



TÜMOSAN



TÜMOSAN MOTOR VE TRAKTÖR SANAYİ A.Ş.

**BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE ACCOUNTING
PERIOD 01.01.2025 – 31.12.2025 PREPARED IN ACCORDANCE WITH THE
CAPITAL MARKETS BOARD'S COMMUNIQUÉ II-14.1 ON PRINCIPLES OF
FINANCIAL REPORTING IN CAPITAL MARKETS**

 TÜMOSAN



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TÜMOSAN AT A GLANCE



ABOUT TÜMOSAN

Strong Partnership Structure

*50 Years of Experience
in the Industry*

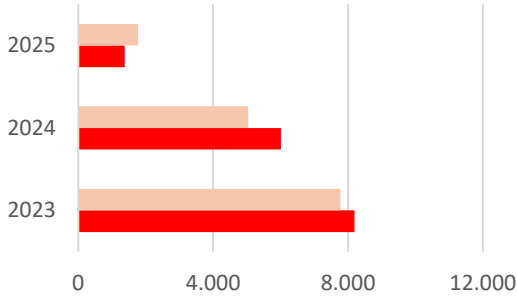
R&D Competency

**Production Technology and
High Quality**

*Turkey's Largest Dealer
and Service Network*

**Leadership in the Turkish
Tractor Market for the Last
17 Years**

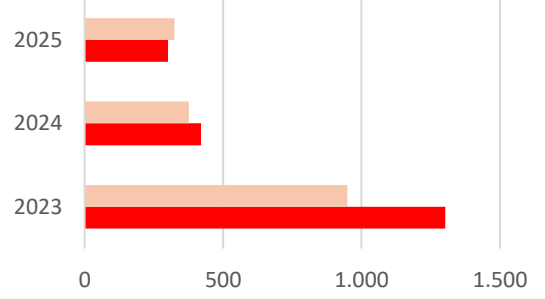
Tractor Production and Sales Figures



	2023	2024	2025
Sales	7.771	5.044	1.777
Production	8.198	6.011	1.378

■ Sales ■ Production

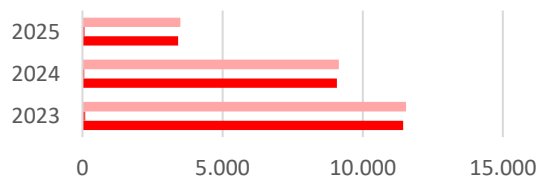
Engine Production and Sales Figures



	2023	2024	2025
Sales	949	376	325
Production	1.303	420	301

■ Sales ■ Production

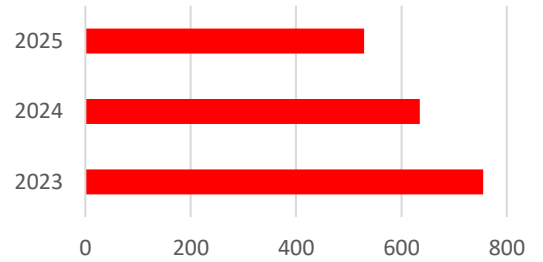
Sales Revenue (Million TL)



	2023	2024	2025
Total	11.548	9.146	3.491
Overseas or Foreign	105	62	77
Domestic	11.442	9.084	3.414

■ Total ■ Overseas or Foreign ■ Domestic

Number of Employees



	2023	2024	2025
Number of Employees	755	635	529

■ Number of Employees



1975

The foundations were laid.

The foundations were laid with the participation of Mr. Necmettin Erbakan.

1976

Establishment by the State

TÜMOSAN was established with the aim of producing engines and powertrains.

1977

Tractor and Diesel Engine Projects

By making an agreement with Fiat, the right to produce 3, 4, and 6-cylinder diesel engines and 8 types of tractors was acquired.

1981

Engine Production

The first engine was produced.

2012

Initial Public Offering (IPO)

It started trading on the Istanbul Stock Exchange.

2013

Domestic 105 Horsepower

The 8105 model tractor with 105 horsepower was produced.

2014

First Domestic 115 Horsepower

Turkey's first domestic 115 horsepower tractor was produced.

2015

Agricultural Equipment Production

The production of agricultural equipment has begun.

2017

The first step in the defense industry

The PUSAT armored vehicle was introduced at IDEF 2017.

2018

Diesel and Electric Forklifts

The production of forklifts has started.

2019

Marine Engines

A 4-cylinder marine engine was produced.

2019

Generator Production

The company entered the generator sector.

2022

81 Premium Series

The comfort-focused series was introduced.

2023

TÜMOSAN Stage V Engine

An eco-friendly and powerful engine family has been developed.



1984

Tractor Production

The first tractor has been produced.

2004

Privatization

It joined the Albayrak Group, and localization gained momentum.



2017

Next-Generation Diesel Engine:

ZEYNA
4- and 6-cylinder diesel engines have been.

2017

Orchard and Vineyard Tractors

The orchard and vineyard tractor series has been produced.



2021

PUSAT Hybrid

The **PUSAT Hybrid** with automatic transmission has been produced.

2021

Tractor in TMR Standards

Tractors compliant with the new regulation have been produced.



1. GENERAL INFORMATION

1.1. REPORT PERIOD

This report covers the working period from January 1, 2025, to December 31, 2025.

1.2. Company Trade Name / Trade Registry Number / MERSIS Number

TÜMOSAN MOTOR VE TRAKTÖR SANAYİ A.Ş. / 505991/ 0050 0361 6010 0013

1.3. CONTACT INFORMATION

Head Office

Maltepe Mahallesi Londra Asfaltı Caddesi No: 28/1 Topkapı, 34010, Zeytinburnu / İstanbul

Phone : (212) 468 19 00 Pbx

Fax : (212) 465 28 91

Büyükkayacık Mahallesi Aksaray Çevre Yolu Caddesi No: 7/1 Selçuklu-Konya – TÜRKİYE

Phone : (332) 239 05 40 (10 Line)

Fax : (332) 239 11 88

R&D Center

Maltepe Mahallesi Londra Asfaltı Caddesi No: 28/1 Topkapı, 34010, Zeytinburnu / İstanbul

Phone : (212) 468 19 00 Pbx

Fax : (212) 465 28 91

Website Address

www.tumosan.com.tr

Corporate Email Address

musterihizmetleri@tumosan.com.tr

1.4. COMPANY'S FIELD OF ACTIVITY:

TÜMOSAN Motor ve Traktör Sanayi A.Ş. ("TÜMOSAN" or the "Company") is one of Turkey's leading engine and tractor manufacturers. Founded in 1976, our company initially began operations to support Turkish agriculture and increase domestic production. Over time, it has expanded beyond the agricultural sector to produce engines and other technological solutions for the industrial and defense industries. Today, TÜMOSAN has successfully established itself as a recognized brand both in the domestic and international markets.

TÜMOSAN Motor ve Traktör Sanayi A.Ş. (formerly known as Alçelik Çelik Yapı İnşaat Sanayi ve Ticaret Anonim Şirketi) was established in Ankara on June 23, 1976, based on the decision of the Council of Ministers dated November 13, 1975, and numbered 7/10905. It was initially founded to manufacture engine parts, power transmission components, and similar equipment, but later focused on diesel engine and tractor production. As one of Turkey's first diesel engine manufacturers, TÜMOSAN not only supplied diesel engines for tractors produced under its own brand but also manufactured diesel engines for other vehicle manufacturers for many years.

The company was included in the privatization program on August 18, 1998. The shares belonging to the Machinery and Chemical Industry Institution (MKEK) were transferred to the Privatization Administration, with the decision to complete the privatization process within one year.

During the tender held on April 24, 2000, four companies participated. However, due to the failure of the designated buyers to sign the sales contract within the specified period, their deposits were forfeited, and the tender was not successfully concluded. Following the unsuccessful privatization attempt, TÜMOSAN continued its operations in a limited capacity. As part of the privatization efforts, the Privatization Administration decided on February 3, 2003 (decision no. 2732) to merge the company with Sümer Holding A.Ş., effective from February 5, 2003. Consequently, the legal entity of TÜMOSAN Türk Motor Sanayi A.Ş. was dissolved.

The TÜMOSAN factory in Konya was then registered under the trade name "Sümer Holding A.Ş. TÜMOSAN / Türk Motor Sanayii İşletmesi" in the Konya Trade Registry on February 20, 2003, with trade registry number 26788. In 2004, a second privatization tender was held, and TÜMOSAN was sold through a property sale to Alçelik Çelik Yapı İnşaat Sanayi ve Ticaret A.Ş. The handover process was completed on July 1, 2004.

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Alçelik Çelik Yapı İnşaat Sanayi ve Ticaret A.Ş. was established with a capital of 500,000 TL, and its articles of incorporation were amended and registered on September 23, 2003. Subsequently, in an Extraordinary General Assembly Meeting held on December 29, 2010, the company's name was changed to TÛMOSAN Motor ve Traktör Sanayi A.Ş. This change was officially registered on January 6, 2011.

MISSION, VISION, AND CORPORATE VALUES

Our Mission

To ensure sustainability in stakeholder satisfaction by producing high-quality and technologically advanced products at the right time, while playing an active and regulatory role in both the defense industry and the agricultural sector.

Our Vision

To become a competent and global company in the agricultural and defense industries.

Our Values

Working with a customer-centric approach, considering expectations and needs.

Establishing open and transparent communication at all levels and platforms.

Advancing through effective teamwork and making our stakeholders feel valued.

Being aware of our social responsibilities and supporting social responsibility projects.

Engaging in environmentally friendly production.

Striving for excellence with a continuous improvement-oriented Human Resources Policy.

Sharing technological advancements with our country on the path to becoming a great Turkey.

1.5. SHAREHOLDING STRUCTURE AND VOTING RIGHTS

Registered Capital Ceiling : 8.000.000.000 TL(*)

Paid-in Capital : 115.000.000 TL

(*)The increase of our Company's registered capital ceiling to TRY 8.000.000.000, approved by the Capital Markets Board and the Ministry of Trade, was ratified at our General Assembly

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meeting held on July 23, 2025, and was registered and announced in the Trade Registry Gazette on August 1, 2025.

As of December 31, 2025, the shareholding structure of TŪMOSAN Motor ve Traktör San. A.Ş. is as follows;

Trade Name / Shareholder's Name and Surname	Share in Capital (TL)	Share in Capital (%)
EREĞLİ TEKSTİL TURİZM SAN. VE TİC. A.Ş.	70.000.000,16	60,87
AHMET ALBAYRAK	2.000.000,00	1,74
NURİ ALBAYRAK	2.000.000,00	1,74
KAZIM ALBAYRAK	2.000.000,00	1,74
MUZAFFER ALBAYRAK	2.000.000,00	1,74
MUSTAFA ALBAYRAK	2.001.285,00	1,74
BAYRAM ALBAYRAK	2.000.000,00	1,74
Other	32.998.714,84	28,69
TOTAL	115.000.000,00	100,00

1.6. EXPLANATIONS REGARDING PRIVILEGED SHARES AND VOTING RIGHTS

The shares of TŪMOSAN Motor ve Traktör Sanayi A.Ş. are divided into two groups: A and B. Group A shares have voting privileges, with each Group A share granting 15 (fifteen) voting rights. Half of the Board of Directors' members are elected by the General Assembly from among the candidates nominated by Group A shareholders. If half of the Board of Directors' members results in a fractional number, the fraction is rounded down. Group B shares do not have any privileges.

Share Group	Registered/Bearer	Nominal Value of a Share (TL)	Number of Shares	Total Nominal Value (TL)
A	Registered	1,00	12.000.000	12.000.000
B	Bearer	1,00	103.000.000	103.000.000
Total			115.000.000	115.000.000

1.9. INFORMATION ON THE MANAGEMENT BODY, SENIOR EXECUTIVES, AND NUMBER OF PERSONNEL:

Board of Directors

Name – Surname	Position/Title	Term of Office(*)	Whether They Are an Independent Board Member	Committees They Are In and Their Roles
Ahmet ALBAYRAK	Chairman of the Board	For a period of 3 years starting from July 23, 2025	Not an Independent Member	
Nuri ALBAYRAK	Vice Chairman of the Board	For a period of 3 years starting from July 23, 2025	Not an Independent Member	
Muzaffer ALBAYRAK	Board Member	For a period of 3 years starting from July 23, 2025	Not an Independent Member	
Mesut Muhammet ALBAYRAK	Board Member	For a period of 3 years starting from July 23, 2025	Not an Independent Member	Corporate Governance Committee Member - Chairman of the Early Detection of Risk Committee
Aygün KARAKAŞ	Board Member	For a period of 3 years starting from July 23, 2025	Independent Member	Chairman of the Audit Committee
İsmail YÜKSEK	Board Member	For a period of 3 years starting from July 23, 2025	Independent Member	Chairman of the Corporate Governance Committee - Member of the Early Detection of Risk Committee - Member of the Audit Committee

(*)The Board of Directors election was held at the General Assembly meeting on July 23, 2025.

Senior Executives

Name – Surname	Position/Title
Muzaffer ALBAYRAK	Board Member / Executive Committee Chairman
Halim TOSUN	General Manager / Deputy Chairman of the Executive Committee
Kurtuluş ÖĞÜN	Executive Committee Member
Bülent BOLAT	Executive Committee Member
Fatih YILMAZELİ	Director of Finance and Administration

As of December 31, 2025, the total number of employees is 529 (December 31, 2024: 635).

The personnel expenses included in operating expenses during the period amount to TRY 909.046.822. Our company does not have a collective bargaining agreement in place. The provisions set forth in the Labor Law are applied to company employees.



MOSAIC



BOARD MEMBERS' BIOGRAPHIES

Ahmet ALBAYRAK

Chairman of the Board

Ahmet Albayrak was born in 1954 in the Of district of Trabzon. He completed his primary and secondary education in Trabzon and successfully finished his high school education in Istanbul. Ahmet Albayrak has successfully completed numerous construction investments in both public and private sector projects.

In the early 1990s, he became one of the first businessmen in Turkey to engage in sectors such as municipal solid waste collection, water-electricity-natural gas meter reading, and fleet vehicle rental services for public institutions.

Later, in the mid-1990s, Ahmet Albayrak entered the industrial sector by participating in privatization tenders for certain industrial facilities that were on the verge of closure. In this context, Albayrak Holding acquired and modernized several facilities, including Konya Ereğli Sümerbank Textile in 1997, Trabzon Port Operations in 2003, and Konya TÜMOSAN Tractor and Diesel Engine Factory in 2004, successfully reintegrating them into Turkish industry as productive establishments.

Since 2011, Ahmet Albayrak has been leading significant investment projects in Lahore, the capital of Punjab Province, Pakistan, by winning several international public tenders. Most notably, Albayrak Holding won the Lahore Metrobus operation tender, and since March 2013, the company has been providing high-quality and cost-effective transportation services with a fleet of 100 luxury buses.

Nuri ALBAYRAK

Vice Chairman of the Board of Directors

Nuri Albayrak was born on December 14, 1959, in the Of district of Trabzon. He graduated from Istanbul Imam Hatip High School in 1978. In his professional career, he currently serves as the Vice Chairman of the Board of Directors at Albayrak Holding A.Ş., a continuously growing group since 1952. In addition to his native language, Turkish, he has a basic proficiency in Arabic.

Albayrak Holding, which started its investments in the construction sector in 1952, has expanded its portfolio over the past 60 years, now operating in six different sectors, including construction, industry, logistics, services, energy, tourism, and media, with more than 20 companies. Today, Albayrak Holding has investments in Turkey, Pakistan, and the African

continent, employing more than 10,000 people. Additionally, Nuri Albayrak represents Albayrak Holding in the MÜSİAD Businessmen's Association.

Muzaffer ALBAYRAK
Member of the Board of Directors

Muzaffer Albayrak was born in 1966 in the Of district of Trabzon. He graduated from Istanbul Imam Hatip High School in 1984. Muzaffer Albayrak started his professional career at Albayrak Holding, a continuously growing group since 1952, and currently serves as a Member of the Board of Directors at Albayrak Holding A.Ş. In addition to his native Turkish, he has basic proficiency in English.

Albayrak Holding, which began its investments in the construction sector in 1952, has expanded over 65 years by adding new ventures. Today, it operates in six different sectors—construction, industry, logistics, services, energy, tourism, and media—through more than 20 companies. With investments in Turkey, Pakistan, and Somalia, Albayrak Holding currently provides employment for over 10,000 people.

Mesut Muhammet ALBAYRAK
Member of the Board of Directors

Mesut Muhammet Albayrak, born in 1981, is a graduate of the Faculty of Economics and Administrative Sciences, Department of Business Administration. He began his professional career in 2000 by establishing the technology company Albil within the Albayrak Group. In the following years, he also managed the Human Resources and Corporate Communications departments within the group.

In 2005, he took on the role of Executive Board Member responsible for Information Technologies, Human Resources, and Corporate Communications within the Albayrak Group. In 2008, he played a key role in the establishment of the Albayrak Foundation alongside the late Hacı Ahmet Albayrak, the founder of Albayrak Group.

In addition to being a Trustee and Board Member of the Albayrak Foundation, he is also a founding Trustee Board Member of the Selçuklu Autism Individuals Education Foundation (SOBE). Since 2007, he has been serving as an Executive Board Member at Albayrak Holding, and since 2008, he has also held an Executive Board position at Albayrak Publishing Holding.

Aygün KARAKAŞ
Independent Board Member

Aygün KARAKAŞ was born in 1960 in the Çaykara district of Trabzon and completed his primary and secondary education in Istanbul. After graduating from the Electronics Department of Boğaziçi University, he continued his higher education in the United States at Ohio Wright State University in the Systems Engineering department. He then pursued two different master's degrees in Social and Applied Economics and International Business at the same university. Following his studies, he worked as a Teaching and Research Assistant at Wright State University for three years.

After returning to Turkey, Karakaş entered the business world and currently serves as the Chairman of the Board for four companies operating in the Energy, Healthcare, and Construction sectors. Since 2020, he has also been the Consul General of the Republic of The Gambia in Istanbul.

Beyond his professional career, Karakaş actively participates in various foundations, associations, and professional organizations. His current roles include being a Member of the High Advisory Board of the Boğaziçi University Alumni Association (BURA), a Member of the Karadeniz Foundation Assembly, and a Trustee of the Çaykara and Dernekpazarı Foundation.

His past roles include serving as a Member of the Istanbul Chamber of Commerce Assembly, Coordinator of the Association of Mediterranean Chambers of Commerce and Industry (ASCAME), Board Member of MÜSİAD, Board Member of the Istanbul World Trade Center, Vice Chairman of the Turkey-Bahrain Business Council under the Foreign Economic Relations Board (DEİK), Chairman of the Turkey-Gambia Business Council, Board Member of the Kutup Yıldızı Health Volunteers Association, and Vice Chairman of both the Plan and Budget Commission and the Culture and Social Services Commission of the Istanbul Provincial General Assembly. Karakaş is married and has two children.

İsmail YÜKSEK
Independent Board Member

İsmail Yüksek was born in 1963 in Maraşlı Village, Çaykara, Trabzon. He completed his primary education at Maraşlı Village Primary School in 1974, his secondary education at Beykoz Ziya Ünsal Middle School in 1977, and his high school education at Paşabahçe Ferit İnal High School in 1980. He earned his undergraduate degree from Yıldız Technical University in 1984, followed by a Master's degree in 1987 and a Ph.D. in 1995 from the same university.

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At Yıldız Technical University, he served as a research assistant from 1986 to 1994, a lecturer from 1995 to 1996, an assistant professor from 1996 to 1999, and an associate professor from 1999 to 2005. From 2005 to 2016, he continued his academic career as a full professor at the same institution. Between 1994 and 1995, he conducted research on vehicle vibrations at Politecnico di Milano in Italy with a government scholarship. In 1999-2000, he pursued postdoctoral research at JST, Mechanical Engineering Laboratory in Japan under a scholarship from the Japanese Ministry of Industry.

He has taught courses in Machine Dynamics I & II, Automatic Control, Computer-Aided Design, and Basic Computer Technologies and Applications at the undergraduate level, as well as Vibration Isolation, System Dynamics and Control, and Active Control of Vehicle Vibrations at the graduate level. He has numerous national and international publications.

Between 1987 and 1988, he completed his military service at the Ministry of National Defense, serving as a Control Engineer in the Construction and Real Estate Department. From 1999 to 2018, he served as a consultant for the Istanbul Chamber of Industry and was the Vice President of the Turkish Engineers Association from 1999 to 2006.

His administrative roles include Head of the Mechatronics Engineering Department (2007), Head of the Machine Theory, System Dynamics, and Control Department (2006-2007), Faculty Board Member (2007), Vice Dean of the Faculty of Mechanical Engineering (2003-2005), Vice Head of the Mechanical Engineering Department (2003-2004), Faculty Executive Board Member (2004-2006), Faculty Council Member (2004-2006), KOSGEB Consultant (2004-2008), TÜBİTAK-MAKİTEG Field Committee Member (2008-2010), and TÜBİTAK-MAKİTEG Reviewer (2005-2008).

Between September 12, 2011, and 2014, he served as a member of the TÜBİTAK Science Board and from 2013 to 2016, as a Board Member of TÜBİTAK MAM.

Prof. Dr. İsmail Yüksek served as the Rector of Yıldız Technical University from August 2008 to 2016. After his tenure as rector, he was appointed as an advisor to Minister of Science, Industry, and Technology Faruk Özlü. On December 22, 2016, President Recep Tayyip Erdoğan appointed him as the Rector of Antalya Bilim University, where he continues to serve.

He is married with three children and speaks English.

Independence Declarations of Independent Board Members

Declaration of Independence

Due to my election as an independent board member at TMOSAN Motor ve Traktr Sanayi Anonim Őirketi (the Company), I hereby declare that I meet all the criteria of an "independent member" as specified in article 4.3.6 of the Corporate Governance Communiqu (II-17.1) issued by the Capital Markets Board (CMB).

1- Neither I, my spouse, nor my relatives up to the second degree by blood or marriage have been employed in an executive position with significant duties and responsibilities, held more than 5% of the capital or voting rights (including privileged shares) alone or together, or established a significant commercial relationship with the Company, its subsidiaries, its controlling shareholders, or legal entities controlled by these shareholders within the past five years.

2- In the past five years, I have not been a partner (holding 5% or more), an executive in a significant position, or a board member at any company from which the Company has purchased or sold substantial amounts of products or services, including but not limited to auditing (tax, legal, internal audit), rating, or consulting services.

3- I possess the necessary professional education, knowledge, and experience required to fulfill the responsibilities of an independent board member properly.

4- Except for university faculty positions, I will not accept a full-time role at any public institutions or organizations after my election.

5- I am a resident of Turkey in accordance with Article 4 of Income Tax Law No. 193, dated 31/12/1960.

6- I uphold strong ethical standards, professional reputation, and experience, ensuring I can make decisions freely while considering the rights of stakeholders, avoiding conflicts of interest between the Company and shareholders, and contributing positively to Company operations.

7- I am capable of monitoring the Company's activities and allocating sufficient time to fulfill my duties as an independent board member effectively.

8- I have not served as a board member for more than six years within the last ten years at the Company.

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9- I do not serve as an independent board member in more than three companies controlled by the Company's controlling shareholders or more than five publicly traded companies in total.

10- I have not been registered or announced as a board member on behalf of a legal entity elected as a board member.

This declaration is presented for the information of the Board of Directors, the General Assembly, our shareholders, and all stakeholders.

20/02/2025

AYGÜN KARAKAŞ

Declaration of Independence

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BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

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20/02/2025

İSMAİL YÜKSEK

1.10. INFORMATION ON TRANSACTIONS CONDUCTED BY MEMBERS OF THE GOVERNING BODY ON BEHALF OF THEMSELVES OR OTHERS WITHIN THE SCOPE OF THE AUTHORIZATION GRANTED BY THE GENERAL ASSEMBLY, AS WELL AS ACTIVITIES FALLING UNDER THE NON-COMPETE CLAUSE:

The members of the Board of Directors have been granted the freedom to engage in commercial transactions related to the company's field of activity in accordance with Articles 395 and 396 of the currently applicable Turkish Commercial Code.

Although there is no prohibition on Board Members conducting transactions with the company, no conflict of interest has arisen as of the December 2025 period.

2. FINANCIAL RIGHTS PROVIDED TO MEMBERS OF THE GOVERNING BODY AND SENIOR EXECUTIVES

2.1 TOTAL AMOUNTS OF FINANCIAL BENEFITS PROVIDED SUCH AS ATTENDANCE FEE, SALARY, BONUS, PREMIUM, AND PROFIT SHARE:

In accordance with our company's Articles of Association, all rights, benefits, and remuneration provided to the members of the Board of Directors are determined by the General Assembly. The total benefits and entitlements provided to senior management for the interim accounting period ending on December 31, 2025, amount to TRY 19.763.569 (2024: TRY 21.124.849)

2.2. INFORMATION ON THE TOTAL AMOUNT OF ALLOWANCES, TRAVEL, ACCOMMODATION, AND REPRESENTATION EXPENSES, AS WELL AS IN-KIND AND CASH BENEFITS, INSURANCE, AND SIMILAR GUARANTEES PROVIDED:

None.

3. COMPANY'S RESEARCH AND DEVELOPMENT ACTIVITIES

- R&D activities are carried out in the fields of Diesel Engines, Transmissions, Drivetrain Systems, Off-Highway Vehicles, and their derivatives.
- The R&D Center is located in Istanbul, while the testing laboratories and production facilities are based in Konya.

R&D ACTIVITIES

TÜMOSAN's main field of activity primarily consists of tractors, diesel engines, transmissions, powertrain systems, and agricultural equipment. As a result of its R&D activities, the Company also contributes to the national economy by developing products such as diesel/electric forklifts, the PUSAT tactical wheeled military land vehicle, excavator-loader industrial vehicles, and engine and vehicle electronic control units. With the new-generation diesel engines developed through R&D activities, TÜMOSAN aims to expand their use in tractors, automotive applications, cleaning equipment, generators, military land vehicles, and marine vehicles both in Türkiye and international markets.

During the process of developing new products, TÜMOSAN R&D Center aims to be among the first to design feasible solutions. It continuously seeks new opportunities and solutions to improve existing products, processes, and systems. In line with the Company's vision,

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TÜMOSAN aims to increase productivity, create new product groups, and improve the quality of existing services through continuous product and process innovation.

TÜMOSAN enhances its technological know-how through domestic and international consultancy support where necessary and continuously develops its personnel in the pursuit of high value-added products. By continuously renewing itself to establish sectoral infrastructure, the Company has secured a dynamic and innovative position in its field. As one of the leading domestic manufacturers in its industry, TÜMOSAN also aims to become a leader in R&D through its R&D vision.

With its project management-oriented R&D Center structure, TÜMOSAN strives to disseminate the know-how it has developed throughout the TÜMOSAN family and ensure that its future projects consist of high value-added R&D activities. The Company continues to enrich its existing R&D experience and knowledge through collaborations with universities and research centers, as well as participation in national and international R&D cooperation programs, while shaping its strategies accordingly. TÜMOSAN also seeks to spread the R&D culture throughout the entire Company.

Recognizing the importance of having highly qualified R&D personnel, TÜMOSAN R&D Center continues its efforts to increase the employment of personnel with master's and doctoral degrees, enrich training programs to equip employees with future-oriented skills, strengthen support mechanisms for employees continuing their education, encourage participation in scientific activities, support academic publications and conference papers, improve access to scientific journals and associations, expand internship opportunities for university students, and diversify scientific development opportunities for its personnel.

In this context, TÜMOSAN R&D Center conducts activities focused on new product development, product quality improvement, continuous review of processes, enhancing products with improved pricing, power, and efficiency features to gain competitive advantage, carrying out improvement studies, and restructuring products for new markets. TÜMOSAN has also undertaken numerous initiatives to increase localization rates and reduce imports. Standardizing innovations and improvements aimed at embedding innovation as a corporate culture and ensuring their dissemination through information flow mechanisms are among the primary objectives of the R&D department.

Within TÜMOSAN, R&D strategies, financing plans and resources, personnel development, and R&D activities are continuously evaluated and improved. All implemented and planned

R&D activities are conducted in line with TÜMOSAN's mission and vision. Strategies are coordinated with senior management, continuously reviewed, and evaluated based on processes, outcomes, financing resources, and target achievements. Investment decisions in R&D are also shaped by examining technological product ratios and sectoral averages in Türkiye and worldwide, followed by the necessary improvements and planning activities.

The TÜMOSAN R&D Center Financing Plan has been prepared based on the budgetary requirements of projects developed within the R&D Center and the need to improve technological infrastructure capabilities. The financing plan considers ongoing projects as well as expenditures related to licenses, consultancy, travel and training, maintenance, personnel, machinery, equipment, hardware, materials, and software procurement.

R&D PROJECTS

It is evident that TÜMOSAN's competencies have significantly increased through the projects developed as a result of its R&D activities. Beyond tractors, TÜMOSAN continues to grow in its fields of expertise as an implementing partner for various projects and expands its product portfolio through these initiatives.

As a growing enterprise, TÜMOSAN places strong emphasis on research and development and continues its operations as a value-creating company through innovative projects. The necessity of innovation for sustainable growth has elevated R&D activities to a strategic level within the R&D Center.

Among TÜMOSAN's major projects:

TÜMOSAN has completed the development of its Stage V emission-level engine and has begun integrating it into its new-generation tractors. Within this scope, an environmentally friendly domestic engine family compliant with EU Regulation 2015/96 regarding roadworthiness, traffic safety, and environmental standards has been introduced to the market and integrated into TÜMOSAN tractor series.

Projects are ongoing for integrating TÜMOSAN-branded common rail engine families at Stage V emission levels into all tractor series ranging from 45 HP to 145 HP. This demonstrates TÜMOSAN's critical position not only against competitors but also for the country's manufacturing capabilities. In addition to Stage V engines, TÜMOSAN continues R&D activities on tractor series with redesigned cabins and hoods, with plans to launch these new-

generation tractor series in 2026. Furthermore, the 90 Retro Series tractor, featuring a redesigned classic appearance, was launched at the 21st Konya Agriculture Fair.

In addition to Stage V engine-powered tractors, hybrid tractor projects have also been included among TMOSAN's medium-term strategic plans.

While continuing its mechanical transaxle development projects, TMOSAN has initiated efforts to integrate cable-controlled gear shifting systems into its transaxles. The project aims to create a more compact structure with fewer components, smoother gear transitions, and reduced noise and vibration through cable-based gear shifting mechanisms.

TMOSAN has also launched projects for next-generation powershuttle transaxles featuring both cable-controlled and mechanical options, utilizing its existing expertise in transaxles to diversify its product portfolio.

Within the scope of the National Integrated Light-Class Tactical Wheeled Vehicle Project, TMOSAN has completed the design, prototype manufacturing, and testing stages of tactical wheeled vehicles with high localization rates and low operational costs by maximizing the use of its domestic engine (TMSN 5.4), transmission (TMSN 1308 AMT, 8+1 Automated Transmission), and subsystem infrastructure. Both diesel and hybrid versions of the military vehicle are being developed. TMOSAN also continues armored vehicle development studies through the integration of foreign engines and transmissions into alternative power packs.

Through its New Generation Engine Projects, TMOSAN has successfully developed next-generation engines to strengthen Trkiye's domestic and national capabilities in the defense and maritime industries. These engines are developed by Turkish engineers using TMOSAN's own resources and manufactured and tested at the Company's Konya facilities.

Under the Special Purpose Tactical Wheeled Armored Vehicles (MTTZA) Project conducted by the Presidency of Defense Industries for the Turkish Land Forces and Gendarmerie General Command, TMOSAN will produce the domestic and national engine subsystem for the supplied 6x6 vehicles.

Following the completion of its marine engine project, TMOSAN introduced a marine engine suitable for auxiliary engine and marine genset applications as well as boats approximately 12 meters in length. The project aims to provide economical and domestic solutions for Trkiye's maritime platforms.

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For the first time, a domestic and national marine engine was integrated into an Armed Unmanned Surface Vehicle (USV) under the ULAQ USV Project conducted in cooperation with ARES Shipyard, Meteksan Defense, and TMOSAN. Tests and acceptance procedures were completed for delivery to the Turkish Naval Forces, and the platform entered naval inventory by the end of 2025.

In addition, TMOSAN continues uninterrupted delivery of marine power groups for Tugboat Vessels used under the Directorate General of Shipyards, and these marine power groups have also entered inventory.

TMOSAN, which develops engines for land vehicles and powertrain solutions for armored vehicles, exhibited the Alp Lightweight Tracked Vehicle Power Group at the IDEF exhibition. TMOSAN aims to play an active role in localization activities related to engines, transmissions, power packs, and drivetrain systems within defense industry modernization projects.

To diversify its product portfolio and meet customer demands, TMOSAN continues generator and generator engine projects using 3-cylinder and 4-cylinder diesel engines under the TMSN Generator Product Family.

As Trkiye's first diesel engine manufacturer, TMOSAN has undertaken numerous projects since 1975 and contributed significantly to the development of Turkish manufacturing quality. The Company developed and commercialized a 3.5-ton diesel forklift, while R&D activities for a 5-ton diesel forklift are ongoing. To increase diversity in material handling equipment, an electric forklift project was initiated, and the prototype was launched at Konya Agriculture Fair 2025. Future projects are planned for hybrid, Stage V engine-powered forklift product families with 8-ton capacity.

Through the domestically developed electronic control unit for TMOSAN tractors, farmers' access to advanced technologies and operational comfort have been significantly enhanced. The project aims to improve agricultural efficiency through compatibility with precision farming equipment. The electronic control unit consolidates electrical and electronic systems under a single structure, reducing complexity while shortening maintenance and repair times and lowering maintenance costs.

In line with TMOSAN's emphasis on product diversification and reducing foreign dependency, development efforts for an excavator-loader construction machine equipped with

the Stage V TÜMOSAN S8000 Common Rail engine are being advanced toward commercialization.

Supported by TENMAK under the Ministry of Energy, TÜMOSAN has been conducting a project approved in 2024 for the development of a Polymer Electrolyte Membrane Fuel Cell (PEMFC) stack capable of producing at least 10 kW at low temperatures. The project aims to develop a module capable of generating a minimum of 10 kW power output.

Within the scope of the test track project developed to perform durability and lifecycle testing for TÜMOSAN tractors, the Company is carrying out the design, construction, and commissioning processes of its own testing track based on field studies and survey data. This infrastructure will enable reliable performance and lifecycle analyses for production tractors and newly developed transmissions, thereby improving quality, reliability, and efficiency in product development processes.

In parallel with engineering and product development activities, TÜMOSAN is also conducting software development and system integration activities related to the modernization of Product Lifecycle Management (PLM) infrastructure, Project Management Systems (PMS), and integration of digital platforms. These activities aim to improve design data management, project traceability, and sustainable corporate knowledge management.

TÜMOSAN actively participates in both its core tractor and engine activities as well as non-tractor projects, striving to successfully complete its projects and contribute to the national economy.

4. COMPANY ACTIVITIES AND SIGNIFICANT DEVELOPMENTS RELATED TO ACTIVITIES

4.1. INFORMATION ON THE INVESTMENTS MADE BY THE COMPANY DURING THE RELEVANT ACCOUNTING PERIOD:

Between January 1 and December 31, 2025, a total of 411,815,446 TL was spent on investments in intangible fixed assets, comprising 285,561,043 TL in tangible fixed assets, 84,684,093 TL in rights, and 327,131,353 TL in development.

4.2. INFORMATION ON THE COMPANY'S INTERNAL CONTROL SYSTEM AND INTERNAL AUDIT ACTIVITIES, AS WELL AS THE MANAGEMENT BODY'S OPINION ON THIS MATTER:

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

The internal control system has not yet been established. All transactions within our company are carried out under the supervision of the Board of Directors. In accordance with the applicable regulations, independent external audits are conducted.

4.3. INFORMATION ON THE COMPANY'S DIRECT OR INDIRECT SUBSIDIARIES AND SHAREHOLDING RATIOS:

The latest information regarding the company's direct or indirect subsidiaries and their shareholding ratios is as follows:

Trade Name	Company's Field of Activity	Paid-in/Issued Capital (TRY)	Company's Share in Capital	Company's Share in Capital (%)
TÜMOSAN Döküm A.Ş.	It is engaged in all kinds of casting and machining activities and trade.	10.000.000	10.000.000	100
TTM TÜMOSAN Teknoloji Mühendislik Sanayi ve Ticaret A.Ş.	To conduct R&D activities in technology and engineering, develop new products, create prototypes, provide technical consultancy, and develop software.	1.000.000	1.000.000	100
TÜMOSAN Teknoloji Mühendislik Sanayi Ticaret A.Ş.	To conduct R&D activities in technology and engineering, develop new products, create prototypes, provide technical consultancy, and develop software.	30.000.000	30.000.000	100

TÜMOSAN Döküm A.Ş.

TÜMOSAN Döküm A.Ş. commenced its production activities on 04.07.2012 and operates in the manufacturing of cast iron parts in a factory established on a total area of 15.340 m². Information about the company can be accessed at <https://www.tumosandokum.com.tr/>.

TTM TÜMOSAN Teknoloji Mühendislik Sanayi ve Ticaret A.Ş.

The company is engaged in R&D activities in the fields of technology and engineering, developing new products, creating prototypes, providing technical consultancy, and software development. As of the reporting date, it has no active operations.

TÜMOSAN Teknoloji Mühendislik Sanayi Ticaret A.Ş.

The company was established through a partial demerger and was registered in the trade registry on April 5, 2022, following the determination of the expert report on the partial demerger dated December 11, 2021, by TÜMOSAN Motor ve Traktör Sanayi A.Ş.

4.4. INFORMATION ON THE COMPANY'S ACQUIRED OWN SHARES:

As of 31.12.2025, TÜMOSAN Motor ve Traktör Sanayi A.Ş. has not acquired any of its own shares.

4.5. STATEMENTS REGARDING SPECIAL AUDITS AND PUBLIC AUDITS CONDUCTED DURING THE FISCAL PERIOD:

Since the Company has publicly traded status, it is subject to independent external audits twice a year (in June and December).

4.6. LAWSUITS FILED AGAINST THE COMPANY THAT MAY AFFECT ITS FINANCIAL SITUATION AND OPERATIONS AND POSSIBLE OUTCOMES:

There are no lawsuits that could significantly affect the Company's financial situation and operations.

4.7. STATEMENTS REGARDING ADMINISTRATIVE OR JUDICIAL SANCTIONS IMPOSED ON THE COMPANY AND MEMBERS OF THE MANAGEMENT BODY DUE TO VIOLATIONS OF REGULATORY PROVISIONS:

There are no administrative or judicial sanctions imposed on the Company or the Members of the Board of Directors due to violations of regulatory provisions.

4.8. INFORMATION AND EVALUATIONS ON WHETHER THE TARGETS SET IN PREVIOUS PERIODS HAVE BEEN ACHIEVED, WHETHER THE GENERAL ASSEMBLY DECISIONS HAVE BEEN IMPLEMENTED, AND IF THE TARGETS HAVE NOT BEEN ACHIEVED OR THE DECISIONS HAVE NOT BEEN IMPLEMENTED, THE REASONS:

The company has achieved its set targets, and the General Assembly decisions have been implemented.

4.9. INFORMATION ON THE EXTRAORDINARY GENERAL ASSEMBLY MEETING HELD DURING THE YEAR, INCLUDING THE DATE OF THE MEETING, DECISIONS TAKEN, AND RELATED TRANSACTIONS:

No Extraordinary General Assembly meeting was held between 01.01.2025 and 31.12.2025.

4.10. INFORMATION ON DONATIONS AND AID MADE BY THE COMPANY DURING THE YEAR AND EXPENSES INCURRED WITHIN THE SCOPE OF SOCIAL RESPONSIBILITY PROJECTS:

A total donation of TRY 9.590.616, in both cash and in-kind contributions, was made to public benefit foundations between 01.01.2025 and 31.12.2025.

4.11. IF THE COMPANY IS PART OF A CORPORATE GROUP; LEGAL TRANSACTIONS CONDUCTED FOR THE BENEFIT OF THE PARENT COMPANY, A SUBSIDIARY OF THE PARENT COMPANY, OR UNDER THE DIRECTION OF THE PARENT COMPANY FOR ITS OWN BENEFIT OR THAT OF ITS SUBSIDIARIES, AS WELL AS ALL OTHER MEASURES TAKEN OR REFRAINED FROM TAKING FOR THE BENEFIT OF THE PARENT COMPANY OR ITS SUBSIDIARIES IN THE PREVIOUS FISCAL YEAR:

The Company is not part of a corporate group.

4.12. IF THE COMPANY IS PART OF A CORPORATE GROUP; WHETHER AN APPROPRIATE CONSIDERATION WAS PROVIDED FOR EACH LEGAL TRANSACTION MENTIONED IN THE PARAGRAPH ABOVE AT THE TIME THE LEGAL TRANSACTION WAS CONDUCTED, THE MEASURE WAS TAKEN, OR THE DECISION WAS MADE TO REFRAIN FROM TAKING THE MEASURE, BASED ON THE KNOWN FACTS AND CONDITIONS AT THAT TIME, AND WHETHER THE MEASURE TAKEN OR NOT TAKEN CAUSED ANY LOSS TO THE COMPANY; IF THE COMPANY SUFFERED A LOSS, WHETHER IT WAS COMPENSATED:

The Company is not part of a corporate group.

5. FINANCIAL POSITION

The Consolidated Financial Statement Data and Income Statement are as follows.

Balance Sheet (TRY)

	Audited	Audited
ASSETS	31 December 2025	31 December 2024
Current Assets		
Cash and cash equivalents	168.988.009	211.296.164
Financial investments	1.281.534.840	1.319.974.520
Trade receivables		
-Trade receivables from related parties	<i>863.547.568</i>	<i>737.432.615</i>
-Trade receivables from non-related parties	<i>540.030.424</i>	<i>2.007.430.142</i>
Other receivables		
- Other receivables from related parties	<i>21.565.271</i>	<i>4.513.713</i>
- Other receivables from non-related parties	<i>62.905.165</i>	<i>15.409.759</i>
Inventories	3.451.904.523	3.893.818.816
Prepaid expenses	697.006.124	1.020.111.966
Current tax assets	6.114.995	41.969.367
Other current assets	214.308.780	349.714.122
Total Current Assets	7.307.905.699	9.601.671.184
Non-Current Assets		
Other receivables		
-Other receivables from non-related parties	<i>178.488</i>	<i>222.624</i>
Property, plant and equipment	5.416.396.959	6.158.344.649
Intangible assets	<i>603.417.199</i>	<i>312.981.586</i>
Investment property	11.104.483.570	141.312.496
Right of use assets	30.337.805	84.887.798
Total Non-Current Assets	17.154.814.021	6.697.749.153
Total Assets	24.462.719.720	16.299.420.337

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LIABILITIES	31 December 2025	31 December 2024
Short Term Liabilities		
Short term borrowings	1.165.111.781	4.784.119.925
Liabilities from leasing transactions	2.230.250	3.992.281
Short term portion of long-term borrowings	103.193.417	76.302.386
Trade payables		
- Trade payables to related parties	28.909.063	23.005.507
- Trade payables to non-related parties	581.746.443	1.109.819.102
Payables related to employee benefits	61.403.520	61.369.176
Other payables		
- Other payables to non-related parties	11.660.201	11.926.047
Deferred income	300.508.510	314.280.864
Short term provisions		
- Short term provisions for employee benefits	17.028.956	23.364.630
- Other short term provisions	58.949.962	103.415.063
Total Short Term Liabilities	2.330.742.103	6.511.594.981
Long term Liabilities		
Long term borrowings	4.958.556.361	55.241.044
Liabilities from leasing transactions	25.402.842	22.442.981
Long term provisions		
- Long term provisions for employee benefits	82.884.173	52.438.704
Deferred tax liability	2.245.767.328	1.081.363.302
Total Long Term Liabilities	7.312.610.704	1.211.486.031
Total Liabilities	9.643.352.807	7.723.081.012
Equity		
Paid-in share capital	115.000.000	115.000.000
Capital adjustment differences	2.080.046.190	2.080.046.190
Share premium	219.539.406	219.539.406
Accumulated other comprehensive income		
- Revaluation and remeasurement gain or loss	1.747.606.606	-
- Items will not to be reclassified in profit or loss	(65.476.146)	(35.752.251)
Restricted reserves	234.679.082	234.679.082

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Retained earnings	5.962.826.898	6.559.742.029
Net profit for the period	4.525.144.877	(596.915.131)
Total Equity	14.819.366.913	8.576.339.325
Total Equity and Liabilities	24.462.719.720	16.299.420.337

Income Statement (TRY)

	Audited	Audited
	1 January- 31 December 2025	1 April- 31 December 2025
Revenue	3.454.240.450	9.138.246.261
Cost of sales (-)	(3.095.752.407)	(7.277.807.774)
Gross profit	358.488.043	1.860.438.487
General administrative expenses (-)	(480.622.704)	(277.035.125)
Marketing expenses (-)	(1.262.224.736)	(1.449.282.838)
Research and development expenses (-)	(157.105.609)	(110.600.817)
Other operating income	129.320.234	227.444.534
Other operating expenses (-)	(167.326.911)	(202.596.026)
Operating profit	(1.579.471.683)	48.368.215
Incomes / (Expense) from investment activities	8.302.395.269	699.293.684
Operating profit before financial expenses, net	6.722.923.586	747.661.899
Financial income	816.985.069	-
Financial expenses (-)	(2.804.424.739)	(1.550.455.128)
Net monetary position gain /(loss)	381.437.419	250.092.271
Profit before tax	5.116.921.335	(552.700.958)
Tax expense		
- Current tax expense for the period	-	(96.821.195)
- Deferred tax income	(591.776.458)	52.607.022
Profit for the period	4.525.144.877	(596.915.131)
Distribution of net profit for the period		

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

Equity holders of the Company	4.525.144.877	(596.915.131)
Non-controlling interest	-	
Number of shares	115.000.000	115.000.000
Earnings per share	39,35	(5,19)

The financial statements have been prepared in accordance with the provisions of the Capital Markets Board's Communiqué (II-14.1) on "Principles of Financial Reporting in Capital Markets," published in the Official Gazette dated 13.06.2013 and numbered 28676.

All financial statements and notes can be accessed at www.tumosan.com.tr.

The Company's financial statements as of 31.12.2025 were approved by the Company's Board of Directors on 11.03.2026

5.1. MANAGEMENT'S ANALYSIS AND EVALUATION OF FINANCIAL POSITION AND OPERATING RESULTS, DEGREE OF ACHIEVEMENT OF PLANNED ACTIVITIES, AND THE COMPANY'S POSITION AGAINST STRATEGIC GOALS:

As of December 31, 2025, TÜMOSAN Motor and Tractor Industry Inc. reported a consolidated net profit of TRY 4.525.144.877.

According to the financial statement data dated December 31, 2025, the Company's total assets amounted to TRY 24.462.719.720. The Company's resources consist of TRY 2.330.742.103 in Short-Term Liabilities, TRY 7.312.610.704 in Long-Term Liabilities, and TRY 14.819.366.913 in Equity.

The Company continues its operations as planned. Management meetings are held frequently and on a regular basis, during which the Company's current status is reviewed and new targets and strategies are developed in line with changing conditions.

5.2. COMPARATIVE ANALYSIS OF SALES, PRODUCTIVITY, REVENUE GENERATION CAPACITY, PROFITABILITY, DEBT-TO-EQUITY RATIO, AND OTHER KEY INDICATORS ALONG WITH FUTURE EXPECTATIONS:

Revenue amounted to TRY 3.454.240.450 for the accounting period of January 1, 2025 – December 31, 2025, and TRY 9.138.246.261 for the accounting period of January 1, 2024 – December 31, 2024.

5.3. ASSESSMENT OF WHETHER THE COMPANY'S CAPITAL IS IMPAIRED OR IF IT IS INSOLVENT:

As of December 31, 2025, an examination of the equity accounts in the financial statements indicates that the company's issued capital amounts to TRY 115.000.000, and the total equity at the end of 31.12.2025 has been determined as TRY 14.819.366.913. Consequently, it has been concluded that the company's capital is not impaired and it is not insolvent.

5.4. MEASURES CONSIDERED TO IMPROVE THE COMPANY'S FINANCIAL STRUCTURE:

A series of measures are being implemented to strengthen our company's financial structure and achieve sustainable growth targets. Efforts are focused on converting short-term debts into long-term financing instruments and addressing high-interest liabilities. Necessary investments will be made to enhance operational efficiency, optimizing costs and improving profit margins.

Additionally, cash flow management processes will be improved, minimizing unnecessary expenses and strengthening cash reserves. To diversify revenue sources and expand market share, export strategies will be developed, and strategic partnerships and collaborations will be established to reinforce the company's financial structure.

All these steps aim to help our company achieve its long-term growth objectives and establish the necessary foundations for sustainable financial health.

5.5. INFORMATION ON DIVIDEND DISTRIBUTION POLICY AND PROPOSAL REGARDING THE USE OF UNDISTRIBUTED PROFIT IF NO DIVIDEND IS DISTRIBUTED:

As of December 31, 2024, according to the consolidated financial statements prepared in accordance with the provisions of the Capital Markets Board Communiqué No. II-14.1 "Communiqué on the Principles of Financial Reporting in Capital Markets" and the Turkish Accounting Standards (TAS) / Turkish Financial Reporting Standards (TFRS) issued by the Public Oversight Accounting and Auditing Standards Authority (POA), and independently audited, the Company reported a net loss of TRY 456.035.229. However, according to the legal records prepared in line with the provisions of the Tax Procedure Law (V.U.K.), a net profit of TRY 591.424.109,19 was recorded.

It was resolved by majority vote at the Ordinary General Assembly meeting held on July 23, 2025, that no profit distribution shall be made for the fiscal period of January 1 to December

31, 2024, as the period profit will be used as equity support in financing ongoing/planned investments.

Dividend Distribution Policy

In accordance with the Company's Articles of Association, there are no privileges granted to partnership shares regarding participation in the Company's profit. The Capital Markets Board has decided to determine dividend distribution policies for 2012 and the following years.

Based on this decision, the Company's dividend distribution policy for 2012 and subsequent years has been established. The distributable profit amount is determined based on the period profit stated in the financial statements prepared in accordance with the prevailing legal regulations (after deducting the legal reserves required by law, taxes, funds, financial obligations, and any past losses). The dividend amount is calculated by considering the relevant legislation, the provisions of the Articles of Association, the Company's equity ratio, sustainable growth rate, market value, and cash flows.

In line with the regulations of the Capital Markets Board, the dividend may be distributed in cash or through the issuance of bonus shares by adding the dividend to the capital, or through a combination of a certain percentage of cash and bonus shares. The dividend distribution proposal prepared by the Board of Directors was approved at the Ordinary General Assembly Meeting held on May 15, 2014.

6. RISKS AND MANAGEMENT BODY'S ASSESSMENT

6.1. INFORMATION ON THE COMPANY'S RISK MANAGEMENT POLICY AGAINST FORESEEN RISKS:

The Board of Directors establishes risk management and internal control systems to minimize the impact of risks that may affect the Company's stakeholders, particularly its shareholders. In accordance with the decision of the Board of Directors and in compliance with Article 378 of the Turkish Commercial Code No. 6102 and the Capital Markets Board's Corporate Governance Communiqué, a Risk Management Committee has been established. This committee is responsible for the early detection of risks that may endanger the Company's existence, growth, and continuity, implementing necessary measures to address identified risks, and managing these risks effectively.

6.2. INFORMATION ON THE ACTIVITIES AND REPORTS OF THE EARLY DETECTION AND MANAGEMENT OF RISK COMMITTEE:

Risk management involves the identification, evaluation, prioritization, monitoring, and reporting of risks that may arise in the Company's operations. It also includes determining the necessary measures to be taken and the strategies to be followed, ensuring their implementation in accordance with established principles and procedures.

6.3. FORWARD-LOOKING RISKS REGARDING SALES, EFFICIENCY, REVENUE GENERATION CAPACITY, PROFITABILITY, DEBT/EQUITY RATIO, AND SIMILAR MATTERS:

In past operating periods, the Company has not encountered any risk, either alone or in combination with other identified risks, that could threaten its existence. Although the occurrence of such a risk cannot be predicted, in the event of exceptional risks, there could be an impact on production volume and profitability. Despite these considerations, no risk has been identified that could threaten the Company's existence.

7. OTHER MATTERS

Information on Business Activities

- In order to meet the growing demands of the expanding tractor market, it is aimed to transition sales and after-sales points to the 3S (Sales, Service, Spare Parts) concept and further enhance service quality.
- Dealer sales performance and inventory levels are monitored weekly by regional offices and headquarters.
- In the agricultural sector, where timing is of great importance, after-sales services play a significant role in brand preference. TŪMOSAN has a widespread network across the country, consisting of 76 Dealers, 31 Spare Parts Dealers, and authorized service centers at 375 locations.
- All authorized service centers participate in periodic and new model training programs at the factory and are certified accordingly.
- To ensure the quality of the products manufactured, TŪMOSAN holds several important certifications, including the Production Competency Certificate and Quality Compliance

Certificate. For laboratory quality control, it possesses a Laboratory Quality Competency Certificate issued by the Turkish Standards Institute (TSE). Additionally, TÜMOSAN is certified with the TSE-ISO-EN-9000:2015 Quality Management System.

- TÜMOSAN has taken an important step in strengthening Turkey's presence in international markets by being accepted into the Brand Support Program led by the Ministry of Trade. This development aims to enhance TÜMOSAN's global competitiveness and further strengthen its international position.

- Additionally, our Company ranked 388th among Turkey's top 500 industrial enterprises in the 2024 "Turkey's Top 500 Industrial Enterprises" survey conducted by the Istanbul Chamber of Industry (ISO).

Information on Legislative Changes That May Significantly Affect Company Activities:

Any special circumstance disclosures made by our Company in accordance with the relevant legislation regarding issues that may significantly impact our activities can be accessed at www.kap.gov.tr and our corporate website www.tumosan.com.tr.

Conflicts of Interest Between the Company and Institutions Providing Investment Advisory and Rating Services, and Measures Taken to Prevent Such Conflicts:

There are no conflicts of interest between the Company and the institutions from which it receives services in areas such as investment advisory and credit rating.

Information on Employee Social Rights, Professional Training, and Other Social and Environmental Impacts of Company Activities:

Employees have been provided with the opportunity to participate in professional seminars, and necessary renewal training has been facilitated for those holding specific licenses.

Amendments to the Articles of Association During the Period and Their Reasons:

Article 6 titled "Capital" of the Company's Articles of Association, which was approved at the Ordinary General Assembly Meeting held on July 23, 2025, was registered by the Istanbul Trade Registry Office on August 1, 2025, and announced in the Turkish Trade Registry Gazette dated August 1, 2025, issue number 11384.

The most recent version of the Company's Articles of Association, which is in compliance with the Turkish Commercial Code and the Capital Markets Law, is published on the Company's corporate website (www.tumosan.com.tr) and on the Public Disclosure Platform (KAP).

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

At the Board of Directors meeting held on May 7, 2025, it was resolved, within the scope of the Capital Markets Board Communiqué No. II-18.1 on the Registered Capital System, to amend Article 6 of the Articles of Association in order to increase the Company's registered capital ceiling by TRY 7.500.000.000 — from TRY 500.000.000 to TRY 8.000.000.000 — and to update the validity period of the registered capital ceiling to cover the years 2025–2029.

In line with this resolution, the amendment text regarding Article 6 of the Articles of Association was submitted to the Capital Markets Board (CMB) for approval on May 12, 2025, and was approved by the CMB with official letter numbered E-29833736-110.04.04-72501 dated May 16, 2025.

Following the CMB's approval, an application was made to the General Directorate of Domestic Trade of the Ministry of Trade of the Republic of Türkiye on May 22, 2025. The amendment to Article 6 was approved by the Ministry with official letter E-50035491-431.02-00109861493 dated May 30, 2025.

The Articles of Association amendment regarding the increase of the Company's registered capital ceiling to TRY 8.000.000.000 and the extension of its validity until the end of 2029, which was approved by both the Capital Markets Board and the Ministry of Trade, was also approved at the General Assembly Meeting held on July 23, 2025, and registered on August 1, 2025.

Nature and Amount of Issued Capital Market Instruments

It was announced in the Capital Markets Board (CMB) Bulletin dated 20.03.2025 and numbered 17/535 that the CMB has approved the issuance ceiling application for lease certificates to be issued domestically, in tranches, with various maturities, and based on a Management Agreement, in accordance with the types stipulated in the Lease Certificates Communiqué. The lease certificates, with a total issuance ceiling limited to TRY 1.500.000.000 (One Billion Five Hundred Million Turkish Liras), will be issued by our company KT Sukuk Varlık Kiralama A.Ş. as the issuer, with our Company acting as the fund user, and will be offered via private placement and/or to qualified investors.

It was announced in the Capital Markets Board Bulletin dated October 2, 2025, No. 2025/52, that our ceiling application for the issuance of lease certificates has been approved by the Capital Markets Board. Under this approval, with our company acting as the fund user and KT Sukuk Varlık Kiralama A.Ş. as the issuing entity, lease certificates will be issued in tranches up

to a total nominal amount of TRY 4.000.000.000 (Four Billion Turkish Lira), with various maturities and in the types stipulated under the Lease Certificates Communiqué, based on a Management Agreement, for sale to domestic qualified investors and/or through private placement.

Auditor

At the 2024 Ordinary General Assembly Meeting of our company held on July 23, 2025, Tenet Bağımsız Denetim A.Ş was appointed as the auditor for the 2025 fiscal year.

Sectors / Markets in Which the Company Operates and Its Position, Advantages, and Disadvantages in These Sectors / Markets:

The company operates in the automotive industry and is engaged in the production of agricultural tractors. Agricultural tractors play a crucial role in agricultural production by increasing labor efficiency, reducing costs, enabling the use of modern production technologies, and ensuring that operations are performed on time and in accordance with agricultural needs. This, in turn, enhances product quality and yield, making tractors a vital input for agricultural production.

Developments in Investments, Utilization of Incentives, and the Extent of Their Implementation:

TÜMOSAN Motor ve Traktör San. A.Ş. has been making significant investments, particularly in the production of domestic engines and tractors. The company focuses on R&D activities in areas such as the defense industry, diesel engine production, and electric tractors.

TÜMOSAN benefits from various government incentives in Turkey, including Strategic Investment Incentives, Regional Incentives, and R&D Supports. Additionally, the company receives support for its R&D projects from institutions such as TÜBİTAK and KOSGEB.

To assess the extent to which these incentives have been utilized, the company's financial statements and investment incentive documents can be reviewed. Detailed information regarding the advantages gained from investment incentives such as tax reductions, social security premium support, and interest support is available in the financial statements and publicly disclosed reports.

Characteristics of the Company's Production Units, Capacity Utilization Rates, Developments, Overall Capacity Utilization Rate, Developments in the Production of

Goods and Services, and Comparisons with Previous Period Figures in Terms of Quantity, Quality, Sales, and Prices:

Our company, which has the largest tractor production capacity under a single roof in Turkey, has the capability to increase capacity within its existing complex without the need for additional land investment. TŪMOSAN has an annual production capacity of 15.000 tractors and 25.000 diesel engines in a single shift. The company manufactures 3-cylinder diesel engines ranging from 48 to 85 hp and 4-cylinder diesel engines ranging from 75 to 115 hp.

The tractor production capacity stands at 15.000 units per year in a single shift and 45.000 units per year in three shifts. Within the 48-115 hp range, 268 different tractor models are produced under 10 series and 25 main models. Considering these capacity figures, TŪMOSAN is one of the most significant tractor manufacturing facilities in Turkey.

Production and Sales

31.12.2025	Production	Sales Volume
Tractor	1.378	1.777
Engine	301	325

Source: Company Data

The breakdown of revenue by product is as follows:

	01.01.2025- 31.12.2025	01.01.2024- 31.12.2024
Tractor Sales	2.360.978.679	8.091.047.819
Spare Parts Sales	658.835.103	699.342.999
Engine Sales	96.435.686	100.569.887
Construction Machinery Sales	41.134.952	33.536.442
Agricultural Machinery Sales	11.232.717	17.431.384
Other Sales	285.623.313	196.317.730
Total Revenue	3.454.240.450	9.138.246.261

Related Party Disclosures

Disclosures regarding related party transactions for the year ended 31.12.2025 are provided in Note 3 of the summary financial statements.

8.CORPORATE GOVERNANCE COMPLIANCE REPORT

CORPORATE GOVERNANCE COMPLIANCE STATEMENT

TÜMOSAN Motor ve Traktör San. A.Ş. (the “Company”) aims to be a reliable and preferred collective investment institution by monitoring changing market conditions, minimizing risk, and maximizing returns. In this context, the Company has adopted the fundamental principles of corporate governance, namely “equality,” “transparency,” “accountability,” and “responsibility,” and makes maximum effort to comply with the Capital Markets Law (“CML”) and the secondary regulations and decisions of the Capital Markets Board (“CMB”).

In line with its corporate governance efforts, the Company ensures that corporate governance mechanisms operate in accordance with these principles. The provisions mandated by the CMB for mandatory implementation have been fully adopted and complied with. Maximum attention is also paid to voluntary principles that are not required by the relevant regulations. The aspects that have not yet been fully implemented have not, to date, caused any conflicts of interest among stakeholders.

Compliance with the corporate governance principles outlined in the annex of the Corporate Governance Communiqué, as well as explanations regarding principles that have not yet been fully implemented, are included in the Corporate Governance Compliance Report (“URF”), the Corporate Governance Information Form (“KYBF”), and other relevant sections of the report for the financial period ending on December 31, 2024. Going forward, efforts will continue to enhance the corporate governance practices of the Company in line with these principles, ensuring the effective operation of governance mechanisms and the implementation of any remaining voluntary principles. Any changes made during the period in the URF or KYBF will be disclosed through a material event statement.

During the Ordinary General Assembly Meeting of our Company for the year 2024, the Company’s Disclosure Policy, Donations and Aid Policy, and Remuneration Policy were submitted to the information and/or approval of the shareholders and were duly approved.

Our Company’s Disclosure Policy was published on the Public Disclosure Platform (KAP) on June 24, 2025. The report can be accessed via our corporate website at www.tumosan.com.tr or through the following KAP link:

<https://www.kap.org.tr/tr/Bildirim/1451603>

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Our Company's Donations and Aid Policy was published on the Public Disclosure Platform (KAP) on June 24, 2025. The report can be accessed via our corporate website at www.tumosan.com.tr or through the following KAP link:

<https://www.kap.org.tr/tr/Bildirim/1451602>

Our Company's Remuneration Policy was published on the Public Disclosure Platform (KAP) on June 24, 2025. The report can be accessed via our corporate website at www.tumosan.com.tr or through the following KAP link:

<https://www.kap.org.tr/tr/Bildirim/1451602>

During the interim accounting period of January 1 – December 31, 2024, our Company diligently complied with the principles stated in the Corporate Governance Principles published by the Capital Markets Board (CMB). In accordance with the Capital Markets Board's decision dated January 10, 2019 and numbered 2/49, and pursuant to the Communiqué on Corporate Governance (II-17.1), Corporate Governance Compliance Reporting is carried out via the KAP system using the Corporate Governance Compliance Report (URF) and the Corporate Governance Information Form (KYBF) templates.

Corporate Governance Compliance Reporting can be accessed through the following KAP addresses:

Corporate Governance Compliance Report (URF):

<https://www.kap.org.tr/tr/Bildirim/1570556>

Corporate Governance Information Form (KYBF):

<https://www.kap.org.tr/tr/Bildirim/1570571>

In the Public Disclosure Platform (KAP) announcement dated March 24, 2025, it was stated that following the review conducted by the credit rating agency JCR Avrasya Derecelendirme A.Ş., the Company's Long-Term National Institutional Credit Rating was revised from 'A (tr)' to 'BBB+ (tr)'. The full credit ratings are as follows:

Long-Term National Institutional Credit Rating: BBB+ (tr) / (Stable Outlook)

Short-Term National Institutional Credit Rating: J2 (tr) / (Stable Outlook)

Long-Term International Foreign Currency Institutional Credit Rating: BB / (Stable Outlook)

Long-Term International Local Currency Institutional Credit Rating: BB / (Stable Outlook)

SECTION I – SHAREHOLDERS

1.1. INVESTOR RELATIONS DEPARTMENT

Özge Cantürk, who holds a "Capital Market Activities Level 3 License" and a "Corporate Governance Rating Expertise License," has been appointed to ensure coordination in fulfilling the company's obligations arising from capital market regulations and corporate governance practices.

Investor Relations Department Contact Information:

Investor Relations Manager: Özge CANTÜRK

Investor Relations Specialist: Makbule KEÇECİ

Phone: 0212 468 19 88

E-mail: ozge.canturk@tumosan.com.tr – makbule.kececi@tumosan.com.tr

yatirimciiliskileri@tumosan.com.tr - investorrelation@tumosan.com.tr

1.2. EXERCISE OF SHAREHOLDERS' RIGHT TO OBTAIN INFORMATION

The Company's financial statements and reports have been timely disclosed to shareholders in accordance with the relevant regulations. To ensure equal access to information for all shareholders and to expand their right to obtain information, all relevant information is disclosed through the Public Disclosure Platform (KAP) and made available to shareholders electronically at www.tumosan.com.tr.

During the period 01.01.2025 - 31.12.2025, a total of 97 material disclosures were made in compliance with the Capital Markets Board (SPK) regulations. No sanctions were imposed by SPK for any delays in these disclosures.

Article 10 of the Company's Articles of Association includes provisions regarding the General Assembly, and no shareholders requested the appointment of a special auditor during the period.

There are no provisions in the Company's Articles of Association or any decisions by the Company's management that restrict or remove shareholders' legally defined rights to obtain and review information.



GENERAL ASSEMBLY



1.3. GENERAL ASSEMBLY MEETINGS

The Ordinary General Assembly Meeting of our Company for the year 2024 was held on 23.07.2025 at 11:00 AM at the address Maltepe Mahallesi, Fetih Caddesi No:6, -2nd Floor, Conference Hall, Topkapı/Zeytinburnu/Istanbul, with the participation of 23 shareholders representing 62% of the total capital, both physically and electronically.

The announcement of the General Assembly Meeting was made at least three weeks prior to the meeting date through all possible communication channels to reach the highest number of shareholders, in addition to the methods prescribed by regulations.

For the 2024 Ordinary General Assembly, a call announcement was published in the Turkish Trade Registry Gazette dated 01.07.2025 and numbered 11362, on the Public Disclosure Platform (KAP), in the Electronic General Assembly System (e-GKS), and on the Company's website.

Before the General Assembly, an information document regarding the agenda items was prepared and disclosed to the public via the Public Disclosure Platform and the Company's website.

A separate agenda item is included in the Ordinary General Assembly meeting regarding collateral, pledges, mortgages, and guarantees granted in favor of third parties, as well as the revenues or benefits obtained from them. The Annual Activity Report, financial statements, reports, profit distribution proposal, the information document prepared concerning the General Assembly agenda items, and other documents supporting the agenda items were made available for shareholders' review at the company headquarters and on the website from the date of the meeting announcement.

Proxy forms for shareholders who will be represented by a proxy were included in the announcement and made available on the Company's website. No questions were raised outside the agenda by shareholders at the General Assembly. To facilitate participation, announcements were also made electronically.

The necessary documents were provided on the Public Disclosure Platform, the Electronic General Assembly System, and the Company's corporate website to facilitate participation in the General Assembly.

Starting 21 days before the General Assembly meeting, the Board of Directors Activity Report, Independent Auditor's Report, Balance Sheet, and Income Statement prepared per

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

legal records, as well as the Board's proposal for the 2024 profit distribution, were made available for shareholders' examination at the Company's headquarters.

General Assembly minutes were made available on the Company's corporate website for shareholders' review.

Care was taken to ensure that the agenda did not include vague terms such as "other" or "miscellaneous." Information provided before the General Assembly is referenced to the relevant agenda items.

The General Assembly meeting is held in a way that does not create inequality among shareholders and ensures the lowest possible cost of participation. The meeting is held at the company's administrative headquarters or a convenient location in the same city.

The meeting chairman ensures that the topics on the agenda are conveyed impartially, in detail, clearly, and comprehensibly. Shareholders are given equal opportunities to express their views and ask questions. The chairman ensures that all questions asked by shareholders at the General Assembly, except those concerning trade secrets, are answered directly during the meeting. If a question is unrelated to the agenda or too complex to be answered immediately, it is answered in writing by the Investor Relations Department within 15 days at the latest.

A total of TRY 26.733.750 in donations and aid made during 2024 was presented to the shareholders as a separate agenda item at the General Assembly meeting on 23.07.2025. It was approved by the majority that if there is no profit, donations for 2025 will be up to TRY 80.000.000, and if there is profit, the upper limit will be either 10% of the Net Profit or up to TRY 80.000.000.

The 2024 Ordinary General Assembly Meeting held on 23 July 2025 was registered by the Istanbul Trade Registry Office on 01.08.2025.

Agenda of the 2024 Ordinary General Assembly Meeting

- 1- Opening and establishment of the Meeting Chairmanship
- 2 - Authorizing the Meeting Chairmanship to sign the minutes of the meeting
- 3 - Reading, discussion, and submission for approval of the Board of Directors' Annual Activity Report, the independently audited financial statements prepared in accordance with the relevant Capital Markets Board (CMB) regulations, and the balance sheet and income statement prepared according to legal records

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

- 4 - Release of each Member of the Board of Directors from liability for the activities of the Company in 2024
- 5 - Election of Members and Independent Members of the Board of Directors and determination of their terms of office
- 6 - Submitting the selection of the Independent Audit Company to the General Assembly for approval
- 7 - Informing shareholders and discussing the "Remuneration Policy" established for the Members of the Board of Directors and Senior Executives in line with CMB regulations and Corporate Governance Principles
- 8 - Determination of the monthly remuneration (attendance fee) for the Members of the Board of Directors
- 9 - Discussion and resolution of the Board of Directors' proposal on profit distribution
- 10 - Submission for approval of the amendment to Article 6 (Capital) of the Articles of Association, which was approved by the Capital Markets Board and the Ministry of Trade, for the extension of the validity period of the registered capital ceiling
- 11 - Informing shareholders regarding the Company's "Disclosure Policy" prepared in accordance with the CMB's Material Events Communiqué No. II-15.1
- 12 - Discussion and submission for approval of the Company's "Donation and Aid Policy" prepared in accordance with CMB regulations and Corporate Governance Principles
- 13 - Informing the General Assembly whether any donations were made in 2024 and determination of the upper limit for donations to be made in 2025.
- 14 - Informing the General Assembly regarding related party transactions carried out in 2024
- 15 - Informing the General Assembly about the guarantees, pledges, mortgages, and sureties (GPMS) given in favor of third parties and the resulting income and benefits, in accordance with Article 12 of the CMB's Communiqué on Corporate Governance No. II-17.1
- 16 - Informing the General Assembly within the scope of Articles 1.3.6 and 1.3.7 of the Corporate Governance Principles.
- 17 - Granting authorization to the Members of the Board of Directors to perform the transactions set forth in Articles 395 and 396 of the Turkish Commercial Code.
- 18 - Wishes and closing.

1.4. VOTING RIGHTS AND MINORITY RIGHTS

According to Article 6 of our Company's Articles of Association, the issued capital of the partnership is divided into two groups: Group A and Group B shares.

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

In accordance with Article 6 of our Articles of Association, Group A shares have voting privileges, with each Group A share granting 15 (fifteen) voting rights. Half of the Board of Directors' members are elected by the General Assembly from among the candidates nominated by Group A shareholders. If the number of Board members to be elected is a fractional number, it is rounded down. Group B shares do not have any privileges.

Minority shares are not represented in the management. The cumulative voting method is not included in the Company's Articles of Association.

Our Company avoids any practices that may hinder shareholders from exercising their voting rights and takes maximum care to ensure that minority rights are exercised in compliance with relevant legal regulations.

At General Assembly meetings, individuals with voting rights may exercise their votes personally or appoint a proxy, who may or may not be a shareholder of the Company. A proxy statement template for shareholders unable to attend in person is made available at the Company's headquarters, on the corporate website (www.tumosan.com.tr), on the Public Disclosure Platform (KAP), on the Central Securities Depository's (MKK) e-GKS portal, and in the Turkish Trade Registry Gazette along with the General Assembly meeting invitation notice.

1.5. DIVIDEND RIGHTS

The Company's "Dividend Distribution Policy" was approved at the General Assembly meeting in 2014. It has been publicly disclosed through the Public Disclosure Platform and the company's website.

1.6. TRANSFER OF SHARES

There are no provisions in our Company's Articles of Association that restrict the transfer of shares. Share certificates can be freely transferred in accordance with the Capital Markets Legislation and the provisions of the Turkish Commercial Code.

SECTION II – PUBLIC DISCLOSURE AND TRANSPARENCY

2.1. CORPORATE WEBSITE AND ITS CONTENT

Information specified in the CMB Corporate Governance Principles is available in both Turkish and English on the company's corporate website (www.tumosan.com.tr). The website provides comprehensive details about our company that may be requested by the public.

The corporate website is actively used for public disclosure, and the information contained therein is continuously updated. The information on the company's website is consistent with and/or identical to disclosures made in accordance with relevant regulatory requirements, ensuring there are no contradictory or incomplete details.

The website, which is regularly updated according to developments, includes an "Investor Relations" section that covers the minimum requirements stipulated by the CMB.

2.2. ANNUAL REPORT

The annual report is prepared in accordance with the Capital Markets Board's (CMB) Communiqué on Principles of Financial Reporting in Capital Markets (II-14.1), within the framework of CMB Corporate Governance Principles, and in compliance with the provisions of the "Regulation on Determining the Minimum Content of Companies' Annual Reports," published in the Official Gazette No: 28395 on August 28, 2012.

The annual report is approved by the Board of Directors and disclosed to the public along with the financial statements. It includes information outlined in the Corporate Governance Principles.

Annual reports are published on the Public Disclosure Platform (KAP) and on our website (www.tumosan.com.tr) under the Investor Relations section, titled "Financial Reports."

2.3. SOCIAL RESPONSIBILITY

TÜMOSAN contributes to society through various social responsibility projects.

Community Impact: TÜMOSAN's "Benim Kulübüm Yeşilay Tırı" initiative reached 864 children and young people in earthquake-affected areas in Hatay and Gaziantep.

Innovation Support: Through initiatives such as the "Sen Yeter Ki Yap" project competition, TÜMOSAN aims to support young people and inspire innovative projects.

SECTION III – STAKEHOLDERS

3.1 INFORMING STAKEHOLDERS

As stakeholders, employees, suppliers, customers, and third parties directly involved with the company are subject to equal treatment and communication. All stakeholders are informed about matters concerning them, and the company organizes necessary events, informational meetings, planned activities, and regulatory disclosures to facilitate this process.

In accordance with Capital Markets Board regulations, the company discloses all material events that may affect its operations, along with quarterly financial statements and reports, via the Public Disclosure Platform (KAP) to keep stakeholders informed. Additionally, stakeholders are kept updated on relevant matters through authorized personnel and the company's website.

3.2. STAKEHOLDER PARTICIPATION IN MANAGEMENT

The company implements practices that allow stakeholders to actively express their opinions and contribute to administrative improvements. Meetings aimed at enhancing quality and efficiency are conducted in line with company policies, enabling employees, suppliers, and customers to voice their requests and suggestions.

The company's Articles of Association do not yet grant individual shareholders the right to request the appointment of a special auditor as a personal right. Additionally, no such requests were received by the company during the period.

3.3. HUMAN RESOURCES POLICY

Productivity is the key principle in determining the wages and benefits provided to employees. A safe working environment and conditions have been established, adhering to a policy that respects human rights without discrimination based on race, religion, language, or gender. There have been no complaints from employees regarding discrimination.

Our corporate culture and exceptional employees have been recognized with the Great Place To Work® Certification.

3.4. CUSTOMER AND SUPPLIER RELATIONS

As TMOSAN primarily manufactures engines and tractors for the agriculture sector and defense industry, its customer base is diverse. Across Turkey, the company's main customers include farmers, agricultural cooperatives, and large-scale agricultural enterprises. Customer satisfaction is enhanced through a strong dealer and service network.

In the agriculture sector, customer loyalty is high, while in the defense industry, institutional and long-term relationships are prioritized. TMOSAN adopts a quality-focused approach aimed at strengthening domestic production, ensuring sustainable growth, and maintaining strong customer and supplier relationships.

SECTION IV – BOARD OF DIRECTORS

4.1. STRUCTURE AND COMPOSITION OF THE BOARD OF DIRECTORS

The company's affairs and management are conducted by the Board of Directors, which consists of at least five members elected by the General Assembly from among the shareholders in accordance with the provisions of the Turkish Commercial Code and the Capital Markets Law.

Our Board of Directors consists of six members, including two independent members. Accordingly, one-third of the Board Members are independent members.

Board Members can be elected for a maximum term of three years. Members whose term has expired may be re-elected. In the event of a vacancy for any reason, the Board of Directors shall temporarily appoint a qualified individual who meets the requirements set forth in the Turkish Commercial Code and Capital Markets Regulations, subject to approval by the next General Assembly. If approved, the appointed member completes the term of the former member.

Half of the Board Members are elected by the General Assembly from among the candidates nominated by Group A shareholders.

In compliance with Capital Markets Regulations, the required number and qualifications of independent members are determined in accordance with the Corporate Governance Regulations of the Capital Markets Board (CMB), with a minimum of two independent members on the Board of Directors.

The remuneration of the Board Members is determined by the General Assembly, considering the provisions of the Turkish Commercial Code, Capital Markets Law, relevant regulations, and the Corporate Governance Principles of the Capital Markets Board.

4.2. OPERATING PRINCIPLES OF THE BOARD OF DIRECTORS

The Board of Directors meets as frequently as necessary to effectively fulfill its duties. Each member has one vote in the meetings. The agenda of the Board meetings is determined by the Chairman of the Board.

The meetings are held at the Company's headquarters. However, if deemed appropriate by the Board of Directors, meetings may also be conducted at another location.

The Board of Directors convenes with the majority of its total members. Decisions are made by the majority of attendees. In the event of a tie, the decision on that matter is postponed to the next meeting. If a tie occurs again in the second meeting, the proposal is considered rejected.

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

Votes in the Board of Directors meetings are cast as either acceptance or rejection. Members voting against a decision must state their reason for rejection in writing below the decision and sign it. Members who do not attend the meeting cannot vote in writing or through a proxy.

As of December 31, 2025, the Board of Directors has held 39 meetings, with a 81% attendance rate.

4.3. NUMBER, STRUCTURE, AND INDEPENDENCE OF THE COMMITTEES ESTABLISHED WITHIN THE BOARD OF DIRECTORS

In accordance with the Corporate Governance Principles defined by the Capital Markets Board (CMB) regulations, our company established the Corporate Governance Committee, Audit Committee, and Committee for the Early Detection of Risk within the Board of Directors on June 10, 2013. An update regarding the working principles of the committees was made on July 4, 2023, and disclosed on the Public Disclosure Platform (KAP) (<https://www.kap.org.tr/tr/Bildirim/1165028>). Due to the Board of Directors' structure, a separate Nomination Committee and Remuneration Committee could not be formed; therefore, the Corporate Governance Committee has assumed their responsibilities.

Decisions made through the independent work of the committees are presented as recommendations to the Board of Directors, with the final decisions being made by the Board.

The committee chairpersons and the entire Audit Committee consist of independent Board Members. Each committee comprises at least two members.

The Board of Directors Committees and the Board Members serving on these committees as of December 31, 2025, are as follows:

Board of Directors Committee	Member	Position
AUDIT COMMITTEE	Aygün Karakaş	Chairman
	İsmail Yüksek	Member
CORPORATE GOVERNANCE COMMITTEE	İsmail Yüksek	Chairman
	Mesut Muhammet Albayrak	Member
	Özge Cantürk	Member (Investor Relations Manager)

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

EARLY DETECTION OF RISK COMMITTEE	Mesut Muhammet Albayrak	Chairman
	İsmail Yüksek	Member

Audit Committee

The Audit Committee oversees the company's accounting system, the public disclosure of financial information, independent auditing, and the operation and effectiveness of the internal control system.

The Audit Committee determines the independent audit firm to be engaged by the company and the services to be obtained from these firms, submitting its decisions to the Board of Directors for approval. The selection of the independent audit firm, the preparation of independent audit agreements, the initiation of the independent audit process, and the monitoring of the audit firm's activities at every stage are carried out under the supervision of the Audit Committee.

The Audit Committee oversees the system established to review and resolve complaints regarding the company's accounting, reporting, and internal control systems as well as independent audit processes. It also ensures that employee reports on accounting, reporting, internal control, and independent auditing matters are evaluated confidentially.

The Audit Committee reviews the annual and interim financial statements to be disclosed to the public by obtaining the opinions of company executives and independent auditors regarding compliance with accounting principles, accuracy, and fairness. The committee then submits its own assessment in writing to the Board of Directors.

The Audit Committee consists of at least two members, with the chairperson and members selected from among the Independent Board Members.

The committee convenes at least four times a year, at intervals of no more than three months, and the meeting results are recorded and submitted to the Board of Directors.

The Audit Committee submits its findings and recommendations within its scope of duties and responsibilities to the Board of Directors through a written report.

During the period 01.01.2025 – 31.12.2025, the Audit Committee held 6 meetings, and the recommendations made as a result of these meetings were adopted by the Board of Directors.

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

Detailed information regarding the duties and responsibilities, structure, membership criteria, meetings, and implementation of the committee can be found under the corporate governance section of our corporate website (www.tumosan.com.tr).

Corporate Governance Committee

The Corporate Governance Committee assesses the extent to which corporate governance principles are implemented within the company. If any principles are not applied, the committee examines the reasons for non-compliance and identifies potential conflicts of interest arising from partial adherence to these principles. It also provides recommendations to the Board of Directors for improving corporate governance practices.

Due to the Board of Directors' structure, the Nomination Committee and the Remuneration Committee, as stipulated in the Corporate Governance Principles, have not been separately established. Instead, their functions have been undertaken by the Corporate Governance Committee. The committee consists of at least three members, including two members of the Board of Directors and the Head of the Investor Relations Department.

According to the Capital Markets Board (CMB) Corporate Governance Communiqué (II-17.1), it is mandatory for the head of the Investor Relations Department to also be a member of the Corporate Governance Committee. In line with the company's corporate governance compliance process, our company has appointed the head of the Investor Relations Department as a member of the Corporate Governance Committee.

The committee convenes as frequently as required to fulfill its responsibilities.

During the period 01.01.2025 – 31.12.2025, the Corporate Governance Committee held 3 meetings, and the recommendations made as a result of these meetings were adopted by the Board of Directors.

Detailed information regarding the purpose, structure, meetings, duties, responsibilities, and implementation of the committee can be found under the corporate governance section of our corporate website (www.tumosan.com.tr).

Committee for the Early Detection of Risk

The Committee for the Early Detection of Risk provides recommendations and suggestions to the Board of Directors regarding the assessment of existing and potential strategic, operational, financial, and legal risks that could endanger the company's existence, growth, and continuity.

BOARD OF DIRECTORS' ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2025

It also ensures that these risks are managed in accordance with the company's corporate risk-taking profile, properly reported, addressed with necessary measures, considered in decision-making processes, and integrated into effective internal control systems.

The committee consists of at least two members, with the majority being non-executive Board Members. The CEO/General Manager cannot serve on the committee.

The committee evaluates the situation in reports submitted to the Board of Directors every two months. Meeting results are recorded, and the decisions taken are presented to the Board of Directors.

During the period 01.01.2025 – 31.12.2025, the Committee for the Early Detection of Risk held 6 meetings, and the Board of Directors adopted the recommendations made as a result of these meetings.

Detailed information about the purpose, structure, meetings, duties, responsibilities, and implementation of the committee can be found under the corporate governance section of our corporate website (www.tumosan.com.tr).

4.4. STRATEGIC GOALS OF THE COMPANY

Our company has established and published its mission, vision, and values, which are regularly revised and updated in line with developments. These have been determined by the senior management with the knowledge of the Board of Directors and are available on our corporate website.

In accordance with the Company's Articles of Association, the Board of Directors holds periodic meetings to monitor the company's goals and activities, including past performance evaluations. During these meetings, the company's current status is reviewed, and if necessary, new goals and strategies are developed based on prevailing conditions. The Board of Directors ensures that company activities comply with legislation, the Articles of Association, internal regulations, and established policies.

4.5. FINANCIAL RIGHTS

The principles regarding the remuneration of Board Members and executives with administrative responsibilities have been documented in writing. In the 2024 General Assembly, these principles were presented to the shareholders as a separate agenda item, allowing them to express their opinions on the matter. The remuneration policy prepared for this purpose is available on the company's corporate website.

Special attention is given to ensuring that the remuneration of Independent Board Members is at a level that preserves their independence.

9. EVALUATION OF COMPLIANCE WITH THE SUSTAINABILITY PRINCIPLES FRAMEWORK

The Sustainability Principles Compliance Framework set forth by the Capital Markets Board (CMB) includes fundamental principles that publicly traded companies are expected to disclose while carrying out their Environmental, Social, and Corporate Governance (ESG) initiatives.

Our company closely follows best practices in the field of sustainability, including those outlined in the CMB Sustainability Principles Compliance Framework, and conducts its activities with the aim of aligning with globally recognized best practices in this area.

Our company's 2024 Sustainability Report, prepared in accordance with the Turkish Sustainability Reporting Standards (TSRS) as regulated by the Public Oversight, Accounting and Auditing Standards Authority (KGK), has been subject to mandatory sustainability assurance audit.

The 2024 Sustainability Report of our company has been published on our corporate website. The report can be accessed via the following link:

<https://www.tumosan.com.tr/uploads/2025/10/tumosan-2024-tsrs-uyumlu-surdurulebilirlik-raporu-20251013.pdf>



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