

CONVENIENCE TRANSLATION INTO ENGLISH OF  
INTERIM CONDENSED CONSOLIDATED FINANCIAL  
STATEMENTS ORIGINALLY ISSUED IN TURKISH

**OTOKAR OTOMOTİV VE SAVUNMA  
SANAYİ ANONİM ŞİRKETİ**

INTERIM CONDENSED CONSOLIDATED  
FINANCIAL STATEMENTS AND EXPLANATORY  
NOTES FOR THE PERIOD 1 JANUARY - 31  
MARCH 2025

**CONVENIENCE TRANSLATION INTO ENGLISH OF INTERIM CONDENSED  
CONSOLIDATED FINANCIAL STATEMENTS ORIGINALLY ISSUED IN TURKISH**

**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENT  
FOR THE PERIOD 1 JANUARY - 31 MARCH 2025**

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**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
AS OF 31 MARCH 2025 AND 31 DECEMBER 2024**

(Amounts expressed in thousands of Turkish Lira ("TL") in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

		<b>(Unaudited)</b>	<b>(Audited)</b>
	<b>Notes</b>	<b>31 March 2025</b>	<b>31 December 2024</b>
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	6,072,495	1,619,443
Trade receivables	9	8,840,772	15,853,667
<i>Due from related parties</i>	23	3,203,882	4,591,989
<i>Due from third parties</i>	9	5,636,890	11,261,678
Other receivables		5,720	5,383
Inventories	10	18,029,842	15,040,812
Prepaid expenses	14	460,652	374,689
Other current assets	14	598,368	460,434
<b>Total current assets</b>		<b>34,007,849</b>	<b>33,354,428</b>
<b>Non-current assets</b>			
Trade receivables	9	798,232	825,941
Other receivables		7,798	16,231
Investments accounted by equity method	5	70,634	80,454
Financial investment	7	77,105	81,802
Property, plant and equipment	11	5,691,864	5,722,864
Right of use assets	11	59,624	70,471
Intangible assets	12	7,693,650	7,453,253
Goodwill		17,708	17,591
Other intangible assets	12	7,675,942	7,435,662
Deferred tax assets	21	1,474,478	1,200,630
Prepaid expenses	14	49,146	25,094
<b>Total non-current assets</b>		<b>15,922,531</b>	<b>15,476,740</b>
<b>Total assets</b>		<b>49,930,380</b>	<b>48,831,168</b>

The accompanying notes form an integral part of these interim condensed consolidated financial statements.

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CONSOLIDATED FINANCIAL STATEMENTS ORIGINALLY ISSUED IN TURKISH**

**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
AS OF 31 MARCH 2025 AND 31 DECEMBER 2024**

(Amounts expressed in thousands of Turkish Lira ("TL") in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

		(Unaudited)	(Audited)
	Notes	31 March 2025	31 December 2024
<b>Liabilities</b>			
<b>Current liabilities</b>			
Short-term borrowings	6	6,568,547	7,565,491
<i>Bank loans</i>	6	6,498,222	7,494,421
<i>Lease liabilities</i>	6	70,325	71,070
Short-term portion of long-term borrowings	6	6,313,806	2,683,201
<i>Bank loans</i>	6	5,208,380	925,972
<i>Issued debt instruments</i>	6	1,105,426	1,757,229
Trade payables	9	5,479,417	7,508,660
<i>Due to related parties</i>	23	383,572	510,200
<i>Due to other parties</i>	9	5,095,845	6,998,460
Derivative financial instruments	8	-	8,435
Employee benefit obligations	14	440,475	735,547
Other payables		156,301	37,553
Liabilities from customer contracts	14	12,262,998	5,144,372
Government incentives		6,190	4,975
Short-term provisions	13	1,869,942	1,834,000
<i>Provisions for employee benefits</i>	13	171,781	154,365
<i>Other provisions</i>	13	1,698,161	1,679,635
Other current liabilities	14	81,008	99,285
<b>Total current liabilities</b>		<b>33,178,684</b>	<b>25,621,519</b>
<b>Non-current liabilities</b>			
Long-term borrowings	6	7,368,349	13,156,432
<i>Bank loans</i>	6	7,258,354	13,045,272
<i>Lease liabilities</i>	6	109,995	111,160
Government incentives		24,913	22,728
Long-term provisions	13	444,128	463,025
<i>Provisions for employee benefits</i>	13	444,128	463,025
Liabilities from customer contracts	14	494,874	555,275
<b>Total non-current liabilities</b>		<b>8,332,264</b>	<b>14,197,460</b>
<b>Total liabilities</b>		<b>41,510,948</b>	<b>39,818,979</b>
<b>Equity</b>			
Paid-in share capital	15	120,000	120,000
Inflation adjustment on share capital	15	1,969,768	1,969,768
Restricted reserves	15	1,616,388	1,616,388
Accumulated other comprehensive income (expense) that will not be reclassified to statement of profit (loss)		(690,948)	(694,160)
<i>Defined benefit plans remeasurement gains (losses)</i>		(690,948)	(694,160)
Accumulated other comprehensive income (expense) that will be reclassified to statement of profit (loss)		(996,506)	(863,872)
<i>Currency translation differences</i>		(996,506)	(863,872)
Retained earnings or losses		6,864,065	10,280,884
Net profit or loss for the period		(463,335)	(3,416,819)
<b>Total equity</b>		<b>8,419,432</b>	<b>9,012,189</b>
<b>Total liabilities and equity</b>		<b>49,930,380</b>	<b>48,831,168</b>

The accompanying notes form an integral part of these interim condensed consolidated financial statements.

**CONVENIENCE TRANSLATION INTO ENGLISH OF INTERIM CONDENSED  
CONSOLIDATED FINANCIAL STATEMENTS ORIGINALLY ISSUED IN TURKISH**

**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND  
OTHER COMPREHENSIVE INCOME AS OF 31 MARCH 2025 AND 2024**

(Amounts expressed in thousands of Turkish Lira ("TL") in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

		(Unaudited)	(Unaudited)
	Notes	1 January - 31 March 2025	1 January - 31 March 2024
Revenue	16	7,959,654	6,761,449
Cost of sales (-)	16	(6,794,877)	(5,914,254)
<b>GROSS PROFIT (LOSS)</b>		<b>1,164,777</b>	<b>847,195</b>
Marketing expenses (-)	17	(1,053,922)	(1,126,274)
General administrative expenses (-)	17	(462,979)	(626,816)
Research and development expenses (-)	17	(287,341)	(309,050)
Other operating income	18	985,380	1,318,354
Other operating expenses (-)	18	(620,105)	(599,532)
<b>OPERATING PROFIT (LOSS)</b>		<b>(274,190)</b>	<b>(496,123)</b>
Income from investing activities		-	997
Profit (loss) from investments accounted by equity method	5	(7,584)	(24,573)
<b>OPERATING INCOME (EXPENSE) BEFORE FINANCIAL INCOME (EXPENSE)</b>		<b>(281,774)</b>	<b>(519,699)</b>
Financial income	19	163,257	468,967
Financial expense (-)	20	(2,274,825)	(1,980,582)
Monetary gain (loss)	26	1,655,088	1,158,003
<b>PROFIT (LOSS) BEFORE TAXATION FROM CONTINUING OPERATIONS</b>		<b>(738,254)</b>	<b>(873,311)</b>
<b>Income (expense) tax from continuing operations</b>			
Deferred tax income (expense)	21	274,919	296,974
<b>PROFIT (LOSS) FOR THE PERIOD</b>			
<b>Items that will not be reclassified to profit or loss</b>			
Defined benefit plans remeasurement gains (losses)	13	4,283	(100,002)
Defined benefit plans remeasurement gains (losses) tax effect		(1,071)	25,001
	21		
<b>Items that will be reclassified to profit or loss</b>			
Currency translation differences of investments accounted by equity method		(2,236)	10,173
Currency translation differences		(130,398)	138,490
<b>Other comprehensive income (expense)</b>		<b>(129,422)</b>	<b>73,662</b>
<b>TOTAL COMPREHENSIVE INCOME (EXPENSE)</b>		<b>(592,757)</b>	<b>(502,675)</b>
<b>Earnings (losses) per share (Kr)</b>	22	<b>(3,861)</b>	<b>(4,803)</b>

The accompanying notes form an integral part of these interim condensed consolidated financial statements.

CONVENIENCE TRANSLATION INTO ENGLISH OF INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
ORIGINALLY ISSUED IN TURKISH

OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY  
FOR THE PERIODS ENDED 31 MARCH 2025 AND 2024

(Amounts expressed in thousands of Turkish Lira ("TL") in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

					Accumulated other comprehensive income (expense) that will not be reclassified to statement of profit (loss)	Accumulated other comprehensive income (expense) that will be reclassified to statement of profit (loss)			
		Paid-in share capital	Inflation adjustment on share capital	Restricted reserve	Remeasurement losses on defined benefit plans	Currency translation differences	Retained earnings	Net profit for the period	Total equity
<b>01 January 2024</b>	<b>Beginning of the period</b>	<b>120,000</b>	<b>1,969,768</b>	<b>1,517,782</b>	<b>(531,419)</b>	<b>(1,255,669)</b>	<b>8,246,601</b>	<b>3,127,234</b>	<b>13,194,297</b>
	Transfers	-	-	98,606	-	-	3,028,628	(3,127,234)	-
	Dividends paid	-	-	-	-	-	(994,348)		(994,348)
	Total comprehensive income	-	-	-	(75,001)	148,663	-	(576,334)	(502,672)
<b>31 March 2024</b>	<b>Closing balances</b>	<b>120,000</b>	<b>1,969,768</b>	<b>1,616,388</b>	<b>(606,420)</b>	<b>(1,107,006)</b>	<b>10,280,881</b>	<b>(576,334)</b>	<b>11,697,277</b>
<b>01 January 2025</b>	<b>Beginning of the period</b>	<b>120,000</b>	<b>1,969,768</b>	<b>1,616,388</b>	<b>(694,160)</b>	<b>(863,872)</b>	<b>10,280,884</b>	<b>(3,416,819)</b>	<b>9,012,189</b>
	Transfers	-	-	-	-	-	(3,416,819)	3,416,819	-
	Dividends paid	-	-	-	3,212	(132,634)	-	(463,335)	(592,757)
	Total comprehensive income								
<b>31 March 2025</b>	<b>Closing balances</b>	<b>120,000</b>	<b>1,969,768</b>	<b>1,616,388</b>	<b>(690,948)</b>	<b>(996,506)</b>	<b>6,864,065</b>	<b>(463,335)</b>	<b>8,419,432</b>

The accompanying notes form an integral part of these interim condensed consolidated financial statements.

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**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS  
FOR THE PERIODS ENDED 31 MARCH 2025 AND 2024**

(Amounts expressed in thousands of Turkish Lira ("TL") in terms of the purchasing power of the TL at 31 March 2024, unless otherwise indicated.)

		(Unaudited)	(Unaudited)
	Notes	1 January – 31 March 2025	1 January – 31 March 2024
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		<b>8,558,710</b>	<b>(1,732,385)</b>
Net profit/ (loss) for the period		(463,335)	(576,337)
<b>Adjustments to reconcile net profit/ (loss)</b>		<b>1,533,479</b>	<b>2,158,630</b>
<b>Adjustments for depreciation and amortization</b>	11,12	<b>437,313</b>	<b>399,533</b>
<b>Adjustments in relation to impairment</b>		<b>158,233</b>	<b>76,887</b>
- Provision for inventories	10	158,233	76,887
<b>Adjustments in relation to provision</b>		<b>426,247</b>	<b>(161,793)</b>
- Provision for employee benefits	13	73,534	107,882
- Provision for warranty expenses	13	251,947	260,878
- Adjustments for other provisions		100,766	(530,553)
<b>Adjustments in relation to interest income and expenses</b>		<b>1,647,945</b>	<b>1,168,175</b>
- Adjustment in relation to interest income	19	(64,564)	(433,074)
- Adjustment in relation to interest expense	20	1,712,509	1,601,249
<b>Adjustments in relation to unrealised foreign exchange gains and losses</b>	6	<b>521,989</b>	<b>317,121</b>
<b>Adjustments in relation to fair value losses (gains)</b>		<b>6,797</b>	<b>41,286</b>
Fair value losses/(gains) on financial assets		4,697	4,128
Fair value losses/(gains) on financial derivative instruments		2,100	37,158
<b>Adjustments for undistributed profits of investments accounted by equity method</b>		<b>7,584</b>	<b>24,573</b>
- Adjustments for undistributed profits of joint ventures	5	7,584	24,573
<b>Adjustment on tax (income)/ expense</b>		<b>(274,919)</b>	<b>(296,974)</b>
<b>Adjustments in relation to losses (gains) on sales of property, plant and equipment</b>		<b>-</b>	<b>(997)</b>
- Losses (gains) on sale of property, plant and equipment		-	(997)
- Monetary(gain)/losses		(1,397,710)	590,819
<b>Changes in net working capital</b>		<b>7,759,352</b>	<b>(3,028,456)</b>
<b>Decrease/(increase) in trade receivables</b>		<b>5,538,508</b>	<b>465,354</b>
<b>Decrease/(increase) in inventories</b>		<b>(3,147,263)</b>	<b>(3,923,585)</b>
<b>Increase/(decrease) in trade payables</b>		<b>(1,342,749)</b>	<b>(187,939)</b>
<b>Increase/(decrease) in other working capital</b>		<b>6,710,856</b>	<b>617,714</b>
- Decrease/(increase) in other assets related to activities		(283,924)	851,799
- Increase/(decrease) in other liabilities related to activities		6,994,780	(234,085)
<b>Cash flows from operations</b>		<b>8,829,496</b>	<b>(1,446,163)</b>
<b>Payments in relation to employee benefits</b>	13	<b>(11,417)</b>	<b>(26,992)</b>
<b>Payments in relation to other provisions</b>	13	<b>(249,606)</b>	<b>(236,214)</b>
<b>Other cash collections/(payments)</b>		<b>(9,763)</b>	<b>(23,016)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(516,828)</b>	<b>(328,519)</b>
<b>Cash outflows for the acquisition of shares of other businesses or funds or debt instruments</b>		<b>-</b>	<b>(4,277)</b>
<b>Proceeds from sale of property, plant and equipment and intangible assets</b>		<b>-</b>	<b>997</b>
- Proceeds from sale of property, plant and equipment		-	997
<b>Cash outflows due to purchase of property, plant and equipment and intangible assets</b>		<b>(581,595)</b>	<b>(690,470)</b>
- Cash outflows due to purchase of property, plant and equipment	11	(111,798)	(57,628)
- Cash outflows due to purchase of intangible assets	12	(469,797)	(632,842)
<b>Interest received</b>		<b>64,767</b>	<b>365,231</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(3,283,435)</b>	<b>(1,885,335)</b>
<b>Cash inflow from to borrowings</b>		<b>3,352,057</b>	<b>10,170,335</b>
- Proceeds from bank borrowings	6	3,352,057	10,170,335
<b>Cash outflow due to repayment of borrowings</b>		<b>(5,664,335)</b>	<b>(10,430,544)</b>
- Repayments of borrowings	6	(5,664,335)	(10,430,544)
<b>Cash outflows on debt payments from leasing agreements</b>	6	<b>(22,818)</b>	<b>(23,877)</b>
<b>Interest paid</b>		<b>(948,339)</b>	<b>(1,601,249)</b>
<b>NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS BEFORE THE EFFECT OF CURRENCY TRANSLATION DIFFERENCES</b>		<b>4,610,386</b>	<b>(5,368,315)</b>
<b>Effect of currency translation difference on cash and cash equivalents</b>		<b>(157,131)</b>	<b>-</b>
<b>EFFECT OF MONETARY LOSS AND GAIN ON CASH AND CASH EQUIVALENTS</b>		<b>(148,061)</b>	<b>(1,422,076)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>4,453,255</b>	<b>(5,368,315)</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>	4	<b>1,618,855</b>	<b>10,761,428</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	4	<b>6,072,110</b>	<b>5,393,113</b>

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**NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 MARCH 2025**

(Amounts expressed in thousands of Turkish Lira (“TL”) in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

**NOTE 1 - GROUP’S ORGANIZATION AND NATURE OF OPERATIONS**

Otokar Otomotiv ve Savunma Sanayi A.Ş. (“Otokar” or the “Company”), was established in 1963 and is registered in Istanbul, Turkey and operating under the Turkish Commercial Code.

The Group operates in the automotive industry and off-road vehicles, military vehicles, minibuses, midibuses and autobuses, light truck comprise the majority of its production.

The registered addresses of the Group are as follows:

Headquarters: Taşdelen Mahallesi, Sırrı Çelik Bulvarı No: 5 Çekmeköy/İstanbul

Plant: Atatürk Cad, No: 6 54580 Arifiye / Sakarya

The information regarding the subsidiary of the Group within the scope of consolidation is as follows:

<b>Subsidiaries</b>	<b>Country</b>	<b>Main activity</b>	<b>Field of activity</b>
Otokar Europe SAS	France	Sales and marketing	Automotive
Otokar Land Systems LLC	United Arab Emirates	Sales and marketing	Automotive and defense industry
Otokar Europe Filiala Bucuresti SRL	Romania	Sales and marketing	Automotive
Otokar Italia S.R.L	Italy	Sales and marketing	Automotive
Otokar Land Systems S.R.L	Romania	Production, Sales and marketing	Automotive and defense industry
<b>Joint Ventures</b>	<b>Country</b>	<b>Main activity</b>	<b>Field of activity</b>
Al Jasoor Heavy Vehicle Industry	United Arab Emirates	Sales and marketing	Automotive and defense industry

Otokar Central Asia Limited Company was established on 5 November 2019 in Astana International Financial Center (AIFC), a special-status region that accepts the principles of British Law in Kazakhstan, in order to increase its international sales and follow up export activities.

Since the financial activities of Otokar Central Asia Limited Company have not started yet, the investment was presented under ‘Financial Investments’ in the interim condensed consolidated financial statements.

Otokar and its subsidiaries and joint ventures will be referred as the “Group” for the purpose of the preparation of these consolidated financial statements.

The period-end and the average number of personnel employed in the Group are as follows:

	<b>31 March 2025</b>		<b>31 December 2024</b>	
	<b>Period end</b>	<b>Average</b>	<b>Period end</b>	<b>Average</b>
Office worker	936	937	900	974
Permanent field worker	2,784	2,788	2,809	2,754
<b>Total</b>	<b>3,720</b>	<b>3,725</b>	<b>3,709</b>	<b>3,728</b>
Temporary field worker	189	155	63	434
<b>Total personnel number</b>	<b>3,909</b>	<b>3,880</b>	<b>3,772</b>	<b>4,162</b>

The interim condensed consolidated financial statements for the period ended 31 March 2025 were approved by the Board of Directors of Otokar on 28 April 2025, Consolidated financial statements may be changed by the General Assembly, Otokar is registered to the Capital Market Board (“CMB”) and its shares are listed on the Borsa Istanbul A.Ş. (“BIST”) since 1995, As of 31 March 2025, 27,81% of the shares of Otokar are quoted on the BIST.

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**OTOKAR OTOMOTİV VE SAVUNMA SANAYİ ANONİM ŞİRKETİ**

**NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 MARCH 2025**

(Amounts expressed in thousands of Turkish Lira (“TL”) in terms of the purchasing power of the TL at 31 March 2025, unless otherwise indicated.)

**NOTE 1 - GROUP’S ORGANIZATION AND NATURE OF OPERATIONS (Continued)**

As of 31 March 2025, the principal shareholders and their respective shareholding percentages are as follows:

	(%)
Koç Holding A.Ş.	47,38
Ünver Holding A.Ş.	24,81
Other	27,81
	<b>100,00</b>

Otokar Otomotiv ve Savunma Sanayi A.Ş. is controlled by Koç Holding A.Ş..

The parent company, Koç Holding A.Ş., is controlled by Koç Family and the companies owned by Koç Family.

The shareholder, Ünver Holding A.Ş., is controlled by Ünver Family.

The Group conducts part of its business transactions with the Koç Holding A.Ş. and related parties. There are certain related parties which are both customers and vendors of the Group.

**NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS**

**2.1 Basis of presentation of consolidated financial statements**

The interim condensed consolidated financial statements of the Group have been prepared in accordance with the Turkish Financial Reporting Standards (“TFRS”) and interpretations promulgated by the Public Oversight Accounting and Auditing Standards Authority of Turkey (“POA”) in line with the communiqué numbered II-14,1 “Communiqué on the Principles of Financial Reporting In Capital Markets” (the “Communiqué”) announced by the Capital Markets Board of Turkey (“CMB”) on 13 June 2013 which is published on Official Gazette numbered 28676. TFRS are updated by the communiqués in harmony with the changes and updates in International Financial Reporting Standards (“IFRS”).

The Group maintains its accounting records and statutory financial statements in Turkish Lira (“TRY”) in accordance with the requirements of the prevailing commercial legislation, tax regulations in Turkey, and the Uniform Chart of Accounts (“UCA”) issued by the Ministry of Finance. Subsidiaries operating in foreign countries have prepared their statutory financial statements in accordance with the laws and regulations applicable in the respective countries in which they operate.

The consolidated financial statements are presented in accordance with the formats specified in the ‘Announcement on TMS Taxonomy’ and ‘Financial Table Samples Usage Guide’ published by the POA on 3 July 2024.

The consolidated financial statements have been prepared from statutory financial statements with adjustments and reclassifications for the purpose of fair presentation in accordance with Turkish Accounting Standards as prescribed by POA. The adjustments are mainly related with deferred taxation, retirement pay liability, depreciation calculation of fixed assets in accordance with useful life and prorated basis, accounting of provisions, reclassification of deferred maintenance income and discount of receivables and payables.

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**NOT 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.1 Basis of presentation of consolidated financial statements (Continued)**

The interim condensed consolidated financial statements have been prepared under the historical cost convention, except derivative financial assets and liabilities carried at fair value.

**Functional and presentation currency**

Items included in the consolidated financial statements of the subsidiaries and joint ventures of the Group are measured using the currency of the primary economic environment in which the entity operates (“the functional currency”). The interim condensed consolidated financial statements are presented in TRY, which is the Company’s functional and presentation currency.

**Financial statements of foreign subsidiaries, joint ventures and associates**

The assets and liabilities, presented in the financial statements of the foreign subsidiaries and joint ventures prepared in accordance with the Group’s accounting policies, are translated into TRY at the exchange rate at the date of the balance sheet whereas income and expenses are translated at the average exchange rates for the respective periods. Exchange differences resulting from using the exchange rates at the balance sheet date and the average exchange rates are recognised in the currency translation differences under the equity.

**Financial reporting in hyperinflationary economy**

Entities applying TFRSs have started to apply inflation accounting in accordance with TAS 29 Financial Reporting in Hyperinflation Economies as of financial statements for the annual reporting period ending on or after 31 December 2023 with the announcements made by the Public Oversight Accounting and Auditing Standards Authority (POA) on 23 November 2023, TAS 29 is applied to the financial statements, including the consolidated financial statements, of any entity whose functional currency is the currency of a hyperinflationary economy.

TAS 29 is applied to the financial statements of businesses whose functional currency is the currency of a hyperinflationary economy, including consolidated financial statements.

In accordance with the relevant standard, financial statements prepared using the currency of a hyperinflationary economy have been adjusted to reflect the purchasing power of that currency as of the balance sheet date. Comparative information for prior periods has also been expressed in terms of the measuring unit current at the end of the reporting period for comparative purposes. Therefore, the Group has presented its consolidated financial statements as of 31 December 2024 on a purchasing power basis as of 31 March 2025.

Pursuant to the decision of the Capital Markets Board (CMB) dated 28 December 2023 and numbered 81/1820, issuers and capital market institutions subject to financial reporting regulations applying the Turkish Accounting/Financial Reporting Standards are required to implement inflation accounting in accordance with the provisions of TAS 29, starting with the annual financial reports for the fiscal periods ending on 31 December 2023.

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**NOT 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.1 Basis of presentation of consolidated financial statements (Continued)**

The restatements made in accordance with TAS 29 have been carried out using the adjustment coefficients obtained from the Consumer Price Index (CPI) in Turkey, published by the Turkish Statistical Institute ("TÜİK"). As of 31 March 2025, the indices and adjustment coefficients used for the correction of the consolidated financial statements are as follows:

Date	Index	Correction Coefficient	Three-year cumulative inflation rates
31 March 2025	2.954,69	1,00000	250%
31 December 2024	2.684,55	1,10063	291%
31 March 2024	2.139,47	1,38104	309%

The main components of the adjustments made by the Group for financial reporting purposes in hyperinflationary economies are as follows:

- The consolidated financial statements for the current period, prepared in Turkish Lira (TRY), are expressed at the purchasing power as of the balance sheet date, and amounts for prior reporting periods have also been adjusted and expressed in terms of the purchasing power at the end of the reporting period.
- Monetary assets and liabilities are not adjusted, as they are already expressed at the current purchasing power as of the balance sheet date. In cases where the inflation-adjusted values of non-monetary items exceed their recoverable amount or net realizable value, the provisions of TAS 36 Impairment of Assets and TAS 2 Inventories have been applied accordingly.
- Non-monetary assets and liabilities, as well as equity items, that are not expressed at the current purchasing power as of the balance sheet date, have been adjusted using the relevant adjustment coefficients.
- Non-monetary assets and liabilities, as well as equity items, that are not expressed at the current purchasing power as of the financial position statement date, have been adjusted using the relevant adjustment coefficients.
- All items in the comprehensive income statement, except for the ones that affect non-monetary items in the financial position statement, have been indexed using the coefficients calculated based on the periods in which income and expense accounts were first reflected in the financial statements.
- The effect of inflation on the Group's net monetary asset position for the current period has been recorded in the consolidated income or loss statement under the net monetary position gains/(losses) account. (Note 26)

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**NOT 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.2 Changes in the accounting estimates and errors**

The Group consistently recognizes, values and presents similar transactions, events and situations in the interim condensed consolidated financial statements, identified significant accounting errors are applied retrospectively and prior period financial statements are restated, The Group has applied the accounting policies consistent with the prior period.

If changes in accounting estimates are related to only one period, they are recognised in the period when changes are applied; if changes in estimates are related to future periods, they are recognized both in the period where the change is applied and future periods prospectively, The estimates used in the preparation of these interim condensed consolidated financial statements for the period ended 31 March 2025 are consistent with those used in the preparation of consolidated financial statements for the year ended 31 December 2024.

**2.3 Changes in accounting policies**

Changes in accounting policies are made when the effects of transactions and events on the consolidated financial position, performance or cash flows of the Group will result in a more appropriate and reliable presentation in the consolidated financial statements. If optional changes in accounting policies affect previous periods, the policy is applied retrospectively in the consolidated financial statements as if it had always been in use. Accounting policy changes resulting from the application of a new standard are applied retrospectively or prospectively in accordance with the transitional provisions of that standard, if any, Changes without any transitional provisions are applied retrospectively.

**2.3.1 The new standards, amendments and interpretations**

The accounting policies adopted in preparation of the consolidated financial statements as of March 31, 2025 are consistent with those of the previous financial year, except for the adoption of new and amended TFRS and TFRS interpretations effective as of January 1, 2025 and thereafter. The effects of these standards and interpretations on the Group's financial position and performance have been disclosed in the related paragraphs.

**i) The new standards, amendments and interpretations which are effective as of January 1, 2025 are as follows:**

**Amendments to TAS 21 - Lack of exchangeability**

In May 2024, POA issued amendments to TAS 21. The amendments specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. When an entity estimates a spot exchange rate because a currency is not exchangeable into another currency, it discloses information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows. When applying the amendments, an entity cannot restate comparative information.

The amendments did not have a significant impact on the financial position or performance of the Group.

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**NOT 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.3 Changes in accounting policies (Continued)**

**ii) Standards issued but not yet effective and not early adopted**

Standards, interpretations and amendments to existing standards that are issued but not yet effective up to the date of issuance of the consolidated financial statements are as follows. The Group will make the necessary changes if not indicated otherwise, which will be affecting the consolidated financial statements and disclosures, when the new standards and interpretations become effective.

**Amendments to TFRS 10 and TAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture**

In December 2017, POA postponed the effective date of this amendment indefinitely pending the outcome of its research project on the equity method of accounting. Early application of the amendments is still permitted.

The group will assess the effects of the mentioned changes after the relevant standards have been finalized.

**TFRS 17 - The new Standard for insurance contracts**

POA issued TFRS 17 in February 2019, a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. TFRS 17 model combines a current balance sheet measurement of insurance contract liabilities with the recognition of profit over the period that services are provided. Certain changes in the estimates of future cash flows and the risk adjustment are also recognised over the period that services are provided. Entities will have an option to present the effect of changes in discount rates either in profit and loss or in OCI. The standard includes specific guidance on measurement and presentation for insurance contracts with participation features. In accordance with amendments issued by POA in December 2021, entities have transition option for a “classification overlay” to avoid possible accounting mismatches between financial assets and insurance contract liabilities in the comparative information presented on initial application of TFRS 17.

The mandatory effective date of the Standard for the following entities has been postponed to accounting periods beginning on or after January 1,2026 with the announcement made by the POA:

- Insurance, reinsurance and pension companies.
- Banks that have ownership/investments in insurance, reinsurance and pension companies.
- Other entities that have ownership/investments in insurance, reinsurance and pension companies.

The standard is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

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**NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.3 Changes in accounting policies (Continued)**

**iii) The new amendments that are issued by the International Accounting Standards Board (IASB) but not issued by Public Oversight Authority (POA)**

The following two amendments to IFRS 9 and IFRS 7 and Annual Improvements to IFRS Accounting Standards as well as IFRS 18 and IFRS 19 are issued by IASB but not yet adapted/issued by POA. Therefore, they do not constitute part of TFRS. The Group will make the necessary changes to its consolidated financial statements after the amendments and new Standard are issued and become effective under TFRS.

**Amendments to IFRS 9 and IFRS 7 – Classification and measurement of financial instruments**

In May 2024, IASB issued amendments to the classification and measurement of financial instruments (amendments to IFRS 9 and IFRS 7). The amendment clarifies that a financial liability is derecognised on the ‘settlement date’. It also introduces an accounting policy option to derecognise financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met. The amendment also clarified how to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance (ESG)-linked features and other similar contingent features as well as the treatment of non-recourse assets and contractually linked instruments. Additional disclosures in IFRS 7 for financial assets and liabilities with contractual terms that reference a contingent event (including those that are ESG-linked), and equity instruments classified at fair value through other comprehensive income are added with the amendment.

The Group and will not have an impact on the financial position or performance of the Group.

**Annual Improvements to IFRS Accounting Standards – Volume 11**

In July 2024, the IASB issued Annual Improvements to IFRS Accounting Standards – Volume 11, amending the followings:

- IFRS 1 First-time Adoption of International Financial Reporting Standards – Hedge Accounting by a First-time Adopter: These amendments are intended to address potential confusion arising from an inconsistency between the wording in IFRS 1 and the requirements for hedge accounting in IFRS 9.
- IFRS 7 Financial Instruments: Disclosures – Gain or Loss on Derecognition: The amendments update the language on unobservable inputs in the Standard and include a cross reference to IFRS 13.
- IFRS 9 Financial Instruments – Lessee Derecognition of Lease Liabilities and Transaction Price: IFRS 9 has been amended to clarify that, when a lessee has determined that a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to apply derecognition requirement of IFRS 9 and recognise any resulting gain or loss in profit or loss. IFRS 9 has been also amended to remove the reference to ‘transaction price’.
- IFRS 10 Consolidated Financial Statements – Determination of a ‘De Facto Agent’: The amendments are intended to remove the inconsistencies between IFRS 10 paragraphs.
- IAS 7 Statement of Cash Flows – Cost Method: The amendments remove the term of “cost method” following the prior deletion of the definition of ‘cost method’.

The Group and will not have an impact on the financial position or performance of the Group.

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**NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.3 Changes in accounting policies (Continued)**

**Amendments to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity**

In December 2024, the Board issued Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7). The amendment clarifies the application of the “own use” requirements and permits hedge accounting if these contracts are used as hedging instruments. The amendment also adds new disclosure requirements to enable investors to understand the effect of these contracts on a company’s financial performance and cash flows.

The Group and will not have an impact on the financial position or performance of the Group.

**IFRS 18 – The new Standard for Presentation and Disclosure in Financial Statements**

In April 2024, IASB issued IFRS 18 which replaces IAS 1. IFRS 18 introduces new requirements on presentation within the statement of profit or loss, including specified totals and subtotals. IFRS 18 requires an entity to classify all income and expenses within its statement of profit or loss into one of five categories: operating; investing; financing; income taxes; and discontinued operations. It also requires disclosure of management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified ‘roles’ of the primary financial statements and the notes. In addition, there are consequential.

The Group is in the process of assessing the impact of the amendments on financial position or performance of the Group.

**IFRS 19 – Subsidiaries without Public Accountability: Disclosures**

In May 2024, IASB issued IFRS 19, which allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. Unless otherwise specified, eligible entities that elect to apply IFRS 19 will not need to apply the disclosure requirements in other IFRS accounting standards. An entity that is a subsidiary, does not have public accountability and has a parent (either ultimate or intermediate) which prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards may elect to apply IFRS 19. The effects of the relevant Standard on the Group’s financial position and performance are being evaluated.



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**NOTE 2 - BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS  
(Continued)**

**2.4 Significant accounting policies**

**Group accounting**

The interim condensed consolidated financial statements include the accounts of the parent company, Otokar and its subsidiaries on the basis set out in sections below, the financial statements of the companies included in the scope of consolidation have been prepared as of the date of the interim condensed consolidated financial statements and have been prepared in accordance with TFRS.

The table below sets out the subsidiaries and joint ventures of the Company and shows the total interest of the Company in these companies at 31 March 2025 and 31 December 2024:

<b>Subsidiaries</b>	<b>2025</b>		<b>2024</b>	
	<b>Ownership (%)</b>	<b>Rate of effective interest (%)</b>	<b>Ownership (%)</b>	<b>Rate of effective interest (%)</b>
Otokar Europe SAS	100,00	100,00	100,00	100,00
Otokar Land Systems Limited	100,00	100,00	100,00	100,00
Otokar Europe Filiala Bucuresti SRL	100,00	100,00	100,00	100,00
Otokar Central Asia Limited	100,00	100,00	100,00	100,00
Otokar Italia S.R. L	100,00	100,00	100,00	100,00
Otokar Land Systems SRL	100,00	100,00	-	-

*Joint Ventures*

Joint Ventures are companies in respect of which there are contractual arrangements through which an economic activity is undertaken subject to joint control by Otokar and one or more other parties. Otokar exercises such joint control through direct and indirect voting rights related to the shares held by itself and/or through the voting rights related to the shares held by Otokar and the companies owned by them.

Under the equity method, the investment in a joint venture is initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of profit or loss of the investee after the date of the acquisition. The investor's share of the profit or loss of the investee is recognised in the investor's profit or loss. Distributions (dividends etc.) received from an investee reduce the carrying amount of the investment. Adjustments to the carrying amount are necessary for the change in the investor's proportionate interest in the investee arising from changes in the investee's other comprehensive income.

The table below sets out all joint ventures and shows the direct and indirect ownership and proportion of effective interest of the Group in these joint ventures at 31 March 2025 and 31 December 2024:

<b>Join Venture</b>	<b>Ownership (%)</b>	<b>Rate of effective interest (%)</b>	<b>Ownership (%)</b>	<b>Rate of effective interest (%)</b>
Al Jasoor Heavy Vehicle Industry LLC (*)	49,00	49,00	49,00	49,00

(\*) Al Jasoor Heavy Vehicles Industry LLC, owned 49% of shares by Otokar Land Systems LLC which is a subsidiary of the Group, was established on 28 May 2017 with the purpose of selling and marketing in the UAE.

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**NOTE 3 - SEGMENT REPORTING**

The Group does not prepare segment reporting and follows financial statements by one operating unit.

Chief Executive Decision Makers (composed of key management, board members, general manager and assistant general managers) monitor the products only based on revenue (Note 15) and do not monitor based on cost of sales, operating expenses and financial expenses, Thus, segment reporting is not performed.

**NOTE 4 - CASH AND CASH EQUIVALENTS**

	<b>31 March 2025</b>	<b>31 December 2024</b>
<b>Banks</b>		
- Time deposits	5,299,705	1,016,843
- Demand deposits	772,307	601,919
Other	98	93
<b>Cash and cash equivalents in the cash flow statement</b>	<b>6,072,110</b>	<b>1,618,855</b>
Interest accrual	385	588
	<b>6,072,495</b>	<b>1,619,443</b>

As of March 31, 2025, the total amount of time deposit accounts is TL 5,299,705 thousand, corresponding to TL 5,242,741 thousand is in foreign currency, the effective interest rate is 4.65% per year and the maturity is 5 days. The effective interest rate of the remaining TL 56,964 thousand is 44.17% per year and the maturity is 5 days.

(As of December 31, 2024, the total amount of time deposit accounts is TL 1,016,843 thousand, corresponding to TL 572,872 thousand is in foreign currency, the effective interest rate is 1.35% per year and the maturity is 2 days. The effective interest rate of the remaining TL 443,971 thousand is 47.00% per year and the maturity is 2 days.)

As of 31 March 2025, the Group has restricted bank deposit amounting to TRY 12,564 thousand. (31 December 2024: TRY 69 thousand)

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NOTE 5 - INVESTMENTS ACCOUNTED BY EQUITY METHOD

The details of carrying value and ownership rate subject to equity accounting of the joint venture is as follows:

Joint ventures	2025		2024	
	(%)	Amount	(%)	Amount
Al Jasoor	49	70,634	49	80,454
		<b>70,634</b>		<b>80,454</b>

The movements of joint ventures for the periods ended on 31 March 2025 and 2024 are as follows:

	2025	2024
<b>Beginning- 1 January</b>	<b>80,454</b>	<b>135,639</b>
Shares of profit/(loss)	(7,584)	(24,573)
Currency translation differences	(2,236)	(5,229)
<b>End of the period – 31 March</b>	<b>70,634</b>	<b>105,837</b>

The summary of the financial statements of Al Jasoor Heavy Vehicle Industry LLC accounted by equity method as of 31 March 2025 and 31 December 2024 is as follows:

	31 March 2025	31 December 2024
Total assets	187,467	235,937
Total liabilities	(43,316)	(71,745)
<b>Net assets</b>	<b>144,151</b>	<b>164,192</b>
Ownership of the Group	%49	%49
<b>Net asset share of the Group</b>	<b>70,634</b>	<b>80,454</b>

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NOTE 6 - BORROWINGS

Short-term financial borrowings

31 March 2025	Maturities	Annual average effective interest rate (%)	TRY equivalent
<b>Bank loans</b>			
TRY borrowings	22 May 2025 - 12 December 2025	29,50	4,619,755
EUR borrowings	1 April 2025	4,85	1,249,751
USD borrowings	11 February 2025	4,73	628,716
			<b>6,498,222</b>
<b>Borrowings from lease liabilities</b>			
EUR lease liabilities	-	2,00	15,642
TRY lease liabilities	-	30,00	54,683
			<b>70,325</b>
<b>Total short-term financial liabilities</b>			<b>6,568,547</b>

Short-term portion of long-term borrowings (\*)

31 March 2025	Maturities	Annual average effective interest rate (%)	TRY equivalent
<b>Bank loans</b>			
TRY borrowings	5 May 2025 27 March 2026	44,56	5,208,380
			<b>5,208,380</b>
<b>Issued debt instruments (**)</b>			
Short-term portion of issued bonds		44,25	1,105,426
			<b>1,105,426</b>
<b>Short-term portion of long-term borrowings</b>			<b>6,313,806</b>

(\*) Bearing fixed interest rate.

(\*\*) The Group has issued bonds amounting to TRY 500,000,000, the clearing of which was realized on 9 June 2023, to be sold to qualified investors without public offering in the country, with a 752-days maturity, 41,5% annual fixed interest, with a coupon payment every 6 months and an amortization date of 30 June 2025.

The Group has issued bonds amounting to TRY 500,000,000, the clearing of which was realized on 18 October 2023, to be sold to qualified investors without public offering in the country, with a 752-days maturity, 47% annual fixed interest, with a coupon payment every 6 months and an amortization date of 20 October 2025.

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NOTE 6 – BORROWINGS (Continued)

31 March 2025		Annual average effective interest rate (%)	TRY equivalent
	Maturities		
<b>Long-term borrowings (*)</b>			
<b>Bank loans</b>			
TRY Borrowings	16 April 2026 - 5 November 2026	45,66	4,150,000
EUR Borrowings	14 April 2026- 8 January 2027	5,53	3,108,354
			<b>7,258,354</b>
<b>Borrowings from lease liabilities</b>			
EUR borrowings	-	30,00	105,490
TRY borrowings	-	2,00	4,505
<b>Total long-term financial borrowings</b>			<b>109,995</b>
			<b>7,368,349</b>

(\*) Bearing fixed interest rate.

Short-term borrowings

31 December 2024		Annual average effective interest rate (%)	Amount
	Maturities		
<b>Bank loans</b>			
TRY borrowings	22 May 2025 – 25 December 2025	30,02	4,491,794
EUR borrowings	10 January 2025 – 11 June 2025	6,57	2,684,317
USD borrowings	25 February 2025	5,54	318,310
			<b>7,494,421</b>
<b>Borrowings from lease liabilities</b>			
TRY borrowings	-	30,00	55,262
EUR borrowings	-	2,00	15,808
			<b>71,070</b>
<b>Total short-term financial borrowings</b>			<b>7,565,491</b>

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NOTE 6 - BORROWINGS (Continued)

31 December 2024		Annual average effective interest rate (%)	TRY Equivalent
	Maturities		
Short-term portion of long-term borrowings (*)			
TRY borrowings	2 February 2025 - 11 May 2025	41,90	925,972
			<b>925,972</b>
<b>Issued debt instruments (**)</b>			
Short-term portion of issued bonds		40,50	1,757,229
			<b>1,757,229</b>
Short-term portion of long-term borrowings			<b>2,683,201</b>

(\*) Bearing fixed interest rate.

(\*\*) The Group has issued bonds amounting to TRY 500,000,000, the clearing of which was realized on 3 March 2023, to be sold to qualified investors without public offering in the country, with a 740-days maturity, 33% annual fixed interest, with a coupon payment every 6 months and an amortization date of 12 March 2025.

The Group has issued a bond with a maturity of 752 days, an annual fixed interest rate of 41,5%, semi-annual coupon payments, and a redemption date of 30 June 2025, for a total amount of TL 500,000,000 to be sold to qualified investors without a public offering in Turkey. The swap transaction was completed on 9 June 2023.

The Group has issued a bond with a maturity of 752 days, an annual fixed interest rate of 47%, semi-annual coupon payments, and a redemption date of 20 October 2025, for a total amount of TL 500,000,000 to be sold to qualified investors without a public offering in Turkey. The swap transaction was completed on 18 October 2023.

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NOTE 6 - BORROWINGS (Continued)

31 December 2024	Maturities	Annual average effective interest rate (%)	TRY Equivalent
<b>Bank Loans</b>			
TRY borrowings	29 January 2026	46,32	10,400,925
EUR borrowings	5 November 2026	5,54	2,644,347
			<b>13,045,272</b>
<b>Borrowings from lease liabilities</b>			
TRY borrowings	-	30,00	106,607
EUR borrowings	-	2,00	4,553
			<b>111,160</b>
<b>Total long-term financial borrowings</b>			<b>13,156,432</b>

(\*) Bearing fixed interest rate,

The movement of the borrowings for the years ended 31 March 2025 and 2024 are as follows:

	2025	2024
<b>1 January</b>	<b>23,405,125</b>	<b>25,635,704</b>
Monetary gain (loss)	(2,143,054)	(3,188,671)
Borrowing received during the period	3,352,057	10,170,335
Cash outflows related to debt payments from leasing agreements	(22,818)	(23,877)
Changes in lease obligations under TFRS 16	37,568	67,817
Principal payments (-)	(5,664,335)	(10,430,544)
Change in interest accruals	764,170	1,330,168
Change in exchange rates	521,989	317,121
<b>31 March</b>	<b>20,250,702</b>	<b>23,878,053</b>

NOTE 7 - FINANCIAL INVESTMENT

Otokar Central Asia Limited Company was established on 5 November 2019 in Astana International Financial Center (AIFC), a special-status region that accepts the principles of British Law in Kazakhstan, in order to increase its international sales and follow up export activities.

Financial investments include Otokar's associates amounting to TRY 973 thousand and Otokar's investments in Private Venture Capital Investment Fund amounting to TRY 76,132.

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NOTE 8 - DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments consist of the forward contracts which are entered in order to hedge foreign currency risk arising from Group's foreign currency sales.

31 March 2025	Contract amount	Current period contract maturity	Fair value liabilities
Forward transactions	-	-	-
Short-term derivative financial instruments	-	-	-
<b>Total derivative financial instruments</b>	<b>-</b>	<b>-</b>	<b>-</b>

31 December 2024	Contract amount	Current period contract maturity	Fair value assets
Forward transactions	2,579,667	2 January 2025– 23 January 2025	(8,435)
Short-term derivative financial instruments	2,579,667		(8,435)
<b>Total derivative financial instruments</b>	<b>2,579,667</b>		<b>(8,435)</b>

NOTE 9 - TRADE RECEIVABLES AND PAYABLES

Trade receivables

	31 March 2025	31 December 2024
Trade receivables, net	5,942,763	11,566,168
Less: provision for doubtful receivables	(305,873)	(304,490)
<b>Trade receivables from third parties</b>	<b>5,636,890</b>	<b>11,261,678</b>
Trade receivables from related parties (Note 23)	3,203,882	4,591,989
<b>Short-term trade receivables</b>	<b>8,840,772</b>	<b>15,853,667</b>
Long-term trade receivables, net	798,232	825,941
	<b>9,639,004</b>	<b>16,679,608</b>

As of 31 March 2025, the average maturity of short-term trade receivables is between 30-60 days (excluding notes receivables) (31 December 2024: 60-90 days).



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NOTE 9 - TRADE RECEIVABLES AND PAYABLES (Continued)

Guarantees received for trade receivables

Receivables of the Group are mainly composed of minibuses and bus sales to dealers and defense vehicle sales. As of 31 March 2025, the total trade receivable from dealers amounting to TRY 2,400,898 thousand (31 December 2024: TRY 2,514,894 thousand), after provision provided for doubtful receivables, has been secured by mortgages and guarantees at the amount of TRY 2,400,898 thousand (31 December 2024: TRY 2,514,894 thousand).

The movement of the provision for doubtful receivables for the periods ended 31 March 2025 and 2024 are as follows:

	2025	2024
<b>1 January</b>	<b>304,490</b>	<b>364,214</b>
Monetary gain (loss)	(17,341)	(29,604)
Collections	(30)	-
Currency translation differences	(5,531)	1,494
Exchange differences	24,285	377
	<b>305,873</b>	<b>336,481</b>
<b>31 March</b>		

**Trade payables**

	31 March 2025	31 December 2024
Trade payables, net	5,095,845	6,998,460
<b>Trade payables to third parties</b>	<b>5,095,845</b>	<b>6,998,460</b>
Trade payables to related parties (Note 23)	383,572	510,200
<b>Short-term trade payables</b>	<b>5,479,417</b>	<b>7,508,660</b>

As of 31 March 2025, average payment term for trade payables is 45-60 days (31 December 2024: 45-60 days).

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**NOTE 10 - INVENTORIES**

	<b>31 March 2025</b>	<b>31 December 2024</b>
Raw materials	6,329,979	5,800,964
Finished goods	4,161,346	4,012,628
Goods in transit	5,679,875	4,129,073
Merchandises	1,475,989	1,483,412
Semi-finished goods	1,334,740	408,589
Less: impairment for inventories (*)	(952,087)	(793,854)
	<b>18,029,842</b>	<b>15,040,812</b>

(\*) The impairment of inventories amounting to 75,916 thousand TRY relates to finished goods (31 December 2024: 43,443 thousand TRY), 11,424 thousand TRY relates to merchandise (31 December 2024: 8,850 thousand TRY), 576,399 thousand TRY relates to raw materials (31 December 2024: 521,015 thousand TRY), and 288,348 thousand TRY relates to advances for orders (31 December 2024: 220,546 thousand TRY). The provision for inventory impairment has been recognized in the cost of goods sold account.

**NOTE 11 - PROPERTY, PLANT AND EQUIPMENT**

Movements of property, plant and equipment and related accumulated depreciation for the periods ended 31 March 2025 and 2024 is as follows:

	<b>1 January 2025</b>	<b>Additions</b>	<b>Currency translation differences</b>	<b>Disposals</b>	<b>Transfers</b>	<b>31 March 2025</b>
<b>Cost</b>						
Land	762,601	-	-	-	-	762,601
Land improvements	302,500	70	-	-	-	302,570
Buildings	2,554,960	670	-	-	-	2,555,630
Machinery and equipment	3,601,128	27,120	2,299	-	4,304	3,634,851
Motor vehicles	240,244	22,273	-	-	-	262,517
Furniture and fixtures	2,414,224	17,241	2,892	-	-	2,434,357
Leasehold improvements	239,352	-	-	-	-	239,352
Construction in progress	173,985	44,424	594	-	(4,304)	214,699
	<b>10,288,994</b>	<b>111,798</b>	<b>5,785</b>	<b>-</b>	<b>-</b>	<b>10,406,577</b>
<b>Accumulated depreciation</b>						
Land improvements	(144,362)	(2,455)	-	-	-	(146,817)
Buildings	(1,247,539)	(17,856)	-	-	-	(1,265,395)
Machinery and equipment	(2,223,589)	(60,126)	(1,978)	-	-	(2,285,693)
Motor vehicles	(137,972)	(4,267)	-	-	-	(142,239)
Furniture and fixtures	(789,261)	(48,362)	(1,948)	-	-	(839,571)
Special costs	(23,407)	(11,591)	-	-	-	(34,998)
	<b>(4,566,130)</b>	<b>(144,657)</b>	<b>(3,926)</b>	<b>-</b>	<b>-</b>	<b>(4,714,713)</b>
<b>Net book value</b>	<b>5,722,864</b>					<b>5,691,864</b>

There is no mortgage on property, plant and equipment as of 31 March 2025 (31 December 2024: None).

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NOTE 11 - PROPERTY, PLANT AND EQUIPMENT (Continued)

	1 January 2024	Additions	Currency translation differences	Disposals	Transfers	31 March 2024
<b>Cost</b>						
Land	762,601	-	-	-	-	762,601
Land improvements	247,566	-	-	-	-	247,566
Buildings	2,297,860	-	-	-	-	2,297,860
Machinery and equipment	3,202,470	46	1,714	(3,048)	-	3,201,182
Motor vehicles	261,018	-	-	-	-	261,018
Furniture and fixtures	1,915,884	11,925	1,805	-	59	1,929,673
Leasehold improvements	35,413	-	-	-	-	35,413
Construction in progress	181,491	45,657	-	-	(59)	227,089
	<b>8,904,303</b>	<b>57,628</b>	<b>3,519</b>	<b>(3,048)</b>	<b>-</b>	<b>8,962,402</b>
<b>Accumulated depreciation</b>						
Land improvements	(135,804)	(1,993)	-	-	-	(137,797)
Buildings	(1,183,764)	(15,684)	-	-	-	(1,199,448)
Machinery and equipment	(2,020,665)	(40,829)	(1,446)	3,048	-	(2,059,892)
Motor vehicles	(160,689)	(4,421)	-	-	-	(165,110)
Furniture and fixtures	(617,226)	(44,228)	(1,242)	-	-	(662,696)
Leasehold improvements	(23,860)	(1,052)	-	-	-	(24,912)
	<b>(4,142,008)</b>	<b>(108,207)</b>	<b>(2,688)</b>	<b>3,048</b>		<b>(4,249,855)</b>
<b>Net book value</b>	<b>4,762,295</b>					<b>4,712,547</b>

Right of use assets

The allocation of right of use assets and related accumulated depreciation for the periods ended 31 March 2025 and 2024 is as follows:

31 March 2025	Buildings	Motor vehicles	Furniture and fixture	Total
Cost	189,879	285,996	8,272	484,147
Accumulated depreciation	(164,861)	(254,403)	(5,259)	(424,523)
	<b>25,018</b>	<b>31,593</b>	<b>3,013</b>	<b>59,624</b>
31 March 2024	Buildings	Motor vehicles	Furniture and fixture	Total
Cost	168,056	253,126	7,321	428,503
Accumulated depreciation	(105,393)	(158,743)	(4,591)	(268,727)
	<b>62,663</b>	<b>94,383</b>	<b>2,730</b>	<b>159,776</b>

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**NOTE 12 - INTANGIBLE ASSETS**

Movements of intangible assets and related accumulated amortisation for the periods ended 31 March 2025 and 2024 are as follows:

	<b>1 January 2025</b>	<b>Additions</b>	<b>Currency translation differences</b>	<b>Disposals</b>	<b>Transfers</b>	<b>31 March 2025</b>
<b>Cost</b>						
Other intangible assets	516,875	686	34	-	-	517,595
Development costs	10,658,398	-	-	-	-	10,658,398
Developments projects in progress	4,362,538	469,111	-	-	-	4,831,649
Customer relation	67,166	-	-	-	-	67,166
	<b>15,604,977</b>	<b>469,797</b>	<b>34</b>	<b>-</b>	<b>-</b>	<b>16,074,808</b>
<b>Accumulated amortization</b>						
Other intangible assets	(399,894)	(12,037)	(8)	-	-	(411,939)
Development costs	(7,729,389)	(223,058)	-	-	-	(7,952,447)
Customer relation	(22,441)	(12,039)	-	-	-	(34,480)
	<b>(8,151,724)</b>	<b>(247,134)</b>	<b>(8)</b>	<b>-</b>	<b>-</b>	<b>(8,398,866)</b>
<b>Net book value</b>	<b>7,453,253</b>					<b>7,675,942</b>
	<b>1 January 2024</b>	<b>Additions</b>	<b>Currency translation differences</b>	<b>Disposals</b>	<b>Transfers</b>	<b>31 March 2024</b>
<b>Cost</b>						
Other intangible assets	469,240	101	21	(342)	-	469,020
Development costs	10,169,153	-	-	-	-	10,169,153
Developments projects in progress	2,568,867	632,741	-	-	-	3,201,608
	<b>13,207,260</b>	<b>632,842</b>	<b>21</b>	<b>(342)</b>	<b>-</b>	<b>13,839,781</b>
<b>Accumulated amortization</b>						
Other intangible assets	(351,836)	(12,247)	-	342	-	(363,741)
Development costs	(6,771,728)	(253,742)	-	-	-	(7,025,470)
	<b>(7,123,564)</b>	<b>(265,989)</b>	<b>-</b>	<b>342</b>	<b>-</b>	<b>(7,389,211)</b>
<b>Net book value</b>	<b>6,083,696</b>					<b>6,450,570</b>

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**NOTE 12 - INTANGIBLE ASSETS (Continued)**

For the interim accounting periods ending on March 31, 2025 and 2024, the distribution of current period depreciation and amortization expenses consisting of tangible and intangible fixed assets is as follows:

	<b>31 March 2025</b>	<b>31 March 2024</b>
Research and development expenses	223,058	253,742
Cost of goods sold	42,701	69,712
Right-of-use assets	45,522	25,337
Developments projects in progress	34,434	22,612
Depreciation on inventories	60,067	11,939
General administrative expenses	18,486	12,200
Sales and marketing expenses	13,045	3,991
Foreign currency conversion differences	3,934	2,688
	<b>441,247</b>	<b>402,221</b>

**NOTE 13 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES**

**Short-term provisions**

	<b>31 March 2025</b>	<b>31 December 2024</b>
Provision for warranty expenses	843,949	926,189
Provision for employee benefits (Note 16)	171,781	154,365
Provision for purchase costs	70,410	70,134
Litigation provisions	38,347	42,206
Other	745,455	641,106
	<b>1,869,942</b>	<b>1,834,000</b>

**Provision for warranty expenses**

The Group provides warranty coverage for the vehicles it has sold for a period of 2 years, Accordingly, as of the balance sheet date, a provision is provided for the warranty expenses for the vehicles under warranty.

As of 31 March 2025, and 2025, the movement of provision for warranty expenses is as follows:

	<b>2025</b>	<b>2024</b>
<b>1 January</b>	<b>926,189</b>	<b>1,098,075</b>
Monetary gain (loss)	(84,581)	(143,755)
Increase/(decrease) in provision, net	251,947	260,878
Payments	(249,606)	(236,214)
<b>31 March</b>	<b>843,949</b>	<b>978,984</b>

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**NOTE 13 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES (Continued)**

**Provision for employment termination benefits**

	<b>31 March 2025</b>	<b>31 December 2024</b>
Provision for employment termination benefits	444,128	463,025
Provision for unused vacation	171,781	154,365
	<b>615,909</b>	<b>617,390</b>

**Provision for employment termination benefits**

The amount payable consists of one month's salary limited to a maximum of TRY 46,655.43 in full for each year of service as of 31 March 2025 (31 December 2024: TRY 41,828.42 in full).

The reserve for employment termination benefits is not legally subject to any funding and there are no funding requirements.

Provision for employment termination benefits is calculated by estimating the present value of the probable obligation that the employees will have to pay in case of retirement.

Turkish Accounting Standards promulgated by POA require actuarial valuation methods to be developed to estimate the Group's obligation under defined benefit plans. Accordingly, the following actuarial assumptions were used in the calculation of the total liability:

	<b>31 March 2025</b>	<b>31 December 2024</b>
Net discount rate (%)	3,41	3,41
Turnover rate to estimate the probability of retirement (%)	98,19	97,81

The principal assumption is that the maximum liability for each year of service will increase in line with inflation. Thus, the discount rate applied represents the real rate free of expected effects of inflation. The termination indemnity ceiling is revised semi-annually and the ceiling amounting to TRY 46,655.43 in full, which is effective from 1 January 2025, has been taken into consideration in calculation of retirement benefit provision.

The movements of provision for employment termination benefits within the interim accounting periods ending on 31 March 2025 and 2024 are as follows:

	<b>2025</b>	<b>2024</b>
<b>1 January</b>	<b>463,025</b>	<b>532,345</b>
Monetary gain (loss)	(44,417)	(73,735)
Interest expense and charge for the period	41,220	39,331
Remeasurement differences	(4,283)	100,002
Payments	(11,417)	(26,992)
<b>31 March</b>	<b>444,128</b>	<b>570,951</b>

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**NOTE 13 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES (Continued)**

**Provision for unused vacation**

The movements of the provision for unused vacation days within the interim accounting periods ending on 31 March 2025 and 2024 are as follows:

	<b>2025</b>	<b>2024</b>
<b>1 January</b>	<b>154,365</b>	<b>173,427</b>
Monetary gain (loss)	(14,898)	(22,706)
Increase in the period, net	32,314	68,552
<b>31 March</b>	<b>171,781</b>	<b>219,273</b>

**Commitments and contingencies**

As of 31 March 2025, and 31 December 2024, the tables which represent the position of guarantees, pledges and mortgages are as follows:

	<b>31 March 2025</b>	<b>31 December 2025</b>
a. Total amount of guarantees, pledges and mortgages given the name of legal entity	30,166,957	30,993,452
b. Total amount of guarantees, pledges and mortgages given in favour of the parties which are included in the scope of full consolidation	334,362	332,213
c. Total amount of guarantees, pledges and mortgages given to third parties for their liabilities in the purpose of conducting the ordinary operations	-	-
d. Total amount of other guarantees, pledges and mortgages	-	-
	<b>30,501,319</b>	<b>31,325,665</b>

The details of guarantees, pledges and mortgages in terms of original currencies are as follows:

	<b>31 March 2025</b>		<b>31 December 2024</b>	
	<b>Original currency</b>	<b>TRY equivalent</b>	<b>Original currency</b>	<b>TRY equivalent</b>
RON	2,002,165	16,280,407	2,086,962	16,862,954
TRY	9,036,282	9,036,282	8,990,223	8,990,223
USD	78,242	2,954,861	75,778	2,937,750
EUR	54,752	2,228,515	57,257	2,315,494
GEL	-	-	11,817	163,470
CZK	-	-	34,690	55,774
CNY	242	1,254	-	-
	<b>30,501,319</b>		<b>31,325,665</b>	

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NOTE 13 - PROVISIONS, CONTINGENT ASSETS AND LIABILITIES (Continued)

Guarantee letters

a) Guarantees given as of 31 March 2025 and 31 December 2024 are as follows:

	31 March 2025	31 December 2024
Bank letters of guarantee	30,501,319	31,325,665
	<b>30,501,319</b>	<b>31,325,665</b>

b) Guarantees received as of 31 March 2025 and 31 December 2024 are as follows:

	31 March 2025	31 December 2024
Bank letters of guarantee	6,469,673	5,020,704
Guarantee notes	2,035	2,022
	<b>6,471,708</b>	<b>5,022,726</b>

NOTE 14 - PREPAID EXPENSES, EMPLOYEE BENEFIT OBLIGATIONS, OTHER ASSETS  
AND LIABILITIES

a) Prepaid expenses

Prepaid expenses – short-term

	31 March 2025	31 December 2024
Prepaid expenses	460,652	374,689
	<b>460,652</b>	<b>374,689</b>

Prepaid expenses – long-term

	31 March 2025	31 December 2024
Advances given	28,924	18,463
Prepaid expenses	20,222	6,631
	<b>49,146</b>	<b>25,094</b>



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NOTE 14 - PREPAID EXPENSES, EMPLOYEE BENEFIT OBLIGATIONS, OTHER ASSETS  
AND LIABILITIES (Continued)

b) Other current assets

	31 March 2025	31 December 2024
Value added tax receivables	415,287	361,921
Other	183,081	98,513
	<b>598,368</b>	<b>460,434</b>

c) Liabilities arising from customer contracts

Liabilities arising from customer contracts - short-term	31 March 2025	31 December 2024
Advances received	11,976,757	4,789,634
Deferred maintenance income	286,241	354,738
	<b>12,262,998</b>	<b>5,144,372</b>

Liabilities arising from customer contracts - long- term	31 March 2025	31 December 2024
Deferred maintenance income	494,874	555,275
	<b>494,874</b>	<b>555,275</b>

d) Employee benefits obligation

	31 March 2025	31 December 2024
Social security payables	263,665	166,416
Payables to employees	123,580	356,391
Taxes and funds payable	53,230	212,740
	<b>440,475</b>	<b>735,547</b>

e) Other current liabilities

	31 March 2025	31 December 2024
Taxes and funds payable	50,040	60,864
Deferred special consumption tax	6,200	5,559
Other	24,768	32,862
	<b>81,008</b>	<b>99,285</b>

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**NOTE 15 - EQUITY**

The Group's shareholders and their shares in capital as of 31 March 2025 and 31 December 2024 are as follows with historical values:

	31 March 2025		31 December 2024	
	TRY	(%)	TRY	(%)
Koç Holding A.Ş.	56,850	47,38	56,850	47,38
Ünver Holding A.Ş.	29,775	24,81	29,775	24,81
Diğer	33,375	27,81	33,375	27,81
	<b>120,000</b>	<b>100,00</b>	<b>120,000</b>	<b>100,00</b>
Sermaye düzeltme farkları	1,969,768		1,969,768	

The accumulated profits in the statutory books can be distributed except for the provision regarding the legal reserves specified below. According to the Turkish Commercial Code, legal reserves are divided into two as first and second legal reserves. According to the Turkish Commercial Code, first legal reserves are separated as 5% of the legal net profit until 20% of the Group's paid-in capital is reached. Second legal reserves are 10% of the distributed profit exceeding 5% of the paid-in capital. According to the Turkish Commercial Code, legal reserves can only be used to offset losses as long as they do not exceed 50% of the paid-in capital and cannot be used in any other way. Public companies distribute dividends in accordance with the CMB's Communiqué on Dividends No. II-19.1, which entered into force on February 1, 2014.

Partnerships distribute their profits in accordance with the profit distribution policies to be determined by their general assemblies and in accordance with the relevant legislation. Within the scope of the said circular, a minimum distribution rate has not been determined. Companies pay dividends as determined in their articles of association or profit distribution policies. In addition, dividends can be paid in equal or different installments and cash dividend advances can be distributed based on the profit included in the consolidated financial statements.

Unless the reserve funds that must be set aside according to the TCC and the dividend determined for the shareholders in the articles of association or the dividend distribution policy are set aside; no other reserve funds can be set aside, no profit can be transferred to the following year, no dividend share can be distributed to the dividend shareholders, board members, partnership employees and persons other than the shareholders, and no dividend share can be distributed to these persons unless the dividend share determined for the shareholders is paid in cash.

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NOTE 15 – EQUITY (Continued)

The IFRS adjusted values and capital adjustment differences of the items shown above with their historical values are as follows as of March 31, 2025 and December 31, 2024:

31 March 2025

	Historical values	Capital inflation adjustment difference	Indexed value
Capital	120,000	1,969,768	2,089,768
Legal reserves	183,398	1,432,990	1,616,388
	<b>303,398</b>	<b>3,402,758</b>	<b>3,706,156</b>

31 December 2024

	Historical values	Capital inflation adjustment difference	Indexed value
Capital	120,000	1,969,768	2,089,768
Legal reserves	183,398	1,432,990	1,616,388
	<b>303,398</b>	<b>3,402,758</b>	<b>3,706,156</b>

NOTE 16 - REVENUE AND COST OF SALES

Net sales	1 January - 31 March 2025	1 January - 31 March 2024
Domestic sales	3,843,762	3,152,315
Export sales	4,237,551	3,663,994
<b>Gross sales</b>	<b>8,081,313</b>	<b>6,816,309</b>
Less: sales discount and returns	(121,659)	(54,860)
<b>Net sales</b>	<b>7,959,654</b>	<b>6,761,449</b>

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NOTE 16 - REVENUE AND COST OF SALES (Continued)

Sales of the Group for the periods ended 31 March 2025 and 2024 in terms of the products are as follows:

	1 January - 31 March 2025	1 January - 31 March 2024
Commercial vehicle	6,080,531	5,688,482
Military vehicle	914,236	10,048
Other sales <sup>(*)</sup>	964,887	1,062,919
	<b>7,959,654</b>	<b>6,761,449</b>

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

Cost of sales

	1 January - 31 March 2025	1 January - 31 March 2024
Cost of finished goods sold	(6,025,507)	(5,488,281)
Cost of merchandise goods sold	(769,370)	(425,973)
<b>Cost of sales</b>	<b>(6,794,877)</b>	<b>(5,914,254)</b>

NOTE 17 - MARKETING EXPENSES, GENERAL ADMINISTRATIVE EXPENSES AND  
RESEARCH AND DEVELOPMENT EXPENSES

	1 January - 31 March 2025	1 January - 31 March 2024
Marketing expenses	(1,053,922)	(1,126,274)
General administrative expenses	(462,979)	(626,816)
Research and development expenses	(287,341)	(309,050)
	<b>(1,804,242)</b>	<b>(2,062,140)</b>

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**NOTE 18 - OTHER OPERATING INCOME AND EXPENSES**

	<b>1 January - 31 March 2025</b>	<b>1 January - 31 March 2024</b>
<b>Other operating income</b>		
Foreign exchange gains on trade receivables and payables	761,042	971,368
Revenue from charge of due date receivables	176,459	257,840
Gain on forward transactions	15,556	52,669
Incentives income	1,499	986
Other income	30,824	35,491
	<b>985,380</b>	<b>1,318,354</b>
<b>Other operating expenses</b>		
Foreign exchange loss on trade receivables and payables	(582,000)	(506,435)
Loss on forward transactions	(25,319)	(91,708)
Expected credit losses on trade receivables	-	(1,008)
Provision for doubtful receivables	-	(377)
Other expense	(12,786)	(4)
	<b>(620,105)</b>	<b>(599,532)</b>

**NOTE 19 - FINANCIAL INCOME**

	<b>1 January - 31 March 2025</b>	<b>1 January - 31 March 2024</b>
Interest income from time deposits	64,564	433,074
Foreign exchange gains on bank deposits	93,283	33,780
Foreign exchange gains on bank borrowings	5,410	2,113
	<b>163,257</b>	<b>468,967</b>

**NOTE 20 - FINANCIAL EXPENSES**

	<b>1 January - 31 March 2025</b>	<b>1 January - 31 March 2024</b>
Interest expense on bank borrowings	(1,712,509)	(1,601,249)
Foreign exchange losses on bank borrowings	(527,400)	(350,403)
Foreign exchange losses on bank deposits	(34,916)	(20,819)
Other	-	(8,111)
	<b>(2,274,825)</b>	<b>(1,980,582)</b>

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**NOTE 21 - TAX ASSETS AND LIABILITIES**

The general corporate tax rate in Turkey is 25% (31,12,2024: 25%), Article 15 of Law No, 7351 published in the Official Gazette No, 31727 and dated January 22, 2022. Article 32 of the Corporate Tax Law No, 5520, The article has been amended, and the corporate tax rate has started to be applied with a discount of 1 point to the earnings of the exporting institutions exclusively from exports and the earnings of the institutions that have an industrial registration certificate and are actually engaged in production activities. Article 21 of Law No, 7456 published in the Official Gazette No, 32249 and dated July 15, 2023. With the article, the corporate tax discount rate to be applied to the earnings of institutions exclusively from exports has been increased to 5 points.

Corporate tax is declared until the evening of the last day of the fourth month following the end of the accounting period to which it relates and paid in a single installment. In accordance with the tax legislation, the earnings incurred as of quarterly periods are separated, and a provisional tax of 20% is calculated and paid on export earnings, 24% on manufacturing earnings arising from actual productions with an industrial registration certificate, and 25% on external earnings, and the amounts paid in this way are deducted from the tax calculated on annual earnings.

The allocation of total tax expense for the periods ended 31 March 2025 and 2024 are as follows:

	<b>1 January - 31 March 2025</b>	<b>1 January - 31 March 2024</b>
<b>Deferred tax income / (expense) reflected in profit or loss</b>		
Charged to profit for the period	274,919	296,974
Charged to other comprehensive income (expense)	(1,071)	25,001
	<b>273,848</b>	<b>321,975</b>

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**NOTE 21 - TAX ASSETS AND LIABILITIES (Continued)**

As of 31 March 2025 and 31 December 2024, the allocation of deferred tax bases and deferred tax liability computed using the current effective tax rates are as follows:

	<b>Cumulative temporary differences</b>		<b>Deferred tax assets</b>	
	<b>31 March 2025</b>	<b>31 December 2024</b>	<b>31 March 2025</b>	<b>31 December 2024</b>
Property, plant and equipment				
Intangible assets	3,940,422	3,868,714	(985,106)	(963,876)
Deferred financial expenses	32,469	36,713	(8,117)	(9,178)
Deferred maintenance income	(811,448)	(935,160)	180,404	208,495
Provision for warranty expense	(843,949)	(926,189)	210,987	231,548
Other provisions	(923,683)	(683,311)	230,921	170,828
Provision for employment termination benefits	(444,128)	(463,025)	110,962	115,756
Deferred financial income	(152,942)	(177,441)	54,470	62,716
Inventories	(964,070)	(714,055)	254,215	178,514
Accumulated deferred losses				
Research and development incentive	2,142,091	1,940,392	535,523	485,098
Deductible current period loss (**)	-	-	555,539	434,748
Investment discount (*)	-	-	278,658	216,402
Provision for unused vacation	(171,781)	(154,365)	42,945	38,591
Other	(59,160)	(143,733)	13,077	30,988
<b>Deferred tax assets</b>	<b>1,474,478</b>	<b>1,200,630</b>	<b>1,474,478</b>	<b>1,200,630</b>

(\*) The Group's application for an Investment Incentive Certificate to the General Directorate of Incentive Implementation and Foreign Capital of the Ministry of Industry and Technology of the Republic of Turkey was approved and an Investment Incentive Certificate numbered 512845 was issued for the modernization investment of a total amount of TL 1,687,453 thousand and planned to be made over a 4-year period.

(\*\*) The total amount of the Group's deductible financial losses calculated as deferred tax assets is TL 2,871,922.

The movement of deferred tax asset for the periods ended 31 March 2025 and 2024 are as follows:

	<b>1 January - 31 March 2025</b>	<b>1 January - 31 March 2024</b>
<b>1 January</b>	<b>1,200,630</b>	<b>1,236,899</b>
<b>Deferred tax income/expense charged to profit or loss and other comprehensive income for the period</b>		
- Charged to profit for the period	274,919	296,974
- Charged to other comprehensive income/(expense)	(1,071)	25,001
<b>31 March</b>	<b>1,474,478</b>	<b>1,558,874</b>

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**NOTE 22 - EARNINGS PER SHARE**

Earnings per share are calculated by dividing net profit by the weighted average number of shares that have been outstanding during the period concerned.

Companies can increase their capital by distributing shares to existing shareholders from retained earnings in proportion to their shares, when calculating earnings per share, these bonus shares are counted as issued shares, Therefore, the weighted average number of shares used in the calculation of earnings per share is obtained by applying the issuance of bonus shares retrospectively.

Earnings per main share are determined by dividing net income of the shareholders by the weighted average number of shares that have been outstanding during the related year concerned.

	<b>31 March 2025</b>	<b>31 March 2024</b>
Net profit/(loss) for the period	(463,335)	(576,337)
Weighted average number of issued shares	12,000,000,000	12,000,000,000
Earnings per share (Kr)	(3,861)	(4,803)

**NOTE 23 - RELATED PARTY DISCLOSURES**

Due from and due to the related parties at the period end and transactions with related parties during the periods are as follows:

i) Due from and due to related parties as of 31 March 2025 and 31 December 2024 are as follows:

<b>Due from related parties</b>	<b>31 March 2025</b>	<b>31 December 2024</b>
Ram Dış Ticaret A.Ş. (1) (**)	3,182,183	4,557,916
Other (1)	21,699	34,073
	<b>3,203,882</b>	<b>4,591,989</b>

(\*) Trade receivables due to sales to the Group's joint venture Al Jasoor Heavy Vehicles Industry LLC.

(\*\*) A portion of the overseas sales are carried out as export registered through Ram Dış Ticaret A.Ş. and the balance consists of commercial receivables arising from these transactions.

(1) Related parties of the parent company

(2) Shareholder of the Group

(3) Joint venture



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**NOTE 23 - RELATED PARTY DISCLOSURES (Continued)**

<b>Due to related parties</b>	<b>31 March 2025</b>	<b>31 December 2024</b>
Ram Dış Ticaret A.Ş. (1)	152,008	170,839
Ram Sigorta Aracılık Hizmet A.Ş. (1)	53,035	-
Koç Sistem Bilgi ve İletişim Hiz. A.Ş. (1)	42,843	4,925
Zer Merkezi Hizmetler A.Ş. (1)	42,184	89,437
WAT Motor Sanayi ve Tic. A.Ş. (1)	21,469	46,295
Otokoç Otomotiv Tic. ve San. A.Ş. (1)	13,421	8,247
Koç Holding A.Ş. (2)	12,687	78,281
Setur Servis Turistik A.Ş. (1)	8,095	6,514
Opet Fuchs Madeni Yağ A.Ş. (1)	7,988	19,294
Palmira Turizm Ticaret A.Ş. (1)	6,679	2,503
Al Jasoor Heavy Vehicle Industry LL (3)	5,526	5,673
Ford Otosan A.Ş.(2)	5,068	9,181
Akpa Dayanıklı Tük.Paz. A.Ş. (1)	3,256	4,002
Düzey A.Ş. (1)	2,708	4,720
Diğer (1)	6,605	60,289
	<b>383,572</b>	<b>510,200</b>

<b>Advances received from related parties</b>	<b>31 March 2025</b>	<b>31 December 2024</b>
Ram Dış Ticaret A.Ş. (1)	1,062,656	746,105
	<b>1,062,656</b>	<b>746,105</b>

(\*) These are the advances received due to sales to Al Jasoor Heavy Vehicles Industry LLC, which is a Joint Venture of the Group.

ii) Sales to related parties and purchases from related parties are as follows:

<b>Sales of products and services</b>	<b>1 January 31 March 2025</b>	<b>1 January 31 March 2024</b>
Ram Dış Ticaret A.Ş. (1) (*)	927,431	38,882
Al Jasoor Heavy Vehicle Industry LLC (3)	23,005	17,879
Other (1)	1,340	-
	<b>951,776</b>	<b>56,761</b>

(\*) The export registered sales to Ram Dış Ticaret A.Ş. comprise export sales made to third party customers.

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**NOTE 23 - RELATED PARTY DISCLOSURES (Continued)**

<b>Fixed asset purchases</b>	<b>1 January 31 March 2025</b>	<b>1 January 31 March 2024</b>
Koç Sistem Bilgi ve İletişim Hiz. A.Ş. (1)	11,983	17,306
Ark İnşaat A.Ş. (1)	5,700	-
Koçdigital Çözümler A.Ş. (1)	4,401	-
Diğer (1)	3,024	915
	<b>25,108</b>	<b>18,221</b>

- (1) Related parties of the parent company  
(2) Shareholder of the Group  
(3) Joint venture

<b>Inventory purchases</b>	<b>1 January 31 March 2025</b>	<b>1 January 31 March 2024</b>
Zer Merkezi Hizmetler ve Ticaret A.Ş. (1)	255,442	103,607
WAT Motor Sanayi ve Tic. A.Ş (1)	54,733	290
Ram Dış Ticaret A.Ş. (1)	32,594	47,638
Opet Fuchs Madeni Yağ A.Ş. (1)	13,825	10,327
Ford Otosan A.Ş. (2)	7,604	2,099
Akpa Dayanıklı Tük.Paz. A.Ş. (1)	7,241	6,531
Düzey A.Ş.	6,119	-
Opet Petrolcülük A.Ş.(1)	5,880	7,568
Diğer (1)	1,005	894
	<b>384,443</b>	<b>178,954</b>

<b>Service purchases</b>	<b>1 January 31 March 2025</b>	<b>1 Jan 31 March 2024</b>
Ram Sigorta Aracılık Hz. A.Ş.(1)(**)	107,147	154,442
Setur Servis Turistik A.Ş.(1)	38,182	30,974
Koç Sistem Bilgi ve İletişim Hiz. A.Ş. (1)	31,172	18,710
Eltek Elektrik Enerji İth.İhr.Top.Tic. A.Ş. (1)	26,975	21,082
Otokoç Otomotiv Tic. ve San. A.Ş.(1)	19,910	16,513
Koç Holding A.Ş. (2) (*)	11,275	11,316
Ram Dış Ticaret A.Ş.(1)	10,866	96,253
Palmira Turizm Ticaret A.Ş. (1)	7,391	1,345
Diğer (1)	23,098	18,269
	<b>276,016</b>	<b>368,904</b>

(\*) It includes service cost that are based on finance, law, planning, tax and management provided by Koç Holding A.Ş. to the companies within the group organization, invoiced to Company with the contest of "11-Intercompany Services" in numbered 1 General Communiqué about Concealed Gain Distribution by Transfer Pricing.

(\*\*) It includes paid and accrued premium as of 31 March 2025 and 31 March 2024 in accordance with insurance policies signed between insurance companies via Ram Sigorta Aracılık Hizmetleri A.Ş. which is an insurance agency.

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NOTE 23 - RELATED PARTY DISCLOSURES (Continued)

Bank deposits	31 March 2025	31 December 2024
Yapı ve Kredi Bankası A.Ş. (1)		
- Demand deposits	79,840	3,014
- Time deposits	64,769	62,859
	<b>144,609</b>	<b>65,873</b>

- (1) Related parties of the parent company  
(2) Shareholder of the Group  
(3) Joint venture

Borrowings	31 March 2025	31 December 2024
Yapı ve Kredi Bankası A.Ş. (1)	512,200	564,525
	<b>512,200</b>	<b>564,525</b>

For the periods ended 31 March 2025 and 2024, operating income and expense with related parties are as follows:

	1 January 31 March 2025	1 January 31 March 2024
Trade receivables and payables foreign exchange gains		
	96,312	231,314
Ram Dış Ticaret A.Ş. (1)	393	1,032
Other (1)		
	<b>96,705</b>	<b>232,346</b>

	1 January 31 March 2025	1 January 31 March 2024
Trade receivables and payables foreign exchange expenses		
Zer Merkezi Hizmetler A.Ş. (1)	5,254	-
Other (1)	2,550	41,648
	<b>7,804</b>	<b>41,648</b>

- (1) Related parties of the parent company  
(2) Shareholder of the Group  
(3) Joint venture

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NOTE 23 - RELATED PARTY DISCLOSURES (Continued)

For the periods ended 31 March 2025 and 2024, financial income and expense with related parties are as follows:

	1 January 31 March 2025	1 January 31 March 2024
<b>Interest income</b>		
Yapı ve Kredi Bankası A.Ş. (1)	63	19,133
	<b>63</b>	<b>19,133</b>
<b>Interest expense</b>		
Yapı ve Kredi Bankası A.Ş. (1)	59,529	5,463
	<b>59,529</b>	<b>5,463</b>
<b>Foreign exchange income</b>		
Yapı ve Kredi Bankası A.Ş. (1)	19,045	11,610
	<b>19,045</b>	<b>11,610</b>
<b>Foreign exchange expenses</b>		
Yapı ve Kredi Bankası A.Ş. (1)	7,396	4,875
	<b>7,396</b>	<b>4,875</b>

(1) Related parties of the parent company

**Benefits provided to senior executives**

For the period ended 31 March 2025, the total amount of benefits provided to senior management is TRY 18,308 thousand (31 March 2024: TRY 192,739 thousand). It consists of Senior management, members of the board of directors, general manager and assistant general managers.

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**NOTE 24 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS**

**a) Foreign currency risk and related sensitivity analysis**

The Group is exposed to exchange rate risk due to Turkish Lira conversion of foreign currency payables and receivables arising from its commercial activities with foreign companies. This exchange rate risk is followed and limited by analyzing the foreign exchange position. To manage the currency risk arising from future commercial transactions and recorded assets and liabilities, the Group follows a policy of diversification in its currency position.

The recorded amounts of foreign currency assets and liabilities held by the Group, by foreign currency type, are as follows:

<b>31 March 2025</b>		<b>TRY equivalent (functional currency)</b>	<b>USD</b>	<b>EUR</b>	<b>GBP</b>
1.	Trade receivables	7,172,875	89,591	93,102	-
2a.	Monetary financial assets (including cash, bank accounts)	806,344	4,686	15,462	1
2b.	Non-monetary financial assets	-			
3.	Other	-	-	-	-
4.	<b>Current assets (1+2+3)</b>	<b>7,979,219</b>	<b>94,277</b>	<b>108,564</b>	<b>1</b>
5.	Trade receivables	-	-	-	-
6a.	Monetary financial assets	-			
6b.	Non-monetary financial assets	-			
7.	Other	139	-	3	-
8.	<b>Non-current assets (5+6+7)</b>	<b>139</b>	<b>-</b>	<b>3</b>	<b>-</b>
9.	<b>Total assets (4+8)</b>	<b>7,979,358</b>	<b>94,277</b>	<b>108,567</b>	<b>1</b>
10.	Trade payables	(2,926,001)	(35,047)	(39,321)	(41)
11.	Financial liabilities	(1,858,903)	(16,648)	(30,224)	-
12a.	Monetary other liabilities	(1,485,704)	(5,049)	(31,817)	-
12b.	Non-monetary other liabilities	-			
13.	<b>Current liabilities (10+11+12)</b>	<b>(6,270,608)</b>	<b>(56,744)</b>	<b>(101,362)</b>	<b>(41)</b>
14.	Trade payables	-	-	-	-
15.	Financial liabilities	(3,108,354)	-	(76,369)	-
16a.	Monetary other liabilities	-	-	-	-
16b.	Non-monetary other liabilities	-			
17.	<b>Non-current liabilities (14+15+16)</b>	<b>(3,108,354)</b>	<b>-</b>	<b>(76,369)</b>	<b>-</b>
18.	<b>Total liabilities (13+17)</b>	<b>(9,378,962)</b>	<b>(56,744)</b>	<b>(177,731)</b>	<b>(41)</b>
	<b>Net balance sheet position (9+18)</b>	<b>(1,399,604)</b>	<b>37,533</b>	<b>(69,164)</b>	<b>(40)</b>
19.	Net asset/(liability) position of off-balance sheet derivative instruments (19a-19b)	4,001,241	32,313	68,324	-
19a.	Hedged total assets amount	4,001,241	32,313	68,324	-
19b.	Hedged total liabilities amount	-	-	-	-
20.	<b>Net foreign currency asset/(liability) position (9+18+19)</b>	<b>2,601,637</b>	<b>69,846</b>	<b>(840)</b>	<b>(40)</b>
21.	<b>Net foreign currency asset/(liability) position of monetary items (=1+2a+5+6a-10-11-12a-14-15-16a)</b>	<b>(1,399,743)</b>	<b>37,533</b>	<b>(69,167)</b>	<b>(40)</b>
22.	Total fair value of financial instruments used for foreign currency hedging	-	-	-	-
23.	Export (as of 31 March 2025)	4,219,602	6,324	97,653	6,102
24.	Import (as of 31 March 2025)	2,556,629	35,056	53,559	757

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**NOTE 24 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS  
(Continued)**

31 December 2024	TRY equivalent (functional currency)	USD	EUR	GBP
1. Trade receivables	8,956,795	124,224	102,396	-
2a. Monetary financial assets (including cash, bank accounts)	666,905	1,664	14,895	-
2b. Non-monetary financial assets	-			
3. Other	70	2	-	-
4. <b>Current assets (1+2+3)</b>	<b>9,623,770</b>	<b>125,890</b>	<b>117,291</b>	<b>-</b>
5. Trade receivables	-	-	-	-
6a. Monetary financial assets	-			
6b. Non-monetary financial assets	-			
7. Other	139	-	3	-
8. <b>Non-current assets (5+6+7)</b>	<b>139</b>	<b>-</b>	<b>3</b>	<b>-</b>
9. <b>Total assets (4+8)</b>	<b>9,623,909</b>	<b>125,890</b>	<b>117,294</b>	<b>-</b>
10. Trade payables	(2,795,092)	(36,542)	(33,967)	(99)
11. Financial liabilities	(2,980,303)	(8,211)	(65,825)	-
12a. Monetary other liabilities	(1,320,924)	(7,066)	(25,890)	-
12b. Non-monetary other liabilities	-	-	-	-
13. <b>Current liabilities (10+11+12)</b>	<b>(7,096,319)</b>	<b>(51,819)</b>	<b>(125,682)</b>	<b>(99)</b>
14. Trade payables	-	-	-	-
15. Financial liabilities	(2,644,347)	-	(65,389)	-
16a. Monetary other liabilities	-	-	-	-
16b. Non-monetary other liabilities	-	-	-	-
17. <b>Non-current liabilities (14+15+16)</b>	<b>(2,644,347)</b>	<b>-</b>	<b>(65,389)</b>	<b>-</b>
18. <b>Total liabilities (13+17)</b>	<b>(9,740,666)</b>	<b>(51,819)</b>	<b>(191,071)</b>	<b>(99)</b>
<b>Net balance sheet position (9+18)</b>	<b>(116,757)</b>	<b>74,071</b>	<b>(73,777)</b>	<b>(99)</b>
19. Net asset/(liability) position of off-balance sheet derivative instruments (19a-19b)	(8,435)	(36,650)	35,000	-
19a. Hedged total assets amount	1,415,409	-	35,000	-
19b. Hedged total liabilities amount	(1,423,844)	(36,650)	-	-
20. <b>Net foreign currency asset/(liability) position (9+18+19)</b>	<b>(125,192)</b>	<b>37,421</b>	<b>(38,777)</b>	<b>(99)</b>
21. <b>Net foreign currency asset/(liability) position of monetary items (=1+2a+5+6a-10-11-12a-14-15-16a)</b>	<b>(116,966)</b>	<b>74,069</b>	<b>(73,780)</b>	<b>(99)</b>
22. Total fair value of financial instruments used for foreign currency hedging	8,435	8,435	-	-
23. Export (as of 31 March 2024)	3,663,994	123,560	431,804	31,011
24. Import (as of 31 March 2024)	3,151,433	92,477	155,575	2,582

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NOTE 24 - NATURE AND LEVEL OF RISKS ARISING FROM FINANCIAL INSTRUMENTS  
(Continued)

The following table demonstrates the sensitivity to a possible change of 10% in the USD, EUR and GBP exchange rates, with all other variables held constant, on the Group's income before tax as of 31 March 2025 and 31 December 2024:

	Profit before tax	Profit before tax
	Appreciation	Depreciation
31 March 2025	Foreign currency	Foreign currency
<i>In case 10% appreciation of USD against TRY:</i>		
1- USD net asset/liability	263,780	(263,780)
2- Amount hedged for USD risk (-)	-	-
3- USD net effect (1+2)	263,780	( 263,780)
<i>In case 10% appreciation of EUR against TRY:</i>		
4- EUR net asset/liability	(3,693)	3,693
5- Amount hedged for EUR risk (-)	-	-
6- EUR net effect (4+5)	(3,693)	3,693
<i>In case 10% appreciation of GBP against TRY:</i>		
7- GBP net asset/liability	(196)	196
8- Amount hedged for GBP risk (-)	-	-
9- GBP net effect (7+8)	(196)	196
<b>Total (3+6+9)</b>	<b>259,891</b>	<b>(259,891)</b>
	Profit before tax	Profit before tax
	Appreciation	Depreciation
31 December 2024	Foreign currency	Foreign currency
<i>In case 10% appreciation of USD against TRY:</i>		
1- USD net asset/liability	145,076	(145,076)
2- Amount hedged for USD risk (-)	-	-
3- USD net effect (1+2)	145,076	(145,076)
<i>In case 10% appreciation of EUR against TRY:</i>		
4- EUR net asset/liability	(156,815)	156,815
5- Amount hedged for EUR risk (-)	-	-
6- EUR net effect (4+5)	(156,815)	156,815
<i>In case 10% appreciation of GBP against TRY:</i>		
7- GBP net asset/liability	(480)	480
8- Amount hedged for GBP risk (-)	-	-
9- GBP net effect (7+8)	(480)	480
<b>Total (3+6+9)</b>	<b>(12,219)</b>	<b>12,219</b>

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NOTE 25 - FINANCIAL INSTRUMENTS

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity specific estimates, if all significant inputs required to fair value an instrument are observable, the instrument is included in level 2, Disclosure of fair value measurements needs to be explained by level of the following fair value measurement hierarchy.

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The following table presents the Group's assets that are measured at fair value at 31 March 2025 and 31 December 2024:

31 March 2025

Liabilities	Level 1	Level 2	Level 3	Total
Derivative financial instruments	-	-	-	-
	-	-	-	-

31 December 2024

Assets	Level 1	Level 2	Level 3	Total
Derivative financial instruments	-	(8,435)	-	(8,435)
	-	(8,435)	-	(8,435)

Fair value is the amount at which a financial instrument could be exchanged in a current transaction between willing parties, other than in a forced sale or liquidation, and is best evidenced by a quoted market price, if one exists.

The estimated fair values of financial instruments have been determined by the Group using available market information and appropriate valuation methodologies. However, judgment is necessarily required to interpret market data to estimate the fair value, Accordingly, the estimates presented herein are not necessarily indicative of the amounts the Group could realize in a current market exchange.

The Group considers that carrying amounts reflect fair values of the financial instruments.

Monetary assets - short term monetary assets are considered to approximate their respective carrying values due to their short-term nature and low level of credit risk.



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NOTE 25 - FINANCIAL INSTRUMENTS (Continued)

Monetary liabilities - Trade payables and other monetary liabilities are considered to approximate their respective carrying values due to their short-term nature. The fair values of long-term bank borrowings with fixed interest rates are noted that it is close to approximate their respective carrying values, since the interest rate as of balance sheet date is used. The fair values of short-term bank borrowings are considered to approximate their respective carrying values due to their short-term nature.

NOTE 26 -EXPLANATIONS REGARDING NET MONETARY POSITION GAINS/(LOSSES)

Non-monetary Items	31.03.2025
<b>Financial statement items</b>	
Inventories	1,249,454
Tangible Assets	504,682
Intangible Assets	618,158
Liabilities arising from the Customer Agreement	(169,701)
Capital Adjustment Differences	(191,061)
Restricted Reserves Allocated from Profit	(147,781)
Accumulated Other Comprehensive Expenses Not to Be Reclassified to Profit or Loss	64,865
Retained earnings/losses	(489,400)
Other	121,419
<b>Profit or loss statement items</b>	
Revenues	(137,446)
Cost of sales	136,438
Research and development expenses	6,534
Marketing, sales and distribution expenses	26,520
General administrative expenses	4,773
Other income/expenses from Operating activities	360
Financial incomes/expenses	48,318
Deferred tax income/expense	8,956
<b>Net monetary position gains/(losses)</b>	<b>1,655,088</b>

NOTE 27 - SUBSEQUENT EVENTS

In order to fulfil our obligations within the scope of the contract signed between our Company and C.N. Romtehnica S.A., representing the Romanian Ministry of National Defense, regarding the purchase of 4x4 Tactical Wheeled Light Armored Vehicles, which was announced on November 27, 2024, a Partnership Agreement dated April 25, 2025 was signed between our wholly-owned subsidiary Otokar Land Systems SRL (Otokar SRL), established in Romania, and Automecanica SA (Automecanica), also established in Romania and operating in the defense industry.

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