OTOKAR OTOMOTİV VE SAVUNMA SANAYİ A.Ş.

1 JANUARY - 30 JUNE 2026

INTERIM REPORT AND COMPLIANCE OPINION

(TRANSLATION OF INTERIM REPORT ORIGINALLY ISSUED IN TURKISH)

OTOKAR OTOMOTİV VE SAVUNMA SANAYİ A.Ş.
01.01.2026 - 30.06.2026 INTERIM PERIOD

INTERIM REPORT

The consolidated financial statements of our company, containing the first six months of 2026 activities and the results thereof, prepared in incompliance with Turkish Financial Reporting Standards (TFRS) and formats determined by the Capital Markets Board (CMB) in accordance with the CMB's "Communiqué on Principles of Financial Reporting in Capital Markets" ("Communiqué") II.14.1, and pursuant to the resolution dated 28.12.2023 on the implementation of inflation accounting, are presented to our shareholders and the public.

The members of the Board of Directors appointed at the Ordinary General Assembly Meeting on 10.03.2026 and served the Board during the reporting period are shown below.

BOARD OF DIRECTORS :

Name & Last name	Title
Yıldırım Ali KOÇ	Chairperson
Selin Ayla ÜNVER	Vice Chairperson
Levent ÇAKIROĞLU	Member
Haydar YENİGÜN	Member
İbrahim Aykut ÖZÜNER	Member
Ahmet Serdar GÖRGÜÇ	Member
Fatma Füsun AKKAL BOZOK	Independent Member
Kamil Ömer BOZER	Independent Member
Ahmet TURUL	Independent Member

Our Board of Directors started to serve on March 10, 2026 and will be serving until the Ordinary General Assembly Meeting in order to audit 2026 accounts.

Provisions on the Members of the Board of Directors are outlined in Articles 11, 12 and 13 of the Company's Articles of Association and the Turkish Commercial Code provisions.

Following are the committees established under the provisions of the Corporate Governance Communiqué of the Capital Markets Board of Turkey and the information on the board members involved in these committees:

Committee	Chairman	Member
Audit Committee	Fatma Füsun AKKAL BOZOK	Haydar YENİGÜN
Risk Management Committee	Kamil Ömer BOZER	Fatma Füsun AKKAL BOZOK
Corporate Governance Committee	Ahmet TURUL	Levent ÇAKIROĞLU Başak TEKİN ÖZDEN

Working principles of the committees are available on the Company's website.

Partnership and Capital Structure

As of June 30, 2026, our Company's registered capital ceiling is TL 3 billion, and the issued capital is TL 120 million.

Following is a list showing shareholders with more than 10% of the Company capital, their shares, and their ratio in our capital:

Shareholder Title	Share Amount (TL)	Share %
Koç Holding A.Ş.(*)	56.850.123	47,38
Ünver Holding A.Ş.	29.774.719	24,81
Other(*)	33.375.158	27,81
Total	**120.000.000**	**100,00**

The parent company Koç Holding A.Ş. is controlled by Koç Family and the companies owned by Koç Family. Shareholder, Ünver Holding A.Ş., is controlled by Ünver Family. The balance representing 27.81% of our capital consists of shares with a nominal value of TL 33.375.158, other shareholders and publicly held shares.

In accordance with our material disclosure dated 30/07/2026, it has been publicly announced that the Board of Directors resolved on 30/07/2026 to increase the issued capital from 120,000,000 TL to 124,800,000 TL within the registered capital ceiling of 3,000,000,000 TL via a capital increase through “private placement” by completely restricting the pre-emptive rights of existing shareholders, and to sell all 480,000,000 shares with a total nominal value of 4,800,000 TL to be issued in this context to Koç Holding A.Ş., and that the necessary application has been submitted to the Capital Markets Board.

Information related to subsidiaries and participations of the Company subject to consolidation is as follows:

Subsidiaries	Country	Nature of operation	Area of activity
Otokar Europe SAS	France	Sales and Marketing	Automotive
Otokar Land Systems Limited	United Arab Emirates	Sales and Marketing	Automotive and Defense Industry
Otokar Europe Filiala Bucuresti S.R.L.	Romania	Sales and Marketing	Automotive
Otokar Central Asia Limited	Kazakhstan	Sales and Marketing	Automotive and Defense Industry
Otokar Italia S.R.L.	Italy	Sales and Marketing	Automotive
Otokar Land Systems SRL	Romania	Production Sales and Marketing	Automotive and Defense Industry
Automecanica SA	Romania	Production Sales and Marketing	Automotive and Defense Industry
Sisteme de Aparare Romania (SAROM) SRL	Romania	Production Sales and Marketing	Automotive and Defense Industry

Participation	Country	Nature of operation	Area of activity
Al Jasoor Heavy Vehicle Industry LLC	United Arab Emirates	Sales and Marketing	Automotive and Defense Industry

As of June 3, 2026, 96.77% of the share capital and voting rights of Automecanica S.A. were acquired, and the company became a direct subsidiary of Otokar, in order to directly carry out the activities within the scope of Romania's 4x4 tactical wheeled light armored vehicle procurement tender through Automecanica, which possesses the necessary infrastructure, production facilities, and licenses in Romania.

With this acquisition marking a significant step aligned with Otokar's international growth targets, production at the facility in Mediaș, Romania, has been carried out under Otokar as of this date, and the vehicles started to be delivered to the final customer within July.

Dividends Distributed in the Last Three Years and their Ratios:
Otokar distributed cash dividends through its issued capital based on the following ratios:

Period	%
2023	600.00
2024	-
2025	-

Our shareholders can access the Company's corporate and financial data under the section "Investor Relations" on the website www.otokar.com

AUTOMOTIVE INDUSTRY AND OTOKAR

Otokar manufactures microbus, small buses and buses in the field of public transportation, light trucks for the transport and logistics sector, wheeled armored and tracked armored vehicles for the defense industry. In addition, it started selling Foton Tunland brand Pick-Up type vehicles in the last quarter of 2024. Otokar, a global company with 100% Turkish capital, is present in the automotive and defense industries with its products whose intellectual property rights belong to itself.

Long-term strategic partnerships established with leading global manufacturers confirm Otokar's engineering capability, manufacturing flexibility, global quality standards, and position as a trusted business partner on an international scale. These partnerships also serve as important references supporting our company's global competitiveness, technological transformation, and sustainable growth strategy.

Since 2013, the strategic partnership carried out with Foton has strengthened Otokar's product range in the light commercial vehicle segment, while supporting its access to the global supply chain, its ability to benefit from economies of scale, and its capability to deliver products to the market rapidly. This partnership reinforces our company's vision of offering competitive and sustainable solutions to changing customer needs. Under the Foton license, light truck production from 9 tons to 15 tons is carried out under the Atlas brand. In 2024, we carried our ongoing partnership with Foton in the truck field of over 10 years to a new segment. We added Foton Tunland pick-ups to our product family.

The production agreement signed with Iveco Bus in 2020 is one of the important indicators of Otokar's capability to perform scalable and competitive production at high quality standards for international brands. This partnership supports our company's manufacturing flexibility, operational capability, and trusted position in the global automotive ecosystem.

By successfully applying Daimler Buses' global quality, process, and production standards, Otokar has reached the position of a trusted business partner on an international scale. This newly starting partnership demonstrates Otokar's high quality approach, operational excellence, scalable production capability, and strong global reputation.

Otokar owes its growth to the products of its own design and intellectual property rights, developed through engineering and research development capabilities. Defining its strategies as growing through international operations in the defense and commercial industries increasing the share of exports in its turnover expanding on the backdrop of new models, Otokar carries on activities to reach these targets.

AUTOMOTIVE INDUSTRY - MARKET – SALES - PRODUCTION

It is possible to summarize the industry-specific developments in the first six months of 2026 in line with the OSD (Automotive Manufacturers Association) data as follows:

Category	Indicator	2026 (Jan-June)	Change (Yearly)	Explanation
Total Production	Unit	663.397	-6%	Total vehicle production decreased.
Automobile Production	Unit	368.480	-16%	Automobile production decreased.
Total Vehicle Market	Unit	577.583	-8%	The total vehicle market contracted.
Automobile Market	Unit	440.234	-10%	Automobile sales contracted.

Production developments by vehicle group in the first six months of 2026 compared to the previous year are as follows:

Category	Sub Segment	Indicator	2026 (Jan-June)	Change (Yearly)
Light Commercial Vehicles	Minibus	Unit	48.399	-7%
Light Commercial Vehicles	Midibus	Unit	2.771	19%
Light Commercial Vehicles	Pickup	Unit	219.268	15%
Heavy Commercial Vehicles	Bus	Unit	6.268	9%
Heavy Commercial Vehicles	Truck	Unit	17.851	7%

The imported light commercial vehicle sales recorded 6% year-on-year decrease in the first six months of 2026, while the domestic light commercial vehicle sales decrease by 16%.

The light commercial vehicle (minibus + pickup) imports had 77% market share in this period.

OTOKAR PRODUCTION AND SALES

Our Company's production and sales figures by product type are presented below in comparison to the figures of the previous year. Sales of Foton Tunland brand pickup type vehicles started in the last quarter of 2024. These vehicles are not produced by our company, they are imported and sold.

	2026 6M		2025 6M		Change (Units)		Change %	
	Production	Sales	Production	Sales	Production	Sales	Production	Sales
Microbus	84	75	86	66	(2)	9	(2)	14
Small Bus	1.104	854	949	893	154	(39)	16	(4)
Bus	840	788	836	813	5	(25)	1	(3)
Armored Vehicles	9	87	130	105	(121)	(18)	(93)	(17)
Truck	698	717	696	648	2	69	0	11
Pickup	-	1,062	-	905	-	157	-	17
TOTAL	**2.735**	**3.583**	**2.697**	**3.430**	**38**	**153**	**1**	**4**

According to our consolidated financial statements prepared in line with the relevant legislation, Our Company's first six months of 2026 revenue decrease by 19% compared to same period of last year.

The distribution of revenues in terms of domestic and international sales, and in comparison, to the previous year, is as follows:

	2026 (January-June) (Thousand TL)	2025 (January-June) (Thousand TL)	Change %
Domestic Sales	10.098.931	10.349.077	(2)
Export Sales	11.070.958	15.859.061	(30)
TOTAL	**21.169.889**	**26.208.138**	**(19)**

Our export total sales amounted to USD 237.803 thousand in the first six months of 2026 (USD 213.720 thousand in the first six months of 2025) accounting for 52% of the total turnover (2025 6M: 60%).

In the first six months of 2026, our capacity utilization was 63%. (2025 6M: 52%)

The distribution of our turnover by product group is given below;

	1 January- 30 June 2026	1 January-30 June 2025
Commercial vehicles	17.088.829	17.742.003
Military Vehicles	1.255.191	5.242.234
Other Sales (*)	2.825.869	3.223.900
Total	**21.169.889**	**26.208.137**

(*) Consists of spare parts, service and other sales revenues.

In the first six months of 2026, commercial vehicle sales accounted for 81% of total revenue (2025 6M: 68%), while military vehicle sales declined to 6% (2025 6M: 20%). Other sales revenues accounted for 13% of total revenue (2025 6M: 12%).

INVESTMENTS

Our company continues its R&D investments in 2026 with the aim of achieving the targeted rapid growth with vehicles whose intellectual property rights belong to Otokar, and to be a pioneer in the field of research and development activities.

As of the first six months of 2026, our company has realized approximately 40 million USD in investment expenditures in the fields of production, productivity, and modernization, including capitalized R&D expenses.

CORPORATE INFORMATION

The names and positions of the Senior Executives of our Company in 2026 are listed below:

Name & Last name	**Title**
İbrahim Aykut ÖZÜNER	General Manager
Başak TEKİN ÖZDEN	Assistant General Manager- Finance
Uğur Sedef VEHBİ	Assistant General Manager- Military Vehicles
Mustafa Kerem ERMAN	Assistant General Manager- Commercial Vehicles
Onur VURAL	Assistant General Manager- Operations

The number of end-of-period and average personnel employed within the Group is as follows:

	End of the period		**Average**	
	30.06.2026	**31.12.2025**	**30.06.2026**	**31.12.2025**
Office Employee	961	903	925	928
Permanent Field Employee	2.891	2.730	2.734	2.773
Total	**3.852**	**3.633**	**3.659**	**3.702**
Temporary Field Employee	231	26	125	176
Total	**4.083**	**3.659**	**3.784**	**3.878**

No disputes and workers' movements were observed during the period.

Our Company is subject to the Collective Labor Agreement signed between the Turkish Metal Workers Union and MESS (Turkish Employers' Association of Metal Industries) on January 22, 2026, and which came into force as of September 1, 2025.

Our Company has agreed to comply with the Principles of Corporate Governance issued by the Capital Markets Board, and to undertake the necessary amendments in line with changing conditions. Otokar has been rated by SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş. in accordance with CMB's (Capital Markets Board) Communiqué on "The Principles Regarding Rating Activity in Capital Markets and Rating Agencies", and pertaining to rating the compliance of corporations listed on the BIST, with the Principles of Corporate Governance. The "Corporate Governance Rating Report" can be found at www.otokar.com.tr/en

Our Company's Corporate Governance Rating rose from 96.93 (9.69) in 2025 to 96.97 (9.70) in 2026.

Otokar has been listed in the BIST Sustainability Index, which includes companies with the highest corporate sustainability performance since 2014, with their work in the field of sustainability. Otokar shares with its stakeholders the information, performance results and related targets of the activities it carries out in the fields of environmental, social and corporate governance through its Sustainability Index.

2025 TSRS Compliant Sustainability Report and 2025 Otokar Sustainability Report is available on the corporate website https://www.otokar.com.tr/en

FINANCIAL RESULTS

The company presents to the public its 2026 first six months consolidated financial statements, prepared in in compliance with Turkish Financial Reporting Standards (TFRS) and formats determined by the Capital Markets Board (CMB) in accordance with the CMB's "Communiqué on Principles of Financial Reporting in Capital Markets" ("Communiqué") II.14.1, and pursuant to the resolution dated 28.12.2023 on the implementation of inflation accounting.

The financial tables, notes, and ratios showing the results of our activities in the first six months of 2026 are also presented for your information.

The consolidated revenues of our company as of June 30, 2026 totaled 21.169.889 thousand TL while gross profit totaled 1.887.934 thousand TL. Total sales revenues decreased by 19% compared to the same period last year, while gross profit decreased by 67%.

Pursuant to CMB regulations and according to the consolidated financial statements prepared in accordance with the Turkish Financial Reporting Standards and the resolution dated 28.12.2023 on the implementation of inflation accounting, the company has posted a loss of 4.381.203 thousand TL before tax, and a net period loss of 4.493.317 thousand TL in the first six months of 2026 (424.687 thousand TL pre-tax loss, 104.550 thousand TL net loss in the first six months of 2025).

FINANCIAL RATIOS

As of June 30, 2026 our Company presents to the public consolidated condensed financial statements on our company website (www.otokar.com.tr/en) and KAP (Public Disclosure Platform). Our Company's financial and profitability ratios are presented below in comparison to the figures of the previous year:

	30.06.2026	**31.12.2025**
Liquidity Ratios		
1- Current Ratio **(**Current Assets / Short Term Liabilities**)**	1,23	1,04
2- Liquidity Ratio **(**(Current Assets-Inventories) / (Short Term Liabilities)**)**	0,66	0,65
Financial Leverage Ratios		
1- Total Debt to Total Assets Ratio **(**(Short Term Liabilities+Long Term Liabilities / Total Assets)**)**	0,93	0,87
2- Equity / Total Debt Equity **(**Equity / (Short Term Liabilities+Long Term Liabilities)**)**	0,08	0,15
Profitability Ratios		
1- Return on Assets **(**Pre-Tax Profit / Total Assests**)**	(0,06)	(0,03)
2- Return on Equity **(**Net Profit / Equity**)**	(0,81)	(0,17)

İstanbul, 31 July 2026