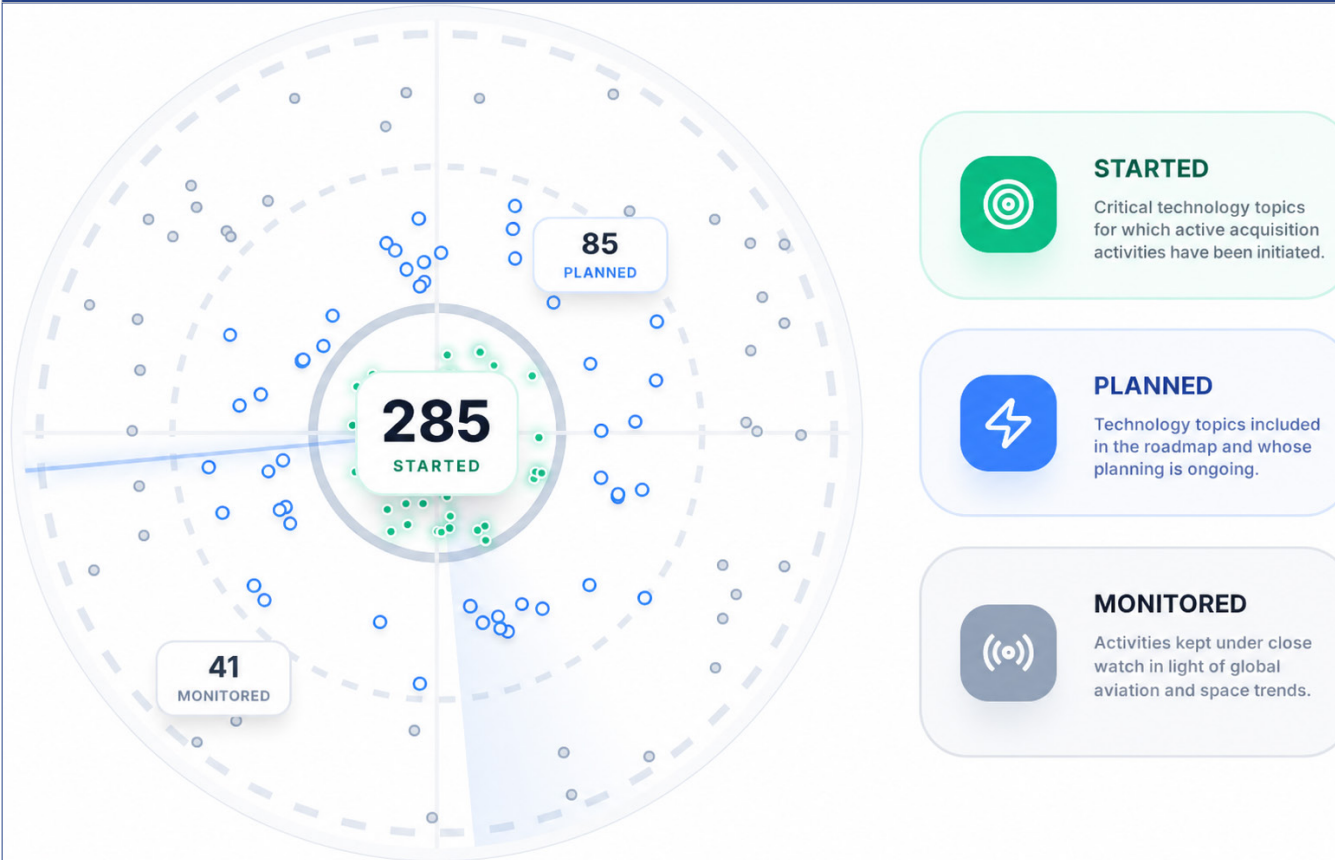


TECHNOLOGY ACQUISITION ACTIVITIES

AS TURKISH AEROSPACE, WE TAKE STEPS TOWARD THE FUTURE THROUGH OUR RESEARCH AND TECHNOLOGY-DEVELOPMENT ACTIVITIES IN PRIORITY AREAS SUCH AS ADVANCED MANUFACTURING AND MATERIAL TECHNOLOGIES, ENERGY SYSTEMS AND DIGITAL TRANSFORMATION.

Within the framework of our Company's sustainability vision, we focus on developing environmentally sensitive, innovative and national technologies that will enable technological transformation by monitoring technological developments that will shape the future of the aviation and space industry. We shape our Company's Technology Roadmap in alignment with the global sustainability vision. Accordingly, we develop efficiency-focused, environmentally friendly solutions by integrating the latest technologies in the sector into the relevant platforms and processes.

TECHNOLOGIES ON THE TUSAŞ ORIGIN RADAR



DISTRIBUTION OF TUSAŞ ORIGIN TECHNOLOGY TOPICS BY SUSTAINABILITY DIMENSION



We measure our technology achievements by monitoring the technologies included in our 2025 Technology Roadmap in an integrated manner with our Company's sustainability dimensions. In light of our available data, the fact that a significant portion, 76%, of the technology topics on which we focus directly overlaps with the "Technology and Innovation" dimension demonstrates that our innovation capacity is the principal driver of our sustainability vision. At the same time, the association of 9% of technologies with energy, 6% with environment and 5% with financial dimensions shows that our technological transformation is not limited to innovation alone but also supports our resource-efficiency, ecological-footprint and economic-sustainability targets in a multidimensional manner.

By building our future vision on a balance between technological performance and environmental cost, we position sustainability as a fundamental driver in our technology roadmap. Technology acquisition activities within our Company aim not only to exceed technical thresholds in the aviation and defense industry but also to add lasting green value to our ecosystem.

DIGITAL TRANSFORMATION

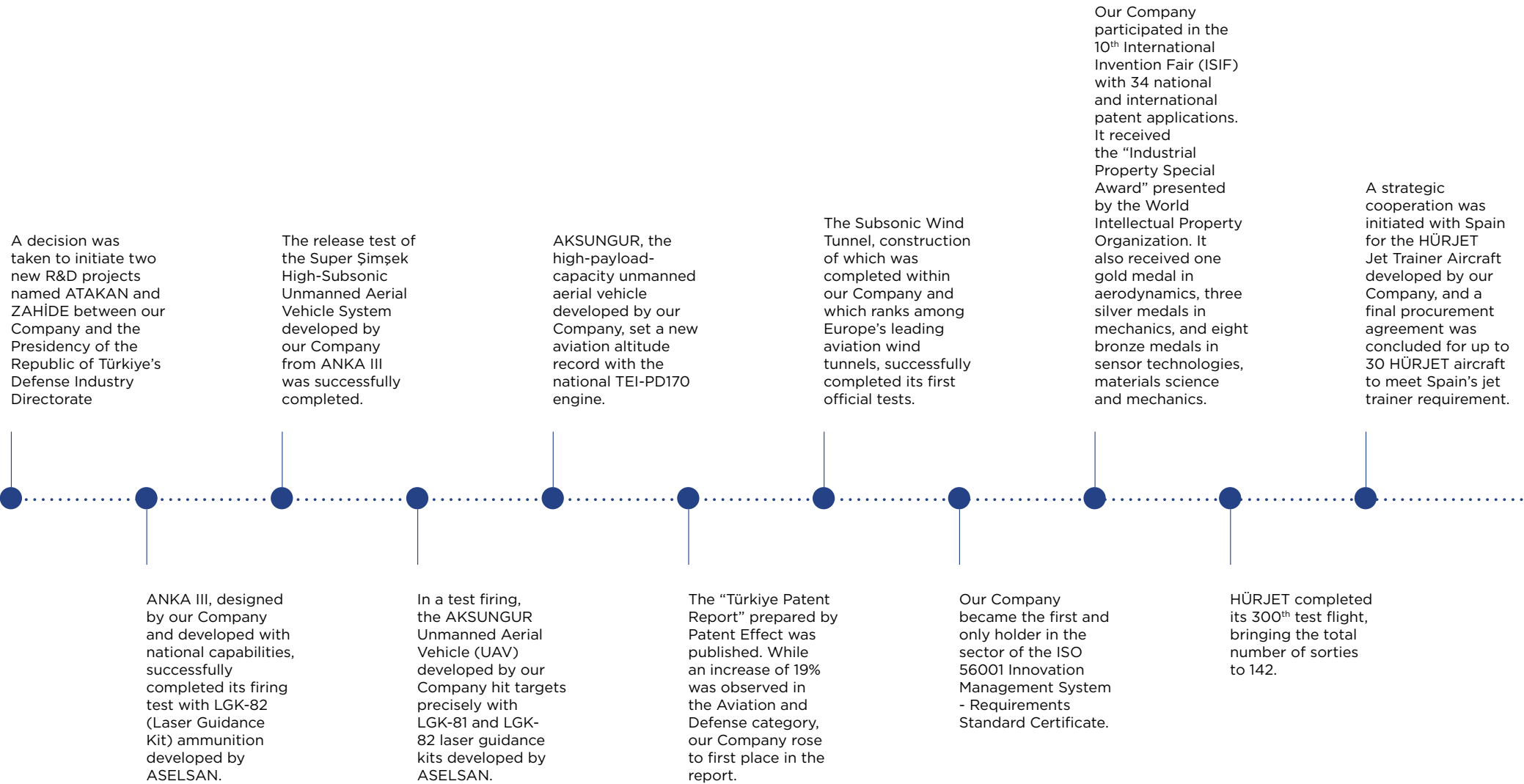
Within the scope of the digital transformation activities conducted at TUSAŞ, we place big-data analytics, artificial intelligence and automation technologies at the center of our work. In order to optimize our production processes and maximize operational efficiency, we establish big-data management and analysis platforms and strengthen our real-time decision-making mechanisms through real-time data infrastructures. Through image-processing, natural-language-processing and deep-learning models built on this digital foundation, we analyse our production efficiency and aim to reduce downtime through predictive maintenance activities.

While digitizing our risk and opportunity management through Robotic Process Automation (RPA) and data-mining methods, we develop innovative solutions across a broad range, from patent analyses to automating the TRIZ (Teoriya Resheniya Izobretatelskikh Zadach) methodology through artificial intelligence. In addition, we support our engineering capabilities with digital tools in areas such as analysis of CFD data, voice-command systems and optimization of cabling processes.

In our manufacturing technologies, we make advanced techniques such as incremental sheet-metal forming, automated prepreg placement and welding automation part of digital transformation. By automating quality-inspection processes such as marking and hole inspection through OCR technologies, we aim to improve our on-site, high-accuracy inspection processes. All these activities carried out within this scope provide our Company's production ecosystem with a much smarter, more efficient and autonomous structure.

R&D MANAGEMENT

R&D MILESTONES IN 2025



R&D, INNOVATION AND COLLABORATIONS

AS ONE OF THE FIRST AND CURRENTLY LARGEST R&D CENTERS ESTABLISHED IN OUR COUNTRY, IN 2025 WE COMPLETED 237 R&D PROJECTS ACROSS A BROAD SPECTRUM, INCLUDING BASIC RESEARCH, APPLIED RESEARCH AND PRODUCT DEVELOPMENT PHASES, COVERING NINE TECHNOLOGY READINESS LEVELS.

As Turkish Aerospace, we continue to carry out research and development activities in the form of projects whose purpose, scope, method, duration, stages, critical points and outputs are determined in accordance with our strategies and objectives and for which budgets are allocated. We conduct our R&D activities at the Kahramankazan, METU Technopolis, ITU ARI Technopolis, Teknopark Istanbul, YTU Technopark, Uludağ University ULUTEK Technopark, Antalya Technopolis and Hacettepe University Technopolis campuses. Our Company's R&D Center at the Kahramankazan campus has continued its activities since 19 January 2009 and is one of the first and currently largest R&D centers established in our country. In particular, in offices located in Technology Development Zones, we conduct human-resource development activities for the needs of the defense and aviation industry and joint projects within the scope of university-industry cooperation. As of year-end 2025, a total of 5,972 R&D employees were actively assigned to relevant projects at our Company, which guides the aviation and space ecosystem in our country.



We are aware that we will achieve the leadership position we target in the aviation and space industry through the contributions and research activities of all our stakeholders. Accordingly, we aim to develop new models for collaborations in R&D and innovation. We aim to contribute to our Company and our country's aviation ecosystem. In order to achieve a sustainable competitive advantage on a global scale, as Turkish Aerospace we continuously develop our R&D and innovation strategies and strengthen our relationships with internal and external stakeholders by establishing collaborations aligned with these strategies. Through this approach, our R&D and innovation strategy enables us to expand our product portfolio in line with sustainability priorities and increases our competitiveness by contributing to meeting the needs and expectations of our stakeholders.

R&D PROJECTS

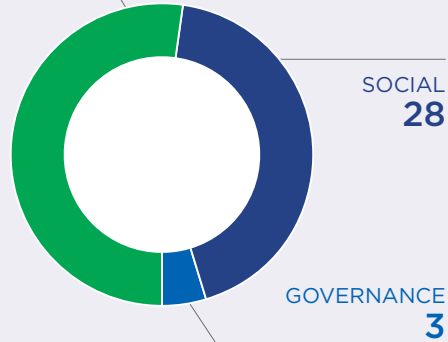
AS OF YEAR-END 2025, TURKISH AEROSPACE RANKED 47TH IN THE DEFENSE NEWS TOP 100 LIST, ANNOUNCED ANNUALLY IN THE INTERNATIONAL ARENA, AND FIRST IN THE R&D 500 LIST ANNOUNCED BY TURKISHTIME.

In 2025, we continued to fund sustainable R&D projects, invest in new devices, equipment and infrastructure and acquire technological infrastructure. As of year-end 2025, Turkish Aerospace ranked 47th in the Defense News Top 100 list of the world's 100 largest defense industry companies, announced annually in the international arena, and first in the overall ranking of the R&D 500 list announced annually in our country by Turkishtime. The ratio of R&D expenditure to revenue was 45%. In the sub-lists announced by Turkishtime, we ranked second:

- > By Number of Master's and Doctoral Personnel Working at the R&D Center
- > By Number of Female Personnel Working at the R&D Center
- > By Number of Utility Models Obtained at the R&D Center
- > By Employment at the R&D Center

2025 SUSTAINABLE R&D PROJECTS - SUSTAINABILITY DIMENSIONS

ENVIRONMENTAL
34



Of the 65 R&D projects conducted by our Company in 2025 and reviewed by sustainability dimension, 34 are within the environmental dimension, 28 within the social dimension and three within the governance dimension.

- > R&D projects conducted within the environmental dimension focused on topics such as weight improvement in products and processes, reduction of carbon dioxide emissions, development of thermoplastic materials, design of new alloys, recycling processes, powder-production and paint-free design applications and increasing the use of recyclable materials. In addition, R&D activities were conducted to reduce material use, reduce fuel consumption by increasing aerodynamic and electromagnetic efficiency without creating additional weight, minimize waste, expand additive-manufacturing methods and reduce raw-material use in repair processes.



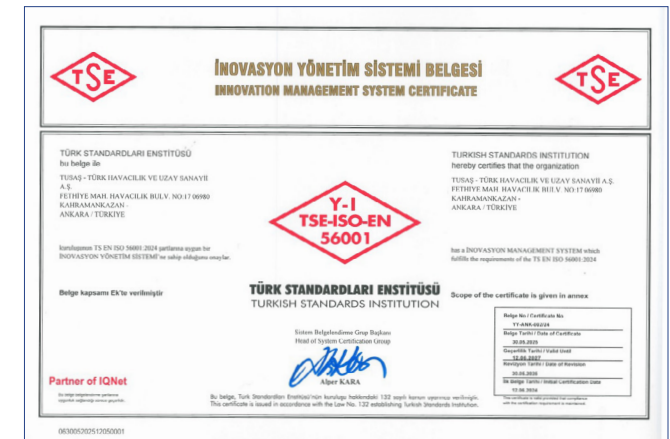
- > In projects conducted within the social dimension, the acquisition of new knowledge and skills, support for technology transfer, conversion of innovative technologies into social benefit and reduction of external dependence through domestic and national product development were targeted. Within this scope, R&D activities contributing to the development of strategically important technologies were carried out.
- > Within the governance dimension, R&D projects contributing to the acquisition of advanced technologies not previously applied and the development of corporate knowledge were implemented.

INNOVATION MANAGEMENT ACTIVITIES

OUR COMPANY BECAME THE FIRST AND ONLY COMPANY IN THE SECTOR TO RECEIVE THE ISO 56001 INNOVATION MANAGEMENT SYSTEM CERTIFICATE.

The ISO 56001 Innovation Management System Standard was implemented to support the establishment of innovation management systems within organizations and to enable best practices to be shared among organizations. In May 2025, our Company successfully completed the TS EN ISO 56001:2024 Innovation Management System (IMS) First Surveillance and Transition Audit conducted by the Turkish Standards Institution (TSE). As a result of the certification audit, which was completed without any nonconformity at any level, our Company became the first holder in the sector of the ISO 56001 Innovation Management System - Requirements Standard Certificate.

➔ Click [here](#) to access the TS EN ISO 56001:2024 Innovation Management System certificate.





HANGAR FLY IN-HOUSE ENTREPRENEURSHIP PROGRAM

The HANGAR FLY In-House Entrepreneurship Program is an entrepreneurship program designed as an acquisition model for technologies addressing emerging customer needs and problems to be solved and developed through the entrepreneurial capabilities of Turkish Aerospace employees and incorporated into regular business processes for commercialization. The purpose of the HANGAR FLY In-House Entrepreneurship Program is to create new business areas for our Company and contribute to Company revenue.

Through the program, it will be possible to create new business models and services not only technologically but also to enable already-developed products and services to generate value in the civil sector and/or different markets. Within this scope, HANGAR FLY, which is the first program conducted in our sector, was initiated in our Company as a pilot study in 2023 and opened to all Company employees in 2025.

In the 2025 call, technology-focused innovative solutions were sought under the focus of “Innovation in Production” that would reduce production costs and increase efficiency by offering rapid and high-quality solutions. Solutions with the potential to generate new revenue for our Company, suitable for dual use (military and civil) and supporting environmental sustainability were prioritized. Seventy-two business ideas received from our colleagues were assessed, and 10 business ideas involving a total of 31 in-house entrepreneurs were accepted into the program. At the Demo Day event to be held in the first quarter of 2026, where in-house entrepreneurs will present to jury members, seven business ideas will take the stage, three of which were developed in association with the Sustainability focus topic.

HANGAR CAMPUS INNOVATION PROGRAM

THE FOCUS TOPIC OF THE THIRD PERIOD OF THE PROGRAM, OPENED IN 2025, WAS DETERMINED AS “INNOVATIVE TECHNOLOGICAL SOLUTIONS AND BUSINESS MODELS FOR SPACE AND SATELLITE SYSTEMS”.

The HANGAR Campus Innovation Program, aimed at university students as one of our Company's important stakeholders, is an innovation- and entrepreneurship-focused open innovation program designed to be open to applications from associate-degree, undergraduate, master's and doctoral students from all universities in Türkiye; students can apply to the HANGAR Campus Innovation Program in teams of two to five.

The third period of HANGAR Campus, our first innovation- and entrepreneurship-focused open innovation program, lasted five months. Ten teams from different provinces of Türkiye were included in the program with their business ideas.



In the program, which began with an intensive camp in terms of content and activities, training on entrepreneurship and innovation and seminars by experts in the theme area on the use of artificial intelligence technologies in aviation and space were first held.

Current developments in the ecosystem were shared with the teams. Following the innovation camp, expert mentors in the subject areas needed were assigned to the teams, and product-validation and Proof of Concept (PoC) activities were continued within the scope of their projects. The teams met target customer groups in the field regarding their problems and conducted activities to validate the problems and solutions identified and analyse and determine problem-solution fit. Subsequently, a Demo Day was held at the end of the program. By the Demo Day event, nine teams had passed through elimination stages during the program and advanced their projects on this long-term innovation and entrepreneurship journey. The business ideas of four teams included in the program were developed in association with the Sustainability focus topic.



Teams that successfully completed the program were provided with cash and sponsor awards; training and mentoring; patent-writing support; opportunities to receive investment; job and internship opportunities; the chance of priority consideration in other relevant Turkish Aerospace programs; infrastructure support; commercialization and networking support; budget support for a Minimum Viable Product (MVP); the opportunity to conduct PoC activities at our facilities; and opportunities for sector-specific experience and knowledge sharing. Our communication with the teams continues after the program. At the end of each period, the HANGAR Campus Alumni Network Platform is established for graduating teams. Teams that complete and graduate from the program join this platform and continue their collaborations with Turkish Aerospace and strategically cooperating stakeholder organizations. At the same time, teams have the opportunity to establish potential cooperation among themselves, and after the program each team is matched with the relevant product groups of Turkish Aerospace in connection with its business idea and continues cooperation activities relating to its project. Outputs arising from their projects are assessed within the scope of our Company's open-innovation cooperation opportunities.



HANGAR CAMPUS INNOVATION PROGRAM

The HANGAR Campus Innovation Program was designed and implemented end-to-end as a multi-stakeholder, high-prestige program intended to create maximum added value at minimum cost. Within the scope of preparations for the next period of the program, meetings with internal and external stakeholders and related activities are continuing.

HANGAR PRO ACCELERATION PROGRAM

HANGAR PRO is a theme-driven acceleration program that provides infrastructure, training and mentoring support to early-stage entrepreneurs during the commercialization process by transforming innovative business ideas into business models and aims to bring new entrepreneurs into the ecosystem.

Within the scope of the 2025 call for HANGAR PRO, which is designed for entrepreneur candidates who have not yet incorporated and are in the development and validation phase for MVP and prototype activities, the focus topic was determined as "Digital Transformation".



A total of 26 applications were made under the first call. Following application assessments, six teams were entitled to be accepted into the program. Among the projects included in the program, two teams addressing a sustainability focus were included. Following the five-month training and mentoring camp, Demo Day presentations were delivered to jury participants with the participation of TUSAŞ and Teknopark Istanbul executives. After the Demo Day, at which the top three projects were determined, all teams were offered the opportunity to continue their entrepreneurial journey through the HANGAR BİGG Program. HANGAR BİGG is a theme-driven acceleration program that aims to mature innovative business ideas into applicable business plans, prepare entrepreneurs for the investment process and bring them into the ecosystem by providing infrastructure, training and mentoring support throughout this process.

 Click [here](#) to access details of the HANGAR BİGG program.



IDEA4DEFENCE

IDEA4DEFENCE is an idea-marathon event designed within the scope of GENÇ MÜSİAD's "Ideathon4Sector" program series and organized to develop solutions to a problem identified in the field of defense industry technologies specific to the sector. In this program, real problems encountered by leading companies operating in the sector are presented to young talents, with the aim of developing innovative solutions. In this way, companies are intended both to find fresh external ideas for their problems and to gain early access to the potential talents of the future. For young talents, the program aims to provide the opportunity to gain real sector experience, increase productivity and create career opportunities.

Participants consisting of university students were expected to work in teams and develop innovative, applicable and effective solutions within the timetable designed for the identified problem.

The focus topic of the IDEA4DEFENCE program, conducted specifically for our sector in cooperation between Turkish Aerospace and GENÇ MÜSİAD, was determined as "Innovative Aircraft Concepts for Civil and Military Purposes". A program was planned in which the participant group consisted of university students and idea applications were received and assessed in teams of two to four under the specified theme. A total of 469 ideas and 1,189 student applications were received. Following assessments, 74 ideas were announced as accepted into the program and, as a result of the assessments, 10 teams reached the final. Among the 10 business ideas in the final, three teams addressing a sustainability focus were included. In addition to cash awards, the winning teams obtained admission/pre-admission rights to TUSAŞ HANGAR innovation programs.

START-UP EXPLORATION ACTIVITIES

WITHIN THE SCOPE OF OUR START-UP EXPLORATION ACTIVITIES, WE HELD MEETINGS WITH 12 START-UPS OPERATING WITH A SUSTAINABILITY FOCUS.

We conduct start-up exploration activities within the scope of open-innovation processes. As a result of the exploration activities conducted, we contacted many entrepreneurial companies operating in Turkish Aerospace innovation focus areas within the ecosystem. Accordingly, at ecosystem events in which we participate, we record and monitor identified start-ups working in our Company's innovation focus areas in the Open Innovation Database.

Following the first introductory meeting with the start-ups explored, we hold assessment meetings with the relevant teams within the Company to assess the start-up's technical capabilities and its ability to meet requirements in Turkish Aerospace need areas. Following assessments, we introduce the start-ups to our relevant specialist teams addressing the needs served by their solutions and organize meetings to assess potential cooperation. We continue the process by conducting demo activities with companies considered appropriate. In 2025, meetings were held with approximately 50 start-ups and a technical assessment process was conducted for 17 start-ups. As of year-end 2025, the Open Innovation Database contained information on 215 start-ups.

We conduct various cooperation activities with different actors actively involved in Türkiye's entrepreneurship ecosystem, including non-governmental organizations, technoparks, technology transfer offices, companies and universities. Within this scope, we participate in start-up events organized by platforms that facilitate corporate companies' access to required technologies and make technology companies more visible, and assess potential cooperation opportunities with sustainability-focused companies. In this context, we also conduct start-up exploration activities specifically for sustainability, one of our Company's horizontal innovation focus areas. Within this scope, in 2025 we held meetings with 12 start-ups operating with a Sustainability focus.

VENTURE INVESTMENTS

Today, many innovative and technological developments are taking place globally and nationally in different industrial fields. In particular, solutions are being developed in prominent technology areas such as artificial intelligence, digital transformation, dual-use technologies, the Internet of Things, blockchain, augmented reality, sustainability and green transformation that meet the increasing expectations of consumers or technology users. In addition, innovative business models have become easier to implement as public-sector regulations support this change. One such model is venture-investment strategies. As Turkish Aerospace, we are currently included in venture-capital investment funds within Teknopark Istanbul and SSTEK Defense Industry Technologies Inc. (SSTEK), and when start-up companies that are strategically and/or financially important are identified, we refer them to the relevant fund structures.

PATENT ENGINEERING

OUR COMPANY RECEIVED THE "INDUSTRIAL PROPERTY SPECIAL AWARD" PRESENTED BY THE WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO) FOR ITS PATENT APPLICATION ENTITLED "A THERMAL SIGNATURE REDUCTION SYSTEM".

Our Company supports its sustainability-focused transformation through its R&D and intellectual property strategy and, within the scope of technology-development activities, carries out joint work with our relevant departments and performs engineering research and freedom-to-operate analyses, in addition to filing patent and utility-model applications for invention proposals received from employees under Intellectual Property. Within this scope, in 2025, 31 utility-model and 42 patent applications were filed, supporting inclusive and sustainable industrialization under "industry, innovation and infrastructure". Intellectual property rights were also protected in the achievement of the relevant target. In addition to applications filed to protect intellectual property rights, engineering solutions and research in areas such as advanced material architecture and transformation in production are carried out to protect technological acquisitions and prevent infringement of intellectual property rights, thereby promoting more efficient use of resources and the improvement of industrial processes through clean and environmentally sound technologies.

As a Company, we participated with our national and international patent applications in the 10th Istanbul International Invention Fair (ISIF'25), attended by participants from 20 different countries.



At the 10th International Invention Fair, where more than 450 inventions competed, our application entitled "A Wing Structure" among our Company's national and international patent applications was awarded a gold medal in the field of aerodynamics. In addition to three silver medals, eight bronze medals were awarded in the fields of sensor technologies, materials science and mechanics.

Our Company received the "Industrial Property Special Award" presented by the World Intellectual Property Organization (WIPO) for its patent application entitled "A Thermal Signature Reduction System".

UNIVERSITY-INDUSTRY COLLABORATIONS

LIFT UP INDUSTRY-FOCUSED UNDERGRADUATE CAPSTONE PROJECTS PROGRAM

IN ORDER TO INCREASE UNIVERSITY-INDUSTRY COOPERATION AND TRAIN QUALIFIED HUMAN RESOURCES FOR THE AVIATION SECTOR, WE CONDUCTED 222 PROJECTS UNDER THE LIFT UP PROGRAM IN 2025.

The LIFT UP Industry-Focused Undergraduate Capstone Projects Program is an initiative established to increase university-industry cooperation and train qualified human resources for the aviation sector. Through this program, undergraduate students in the final year of their education have the opportunity to transform their theoretical knowledge into practice by working directly on real industrial problems identified by Turkish Aerospace. In this way, we contribute to university students taking part in sector-oriented projects, becoming better prepared for working life and our Company developing innovative solutions. Through LIFT UP, which enriches our R&D processes by enabling innovative and creative ideas to be reflected in projects and lays the foundation for trained and experienced young engineers to join Turkish Aerospace, we increase our competitiveness and effectively meet our human-resource needs for future growth targets.

Our program, first implemented in 2018 with 12 universities and 23 projects, increased to 67 universities and 222 projects in 2024-2025 and extended beyond national borders to Azerbaijan and Pakistan. Some of Our Projects Conducted under the LIFT UP Program are listed below.



LIFT UP ASSESSMENTS BY YEAR

Years	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Project Teams	23	70	136	111	170	355	222
Universities	12	24	133	37	42	52	67
Students	84	168	377	347	500+	1,000+	767

PROJECT TOPICS

GNSS-Based Precise Orbit Determination for Satellites

Forming Al-Cu-Li Alloys through the Hot-Deformation Technique and Investigation of Microstructural Change

Design, Manufacture and Testing of a Mechanism Actuated by Shape Memory Alloys

Multiphysics Analysis and Design Optimization Covering Thermal, Electromagnetic, Aerodynamic and Mechanical Disciplines for a Composite Nose Radome Part of Supersonic Combat Aircraft

Test-Point Sequencing Optimization for a Specific Test Sortie

Development of a Conformal/Curved Antenna Design for Helicopters

Development and Verification of a Main-Rotor Model in the Simulink Environment for Rotary-Wing Flight-Mechanics Applications

The annual LIFT UP Projects Closing Event is an important platform that enables our students to share the outputs of the capstone projects they conducted throughout the year, the competencies they gained and the experience they acquired with a broader audience. Among the 222 project teams participating in the program, 20 projects were identified as a result of a multi-stage review by the assessment team. These 20 teams had the opportunity to present their projects at an online conference, and the top 10 teams were identified as a result of the assessments. Subsequently, the selected 10 teams were invited to the in-person final event held at the Turkish Aerospace campus and presented their projects before jury members consisting of our Company executives. As a result of the final assessment, the top three teams were determined through the jury assessments conducted at this in-person event. In this way, our students had the opportunity to present their projects directly to senior executives, receive expert opinions and establish stronger interaction with the sector. In addition, publishing the project outputs arising from the dedicated activities conducted throughout the year as a proceedings book contributes to incorporating the knowledge produced into corporate memory and the academic ecosystem. This multi-stage structure constitutes a valuable mechanism that supports the development of young engineer candidates, enables innovative ideas to gain visibility and strengthens a sustainable culture of university-industry cooperation.



Within the scope of our R&D and university-industry cooperation activities, the LIFT UP programs conducted under the coordination of our University Relations Directorate received international recognition. The program, under which young talents conduct undergraduate capstone projects and master's and doctoral research together with our Company, received two awards. The LIFT UP programs received a gold award in the "Most Innovative Talent Management Program" category and a bronze award in the "Most Innovative Learning and Development Program" category from the Stevie Awards for Great Employers, considered one of the most prestigious employer award organizations in the international arena. These awards carried the innovative approach and impact of the LIFT UP programs to an international level not only in talent management and employee development but also through their model based on R&D-focused knowledge production and university-industry cooperation.





TUSAŞ UNIVERSITY-INDUSTRY COOPERATION USI-R&D PROJECTS

WE BUILD A BRIDGE BETWEEN ACADEMIC KNOWLEDGE AND INDUSTRIAL NEEDS TO PRODUCE INNOVATIVE SOLUTIONS.

Within the scope of university-industry cooperation, we planned projects that could be conducted with universities to meet needs through mathematical modelling and technical analysis activities for the requirements of critical product groups such as THS-1, THS-2 and THS-3. Accordingly, we opened the projects for application through the <https://arge.tai.com.tr/usiarage/> platform. For four projects whose contract and evaluation processes were ongoing as of 2024, we completed contract negotiations in 2025 and implemented them. In addition, we successfully

completed five projects initiated in 2024 during 2025. In 2025, we opened seven new projects for call; we completed contract negotiations for six of these and initiated project activities. We determined the design period of these projects as a maximum of one year and, where necessary, plan a total of 1 year and 3 months with an extension.

Through this structure, we created a stronger and more sustainable basis for cooperation between our Company and universities, enabling competent academics at universities to contribute directly to Turkish Aerospace projects. In this way, we supported the development of innovative and value-added solutions by establishing a strong bridge between academic knowledge and industrial needs.

 Click [here](#) to access the University-Industry Cooperation (USI-R&D) Platform.

Our LIFT UP Programs received two separate awards at the Excellence Awards organized by Brandon Hall Group, considered one of the world's most prestigious award organizations. LIFT UP received the gold award in the "Best Unique or Innovative Talent Management Program" category and the bronze award in the "Best Unique or Innovative Learning and Development Program" category. Our program, which was also deemed worthy of two awards by the Stevie Awards for Great Employers in the previous month, once again demonstrated its success on the international platform.

 Click [here](#) to access the LIFT UP Programs.

PROJECT TOPIC	DEPARTMENT
Development of a Fast and Robust Calculation Method for Propeller Effects on Aerodynamic Surfaces	Aerospace Engineering
Thermoplastic Automated Fiber Placement (AFP) Machine Parameter Development Study	Materials Science and Nano Engineering
Development of a Computational Fluid Dynamics and Artificial Intelligence-Based Optimized Airfoil Prediction Algorithm	Aerospace Engineering
Development of an Artificial Intelligence-Based Optimized Airfoil Prediction Algorithm Using Low-Fidelity Methods	Aerospace Engineering
Impact of Defects Encountered in Manufacturing and Service on Part Life	Aerospace Engineering
Determination of Structural Equations and Damage Behaviour of Kevlar (Aramid), Carbon-Fiber Composite and Hybrid (Kevlar and Carbon-Fiber Composite) Materials at Different and High Impact Velocities	Mechanical Engineering

TUSAŞ SCIENTIFIC RESEARCH PROGRAM (TUSAŞ BAP) PROGRAM

As one of Türkiye's leading organizations in aviation and space, Turkish Aerospace implemented the TUSAŞ Scientific Research Program (TUSAŞ BAP) to strengthen cooperation with universities and bring qualified researchers into the sector. Through this program, we support thesis studies by master's and doctoral students aligned with our Company's technology roadmap and fields of activity, contributing to increased academic and industrial knowledge. We provide budget support to master's and doctoral students accepted into the program so that they can conduct their theses and assign an expert industry adviser from within our Company to provide industrial guidance. Within the scope of the budget support provided to students, we cover the costs of machinery and equipment, consumables and services required for the thesis study. Through TUSAŞ BAP, postgraduate research conducted at universities is shaped to directly respond to industrial needs, thereby making important contributions to our country's aviation and space sector.

In 2025, within the scope of TUSAŞ BAP conducted by Turkish Aerospace, we supported a total of nine postgraduate thesis studies, making an important contribution to shaping academic studies on aviation and space technologies in line with industrial needs and enabling young researchers to gain sectoral experience.



EUROPEAN UNION R&D PROJECTS PARTICIPATING IN INTERNATIONAL FUNDS

We achieve efficiency through advanced research projects on which we work in cooperation with universities to improve advanced R&D and product-development processes. Within this scope, through support received from the European Union (EU) and TÜBİTAK and the cooperation opportunities created by these platforms, we develop high-value-added, innovative and sustainable projects. In 2025, we submitted 10 EU incentive applications to benefit from Horizon Europe programs with universities, undertaking 3 coordinator roles, 4 work-package leader roles and 3 project-partner roles. Within the scope of European Union R&D Projects Participating in International Funds, to date we have cooperated with more than 250 international universities, research organizations and industrial stakeholders. We also supported the EUREKA-WeldVue 2.0 project under the TÜBİTAK EU Projects Coordinator Support Program.

PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS

GREENHOUSE GAS EMISSIONS (tCO ₂ e) SOLO EMISSIONS	2021	2022	2023	2024	2025 ^{***}
Direct Emissions (Scope 1)	71,371	78,746	94,052	88,402	92,061
Indirect Emissions (Scope 2)	23,195	33,645	41,850	51,847	61,259
Direct and Indirect Emissions (Scope 1-2)	94,565	112,392	135,902	140,248	153,320
Other Emissions (Scope 3)	157,494	736,647	3,824,687	4,695,406	6,376,677
Total Emissions (Scope 1-2-3)	252,059	849,039	3,960,589	4,835,654	6,529,997
Scope 1-2 Emission Intensity (tCO ₂ e/USD)	75	76	62	52	50
Intensity Reduction Compared to the Previous Year (%)	*	-0.01	0.19	0.16	0.04

* Since 2021 was the first calculation period, the "Intensity Reduction Compared to the Previous Year" metric could not be calculated for 2021.

GREENHOUSE GAS EMISSIONS (tCO ₂ e) CONSOLIDATED EMISSIONS OF AFFILIATES*	2021	2022	2023	2024	2025 ^{***}
Direct Emissions (Scope 1)				96,713	100,095
Indirect Emissions (Scope 2)				83,822	95,409
Direct and Indirect Emissions (Scope 1-2)				180,535	195,504
Other Emissions (Scope 3)				4,696,975	6,378,164
Total Emissions (Scope 1-2-3)				4,877,509	6,573,667
Scope 1-2 Emission Intensity (tCO ₂ e/USD)				55	51
Intensity Reduction Compared to the Previous Year (%)				**	0.07

* Consolidated emissions calculations were performed for the first time in 2024.

** Since 2021 was the first calculation period, the "Intensity Reduction Compared to the Previous Year (%)" metric could not be calculated for 2021.

*** The 2025 emission values had not been verified as of the report publication date.

SCOPE 3 EMISSIONS (tCO ₂ e)	2021	2022	2023	2024	2025 ^{***}
Category 1: Purchased Goods and Services	115,630	465,552	163,943	268,662	379,539
Category 2: Upstream Transportation and Distribution	0	1,796	3,193	2,650	3,292
Category 3: Fuel- and Energy-Related Activities	0	28,277	24,510	20,157	14,548
Category 4: Upstream Transportation and Distribution	4,333	38,454	35,370	10,958	8,502
Category 5: Waste Generated in Operations	469	305	357	66	50
Category 6: Business Travel	1,062	8,286	4,270	2,945	2,658
Category 7: Employee Commuting	1,722	2,579	2,245	2,404	2,377
Category 8: Upstream Leased Assets	0	0	0	0	0
Category 9: Downstream Transportation and Distribution	28,515	1,223	15,947	29,569	46,829
Category 10: Processing of Sold Products	0	0	0	0	0
Category 11: Use of Sold Products	5,762	190,175	3,574,849	4,357,994	5,918,881
Category 12: End-of-Life Treatment of Sold Products	1	1	2	1	1
Category 13: Downstream Leased Assets	0	0	0	0	0
Category 14: Franchises / Agents / Dealerships	0	0	0	0	0
Category 15: Investments	0	0	0	0	0
Total Scope 3 Emissions	157,494	736,647	3,824,687	4,695,406	6,376,677
Total Scope 3 Emission Intensity (tCO ₂ e/USD)	125	498	1,731	1,738	2,070
Total Indirect Emissions (Scope 2-3)	180,689	770,293	3,866,537	4,747,252	6,437,936
Indirect Emission Intensity (Indirect Emissions/USD)	144	521	1,750	1,758	2,070
Total Emissions (Scope 1-2-3)	252,059	849,039	3,960,589	4,835,654	6,529,997
Total Emission Intensity (Total Emissions/USD)	201	574	1,793	1,790	2,120

ENVIRONMENTAL PERFORMANCE INDICATORS

PENALTIES	2021	2022	2023	2024	2025
Environmental Penalties	0	0	0	0	0
Water Penalties	0	0	0	0	0

WATER WITHDRAWAL BY SOURCE (m³)	2021	2022	2023	2024	2025
Third-Party Sources (Municipality)	1,069,587	1,148,743	1,410,615	1,561,932	1,594,483
Third-Party Sources (Tanker)	0	0	0	0	0
Groundwater	0	0	0	0	0
Rainwater	0	0	0	0	0
Total	1,069,587	1,148,743	1,410,615	1,561,932	1,594,483
Water Withdrawal Intensity (m³/USD)	851.58	776.70	638.58	578.28	517.69

WATER DISCHARGE BY DESTINATION (m³)	2021	2022	2023	2024	2025
Surface Water	177,584	286,803	236,037	189,706	226,667
Third-Party Sources	0	0	0	0	0
Groundwater	0	0	0	0	0

* Discharge is made to Ova Stream. The amount of discharge is provided. Since the base year is 2022, 2021 data were not verified. Verification for 2025 will be conducted in July 2026. Discharge to the receiving environment is provided after biological treatment.

RECYCLED/RECOVERED WATER (M³)	2021	2022	2023	2024	2025
Recycled/Recovered Water	143,284	91,335	62,841	131,753	83,292
Recycled/Recovered Water Rate (%)	45	24	21	41	27

CHEMICAL OXYGEN DEMAND	2021	2022	2023	2024	2025
Chemical Oxygen Demand (COD) (tons)*	9	14	20	8	7
Water Pollutant Intensity (tons/USD)	0	0	0	0	0

* Annual COD values (mg/L) are multiplied by the amount of water discharged (m³).

NOX, SOX, VOC AND PARTICULATES*	2021	2022	2023	2024	2025
NO ₂ (kg/hour)	38.61		37.70		15.42
NO (kg/hour)	24.26		23.36		8.97
SOx (kg/hour)	16.07		15.29		14.39
VOC (kg/hour)	0.16		8.84		17.39
Particulates (kg/hour)	0.47		1.56		4.03
NOx Intensity (tons/USD)	0.05		0.03		0.01
SOx Intensity (tons/USD)	0.01		0.01		0.00
VOC Intensity (tons/USD)	0.00		0.00		0.01

* Emission measurements are performed once every two years. Therefore, data could not be provided for every year.

ENVIRONMENTAL PERFORMANCE INDICATORS

HAZARDOUS WASTE (TONS)	2021	2022	2023	2024	2025
Hazardous Waste	2,712	2,954	4,014	4,703	5,318
Recovery	2,209	2,558	2,859	3,812	3,857
Waste for Fuel	0	0	0	0	0
Amount Sent to Waste Disposal Field	14	9	4	2	2
Hazardous Waste Intensity (tons/USD)	2.16	2.00	1.82	1.74	1.73

NON-HAZARDOUS WASTE (TONS)	2021	2022	2023	2024	2025
Recovery	1,826	2,908	1,716	1,570	1,710
Recycling (Sent to Other Disposal Methods)	2,958	1,956	4,536	3,882	3,609
Total Non-Hazardous Waste	4,784	4,864	6,251	5,452	5,319
Total Waste	7,495	7,818	10,265	10,155	10,637

TOTAL WASTE (TONS)	2021	2022	2023	2024	2025
Total Recycled Waste	3,446	2,330	5,686	4,771	5,068
Total Waste	7,495	7,818	10,265	10,155	10,637
Total Waste Intensity (tons/USD million)	5.97	5.29	4.65	3.76	3.45
Recycled Waste Rate (Recycled Waste / Total Waste (%))	45.98	29.81	55.39	46.98	47.64
Total Recovered Waste Rate (Recovered Waste / Total Waste (%))	53.84	69.92	44.57	53.00	52.34
Total Recycling and Recovery Rate (%)	99.82	99.73	99.96	99.98	99.98

* Emission measurements are performed once every two years. Therefore, data could not be provided for every year.

ENERGY CONSUMPTION BY FUEL TYPE (KWH)	2021	2022	2023	2024	2025
Electricity (Non-Renewable)	48,339,001	76,408,596	95,329,103	119,929,877	141,300,412
Electricity (On-site Renewable Energy)*	7,337,209	7,337,209	7,337,209	7,337,209	7,337,209
Natural Gas	324,028,177	277,046,373	282,743,998	282,075,906	287,077,856
LPG	0	0	0	0	0
Fuel Oil	0	0	0	0	0
Gasoline	2,424,350	3,122,711	4,794,312	159,740	216,727
Diesel	6,494,954	12,533,713	7,623,825	6,397,958	6,909,001
Total	388,623,691	376,448,602	397,828,447	415,900,690	442,841,205
Total Energy Intensity (Total Energy GWh / M USD)	0.30	0.25	0.17	0.14	0.12
Renewable Energy Utilization Rate (Renewable Energy / Total Energy)*	0.02	0.02	0.02	0.02	0.02

* The SolarWall systems included as input for Electricity (On-site Renewable Energy) do not experience efficiency loss and maintain their first-day performance throughout their design life. Therefore, the calculated annual renewable energy is accepted as a fixed value for each year.

ENERGY SAVINGS	2021	2022	2023	2024	2025
Total Energy Savings (MWh)	2,567	1,051	5,500	15,779	22,213

OPERATIONAL ENERGY EFFICIENCY: ENERGY INDICATORS	2021	2022	2023	2024	2025
Electricity Consumption (Non-Renewable) (MWh)	48,339	76,409	95,329	119,930	141,300
Electricity Consumption (Renewable) (MWh)	7,344	7,344	7,344	7,337	7,593
Total Electricity Consumption (MWh)	123,910	135,884	160,092	173,205	186,536
Intensity (Total Energy MWh / Number of Parts)	0.015	0.011	0.009	0.010	0.007
Intensity Reduction (%)*	*	0.29	0.15	0.10	0.36

* Since 2020 data were not available, the reduction rate for 2021 could not be calculated.

SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of Employees by Gender	1,675	9,749	2,076	11,494	2,474	12,911	2,479	13,045	2,556	13,454
Total	11,424		13,570		15,385		15,524		16,010	

NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE*	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Fixed-Term	16	17	2	17	6	12,825	5	96	6	97
Indefinite-Term	1,659	9,732	2,076	11,475	2,470	84	2,475	12,948	2,550	13,357
Total	11,424		13,570		15,385		15,524		16,010	

* Employment types in our Company are monitored as fixed-term/indefinite-term; the relevant indicators represent the number of full-time employees.

NUMBER OF EMPLOYEES BY AGE*	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	800	3,481	1,020	4,369	1,242	4,971	1,137	4,826	1,033	4,541
Aged 30-50 (Inclusive)	829	5,647	1,009	6,428	1,189	7,225	1,303	7,559	1,472	8,180
Over 50	46	621	49	695	45	713	40	659	51	733
Total	11,424		13,570		15,385		15,524		16,010	

* Persons under the age of 18 are not employed in our Company.

NUMBER OF EMPLOYEES BY CATEGORY (WHITE COLLAR)	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	728	1,941	908	2,331	1,115	2,712	980	2,429	871	2,155
Aged 30-50 (Inclusive)	752	2,342	906	2,699	1,071	3,149	1,184	3,396	1,345	3,746
Over 50	40	304	41	336	37	373	30	346	36	387
Total	6,107		7,221		8,457		8,365		8,540	

NUMBER OF EMPLOYEES BY CATEGORY (BLUE COLLAR)	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	72	1,540	112	2,038	127	2,259	157	2,397	162	2,386
Aged 30-50 (Inclusive)	77	3,305	103	3,729	118	4,076	119	4,163	127	4,434
Over 50	6	317	8	359	8	340	10	313	15	346
Total	5,317		6,349		6,928		7,159		7,470	

NUMBER OF EMPLOYEES BY LENGTH OF SERVICE	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Employees with Up to 5 Years of Service	1,133	6,022	1,485	7,168	1,737	7,382	1,565	6,804	1,615	7,021
Employees with 5-10 Years of Service	249	1,551	290	1,794	446	3,014	631	3,918	616	3,822
Employees with More Than 10 Years of Service	293	2,176	303	2,530	293	2,513	284	2,322	325	2,611
Total	11,424		13,570		15,385		15,524		16,010	

SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES BY POSITION	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Titles Above Manager Level	24	206	24	249	29	255	25	255	31	274
Titles Below Manager Level	1,651	9,543	2,054	11,243	2,447	12,654	2,455	12,789	2,525	13,180
Ratio of Women in Titles Above Manager Level (%)	10.4		8.8		10.2		8.9		10.2	
Total	11,424		13,570		15,385		15,524		16,010	

NUMBER OF NEW HIRES	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Titles Above Manager Level	0	14	0	14	0	5	0	3	1	10
Titles Below Manager Level	404	1,790	587	2,407	579	2,248	174	1,010	184	966

PERFORMANCE DEVELOPMENT	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of Employees Subject to Regular Performance Evaluation	1,385	8,714	1,699	10,137	2,157	12,066	2,293	12,429	2,390	13,160
Ratio of Employees Subject to Regular Performance Evaluation (%)	14	86	14	86	15	85	16	84	15	85

SENIORITY AND REMUNERATION	2021	2022	2023	2024	2025
Labor Turnover Rate (Turnover Rate (%))	4.69	6.89	6.87	6.75	4.28
Average Seniority (Length of Service)	6.4	6.1	5.7	5.6	5.9
Women/Men Employees Pay Ratio (%)*	1	1	1	1	1

* No gender discrimination is applied in compensation rates.

EMPLOYEES*	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Number of Long-Term Interns	163	355	156	347	338	746	137	273	176	334
Number of Foreign National Employees	4	11	5	15	6	29	4	26	4	18
Number of Employees in STEM Roles	1,092	3,550	1,451	4,375	1,768	5,131	1,760	5,072	1,814	5,158
Number of Employees Taking Maternity / Parental Leave	96	587	132	601	142	572	208	620	153	660
Number of Employees Returning after Maternity / Parental Leave	90	588	124	599	151	573	184	620	216	664
Number of Employees with Disabilities	21	256	20	264	29	311	27	285	25	272
Flexible Number of Employees**							7,470		8,998	
Number of Subcontractor Employees	124	849	204	1,503	307	1,721	402	1,548	508	1,589
Number of Non-Employee Workers***			8,367		4,851		4,627		4,656	
Number of R&D Employees	3,806		4,345		5,749		5,744		5,971	

* There is no trade union practice in our Company, and no employees subject to a collective bargaining agreement are employed.

** This data started to be retained as of 2024. Data for previous years are not available.

*** Data for 2021 are not available.

PROMOTION	2021	2022	2023	2024	2025
Ratio of Employees Promoted (%)	30	25	34	35	27



SOCIAL PERFORMANCE INDICATORS

TOTAL TRAINING AND DEVELOPMENT DATA	2021		2022		2023		2024		2025	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Training Hours (Titles Above Manager Level)	578	4,093	597	5,739	746	5,121	365	3,105	297	2,831
Training Hours (Titles Below Manager Level)	80,415	559,682	113,904	763,419	140,345	819,680	78,081	541,459	86,749	554,029
Training Hours (White Collar)	73,493	259,370	100,117	307,777	124,757	337,159	63,306	183,677	74,737	211,192
Training Hours (Blue Collar)	7,500	304,401	14,384	461,381	16,334	487,642	15,140	360,887	12,390	345,587
Total Training Hours (Person*Hours)	80,993	563,771	114,501	769,158	141,091	824,801	78,446	544,564	87,127	556,779
Total Expenditure on Training (USD)	7,249,383		10,469,174		4,800,309		4,849,450		1,726,227	

AVERAGE TRAINING AND DEVELOPMENT DATA	2021	2022	2023	2024	2025
Average Training Hours per Person (Titles Above Manager Level)	12.04	16.12	15.28	9.89	9.51
Average Training Hours per Person (Titles Below Manager Level)	62.66	72.13	66.30	40.70	41.38
Average Training Hours per Person (White Collar)	60.18	60.60	57.76	29.25	33.68
Average Training Hours per Person (Blue Collar)	61.63	81.69	73.38	52.75	48.86
Average Training Hours per Person (Under 30)	84.85	98.23	87.65	52.09	49.28
Average Training Hours per Person (Aged 30-50 Inclusive)	47.96	55.72	56.04	33.65	38.61
Average Training Hours per Person (Over 50)	49.33	53.57	54.60	31.70	35.38

TRAINING CATEGORIES	2021	2022	2023	2024	2025
Environmental Trainings (Person*Hours)		11,262	33,143	30,053	37,217
OHS Trainings (Person*Hours)	7,234	30,174	31,463	15,495	23,691
Trainings within the Scope of Sustainability (Person*Hours)	9,089	7,666	13,587	17,531	31,451

Metrics for which data are not specified have been monitored from the years indicated.

Supplier Sustainability Training was added to the catalogue on December 26, 2025, and no completed record is available within the reporting period.

NUMBER OF EMPLOYEES BY EDUCATION LEVEL	2021	2022	2023	2024	2025
Associate Degree & High School	4,756	5,668	6,205	6,622	6,678
Bachelor’s Degree	4,573	5,771	6,855	6,652	6,641
Master’s Degree		1,722			2,471
Doctorate		137			220

DEVELOPMENT, PERFORMANCE AND EMPLOYEE ENGAGEMENT	2021	2022	2023	2024	2025
Number of Employees Subject to Regular Performance and Career Development Evaluation	10,099	11,836	14,223	14,722	15,550
Number of Employees Who Underwent Multi-Dimensional (360-Degree) Performance Evaluation*					15,668
Employee Engagement Survey Results**	51%		57%		65.8%

* Since the transition to Multi-Dimensional (360-degree) Performance Evaluation took place in 2025, metrics for previous years have not been added.

** Due to the pandemic in 2022 and administrative reasons in 2024, the survey could not be conducted.

SOCIAL PERFORMANCE INDICATORS

ETHICS LINE	2021	2022	2023	2024	2025
Number of Reports Submitted to the Ethics Line				123	124
Number of Reports Concluded				123	109

OCCUPATIONAL HEALTH AND SAFETY OF EMPLOYEES*	2021	2022	2023	2024	2025
Number of Occupational Accidents (Total)	163	156	281	338	347
Number of Occupational Accidents (Operational)	109	107	165	186	196
Accident Frequency Rate (Operational)	5.5	4.3	5.8	6.5	6.6
Accident Severity Rate (Operational)	34.8	22.3	29.3	24.5	18.8
Occupational Diseases	0	0	0	0	0
Occupational Disease Rate	0	0	0	0	0

* There were no fatal occupational accidents during operational activities.

LOST WORKDAYS	2021	2022	2023	2024	2025
Total	769	939	1,201	1,354	969
Lost Workdays Due to Operational Accidents	695	550	832	700	562

RATIO OF THE ANNUAL TOTAL COMPENSATION OF THE HIGHEST-PAID INDIVIDUAL TO THE AVERAGE ANNUAL TOTAL COMPENSATION OF ALL EMPLOYEES	2021	2022	2023	2024	2025
Ratio	9:1	9:1	9:1	9:1	9:1

NUMBER OF FEMALE EXECUTIVES	2021	2022	2023	2024	2025
Total	93	99	118	121	129
Ratio (%)	19	18	20	20	20.70

TYPES AND NUMBERS OF TRAININGS	2021	2022	2023	2024	2025
Number of Technical Trainings	452	539	486	519	511
Number of Engineering Trainings	204	184	222	163	178
Number of PLM and Software Trainings				83	93
Number of Personal Development Trainings	20	25	25	28	36
Number of Specialization Trainings	41	53	70	55	83
Number of Legal Obligation Trainings	13	10	11	28	21
Number of Trainings Provided through the E-Training Method				90	101

TRAINING DURATIONS AND NUMBER OF PARTICIPANTS	2021	2022	2023	2024	2025
Total Training Hours	804,662	931,065	921,606	616,897	643,906
Training Hours per Person	76.16	74.47	62.22	39.86	40.71
Number of Actual Trainings (Unique)	737	835	844	801	79
Number of Training Requests Met	132,025	235,603	334,573	239,260	284,290
Training Hours Provided to Affiliates and Subcontractors	14,849	7,227	13,151	14,986	4,639
Number of Participants from Affiliates and Subcontractors	1,417	3,688	1,890	713	857

TOTAL TRAINING DURATION RECEIVED BY OUR EMPLOYEES	2021	2022	2023	2024	2025
Technician	64.96	85.35	76.14	54.49	50.00
Engineer	82.28	78.49	70.58	17.90	38.95
Expert	19.38	33.75	46.74	18.74	27.16
Manager	39.44	35.71	31.15	18.38	20.79
Other	10.20	21.36	28.52	15.84	24.59

SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES BY GENERATION (BABY BOOMER, X, Y, Z)	2021	2022	2023	2024	2025
Baby Boomer	189	171	57	20	15
Generation X	1,504	1,580	1,598	1,148	1,352
Generation Y	9,499	11,251	12,599	10,063	12,611
Generation Z	232	568	1,131	4,293	2,032

ENVIRONMENTAL AND ENERGY TRAININGS (TOTAL TRAINING HOURS)	2021	2022	2023	2024	2025
General Environmental Awareness and Turkish Aerospace Environmental Management System Training*				10,041	11,106
ISO 14001 Environmental Management System and Environmental Information Forms**		3,596	11,894	8,568	
Energy Efficiency Awareness and Energy Management System Familiarization***		7,666	13,587	7,492	7,846
Transportation of Dangerous Goods by Road*			7,507	3,776	3,391
ISO 14064:2018 Greenhouse Gas Emissions and Corporate Carbon Footprint Information Training*				1,253	12,423
Dangerous Goods Acceptance, Unloading and Loading Operations*			74	150	269
Transportation of Explosive Substances*			81	36	268

* The relevant training began to be planned as of 2023.

** The relevant training began to be planned as of 2022. In 2025, it was incorporated into the ISO 14001-2015, ISO 14064-2018 and ISO 14046 Management Systems Training.

*** The relevant training began to be planned as of 2022.

TIME SPENT IN TRAININGS (HOURS)	2021	2022	2023	2024	2025
ISO 45001 Occupational Health and Safety Management System Awareness Training**		7	17	14	19
First Aid Training (Initial Training)		368	384	256	176
First Aid Training (Refresher Training)		72	8	56	176
Hearing Conservation Training		24	26	21	22
Safety and Health Training in Confined Spaces		12	46	12	4
Respiratory Protective Equipment Training		23	28	32	32
Basic Occupational Health and Safety Training (Face-to-Face)		60	396	348	720
Basic Occupational Health and Safety Training (Online)***		192	288	276	204
Safe Use and Storage of Hazardous Chemicals Training		16	18	15	15
OHS Requirements Training for Assignments Outside TUSAŞ****		1	10	16	14
Working at Height Training		186	168	114	204

* The relevant trainings began to be planned as of 2022.

** ISO 45001 Occupational Health and Safety Management System Awareness Training in 2022.

*** Due to the pandemic between 2021 and 2025, Basic OHS Trainings were organized online.

**** OHS Requirements Training for Assignments Outside TUSAŞ began to be organized in 2023.

ECONOMIC PERFORMANCE INDICATORS

R&D PROJECTS	2021	2022	2023	2024	2025
Number of Completed R&D Projects (Units)	165	168	184	211	237
Number of Completed Externally Funded R&D Projects (Units)	29	29	31	33	34
Number of Completed Internally Funded R&D Projects (Units)	136	139	153	178	203
Number of Ongoing R&D Projects (Units)	102	114	116	107	115
Number of Ongoing Externally Funded R&D Projects (Units)	33	35	41	56	64
Number of Ongoing Internally Funded R&D Projects (Units)	69	79	75	51	51

R&D EXPENDITURES	2021	2022	2023	2024	2025
Internally Funded R&D Expenditure (TL billion)	1.2	3.3	6	7.9	7.7
Externally Funded R&D Expenditure (TL billion)	3.1	9.2	22.1	43.5	57.5
Total R&D Expenditure (TL billion)	4.3	12.5	28.1	51.4	65.2
Ratio of Internally Funded R&D Expenditure to Revenue (%)	10.42	12.90	10.61	7.90	5.28
Ratio of Total R&D Expenditure to Revenue (%)	35.55	48.60	49.60	50.90	44.56

PATENTS AND UTILITY MODELS	2021	2022	2023	2024	2025
Number of Registered Patents (Units)	23	29	42	51	98
Number of Patents and Utility Models (Units)	106	133	162	157	107

* National and international patent and utility model numbers are shared cumulatively.

CATEGORIES OF ONGOING INTERNALLY FUNDED R&D PROJECTS	2021	2022	2023	2024	2025
Conceptual Design and Development Projects (Units)	21	33	35	17	17
Research and Technology Development Projects (Units)	23	22	19	26	24
Technology Center Projects (Units)	25	25	21	8	10
Total (Units)	69	79	75	51	51

PROCUREMENT	2021	2022	2023	2024	2025
Number of Approved Foreign Suppliers	738	958	955	1,073	1,154
Number of Approved Domestic Suppliers	292	344	422	530	545
Customer Satisfaction Rate (%)			92	88	87.48
The Ratio of Expenditures Made to Local Suppliers (%)	52.70	44.30	48.59	56.21	52.51

FINANCIAL	2021	2022	2023	2024	2025
Consolidated Sales (USD million)	1,566	1,839	2,674	3,287	3,823
Solo Sales (USD million)	1,256	1,479	2,209	2,701	3,080
Net Sales (USD billion)	1.5	1.8	2.6	3.2	3.8
Exports (Consolidated USD million)	731	736	1,198	1,353	1,543

AFFILIATES	2021	2022	2023	2024	2025
Number of Domestic Affiliates	13	14	14	16	16
Number of Overseas Affiliates	5 (+2 Branches and 4 Offices)	9 (+2 Branches and 2 Offices)	9 (+2 Branches and 2 Offices)	10 (+2 Branches and 1 Office)	9 (+1 Branch, +1 Office and +1 Temporary Joint Venture)

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