HAT-SAN GEMİ İNŞAA BAKIM ONARIM DENİZ NAKLİYAT SANAYİ VE TİCARET A.Ş.

BOARD OF DIRECTORS INTERIM ACTIVITY REPORT

1 January 2026 - 30 September 2026

Prepared pursuant to the Capital Markets Board Communiqué No. II-14.1 on Principles of Financial Reporting in Capital Markets.

Contents

1. General Information

1.1. Capital and Shareholding Structure

1.2. Privileged Shares

1.3. Information on the Company's Governing Body, Senior Management and Personnel - Current Board of Directors

1.3.1. Committees Established by the Board of Directors

1.3.2. Board Assessment of the Terms of Reference and Effectiveness of Board Committees

1.3.3. Information on Personnel with Management Authority

1.3.4. Personnel Information

1.3.5. Collective Bargaining Arrangements

1.3.6. Rights and Benefits Provided to Personnel and Workers

1.3.7. Legislative Changes That May Significantly Affect the Company's Operations

2. Financial Benefits Provided to Members of the Governing Body and Senior Management

3. Research and Development Activities

4. Company Operations and Significant Developments Relating to Operations

4.1. Information on Operations

4.2. Services Provided

4.2.1. New Shipbuilding

4.2.2. Repair and Maintenance

4.2.3. Conversion Projects

4.3. Information on Investments Made During the Reporting Period

4.4. Internal Control System and Internal Audit Activities and the Governing Body's Opinion

4.5. Related Party Transactions and Balances

5. Financial Position

5.1. Assessment of Capital Impairment and Over-indebtedness and the Governing Body's Evaluation

5.2. Dividend Distribution Policy and Reasons for Non-distribution and Proposed Use of Retained Profits

6. Risks and the Governing Body's Assessment

7. Other Matters

7.1. Significant Events During the Reporting Period

7.2. Significant Events After the Reporting Period

1. General Information

Hat-San Gemi İnşaa Bakım Onarım Deniz Nakliyat Sanayi ve Ticaret A.Ş. ("Hat-San Gemi" or the "Company") was established in 2008.

The Company's principal activities are the acquisition, leasing and construction of domestic and foreign shipbuilding facilities, shipyards, hotel ships, passenger ships and yachts of all tonnages; the operation of shipyards and floating docks to provide periodic maintenance and repair services for ships and other floating vessels; and shipbuilding, maintenance, repair and conversion. The Company began investing in a shipyard in 2007 in the area designated for shipyards in Altınova, Yalova.

The Company's parent and ultimate controlling party is Pekar Grup İnşaat A.Ş. ("Pekar Grup"). Operating in mining, construction, foreign trade and energy, PEKAR GRUP decided in 2006 to invest in shipbuilding and maritime activities.

The Company's shareholding structure as at 30 September 2026 is presented below.

Shareholder	30 Sep 2026 capital (TL)	Interest	31 Dec 2025 capital (TL)	Interest
Pekar Grup İnşaat A.Ş. (*)	175,440,895	79.21%	176,755,895	79.80%
Mesud Abdurrahman PEPE	148,035	0.07%	148,035	0.07%
Mustafa Talha Pepe	148,035	0.07%	148,035	0.07%
Mehmed Halid İsmail PEPE	148,035	0.07%	148,035	0.07%
Other (**)	45,615,000	20.59%	44,300,000	20.00%
Paid-in capital	221,500,000	100.00%	221,500,000	100.00%
Capital adjustment differences	783,538,110		783,538,110	
Capital restated for TL purchasing power	1,005,038,110		1,005,038,110	

(*) The company was established in Istanbul in 2007 under the trade name Kar Gemi İnşaa ve Deniz Nakliyat Sanayi ve Ticaret A.Ş. (Kar Gemi) and registered with the Istanbul Trade Registry under registration number 639811. It is the Group's holding company and the principal shareholder of all Group companies.

(**) Represents the publicly held portion of the Company's shares.

The Company is registered in Türkiye and operates at Florya Caddesi, Florya Plaza No: 88/2, 34153 Florya, Bakırköy, Istanbul.

Item	Details
Reporting period	1 January 2026 - 30 September 2026
Trade name	HAT-SAN GEMİ İNŞAA BAKIM ONARIM DENİZ NAKLİYAT SANAYİ VE TİCARET A.Ş.
Trade registry number	671858-0 - Istanbul Chamber of Commerce
Trade registry registration date	8 July 2008
MERSİS number	0730034753700010
Tax office / number	Istanbul Küçükçekmece Tax Office / 7300347537

Item	Details
Registered office	Florya Cad. Florya Plaza No:88 Floor:2 Bakırköy/Istanbul
Contact details	Telephone: +90 212 662 95 96 / Fax: +90 212 662 95 97
Email	info@hat-san.com.tr / yatirimciiliskileri@hat-san.com.tr
Website	www.hat-san.com.tr

1.1. Capital and Shareholding Structure

Registered capital ceiling: TL 940,000,000.00

Paid-in capital: TL 221,500,000.00

The Company's registered capital ceiling is TL 940,000,000 (nine hundred forty million Turkish lira), divided into 940,000,000 (nine hundred forty million) shares with a nominal value of TL 1.00 each. The registered capital authorisation granted by the Capital Markets Board is valid for 2023-2027 (five years).

The Company's issued capital is TL 221,500,000.00 (two hundred twenty-one million five hundred thousand Turkish lira), divided into 221,500,000 (two hundred twenty-one million five hundred thousand) shares with a nominal value of TL 1.00 each. The issued capital has been fully paid, free of any simulated transaction. It comprises 111,000,000 (one hundred eleven million) Group A registered shares and 110,500,000 (one hundred ten million five hundred thousand) Group B bearer shares, each with a nominal value of TL 1.00.

The Company's shares began trading on Borsa Istanbul on 22 September 2023.

Summary Market Data

Item	Value
Paid-in capital	TL 221,500,000.00
Trading market	Main Market
Number of shares in actual free float (30 September 2026)	44,744,105
Highest closing price during the year (TL)	87.30
Closing price on 30 September 2026 (TL)	30.38
Market capitalisation (as at 30 September 2026)	TL 6,729,170,000.00

1.2. Privileged Shares

The Company's issued capital is TL 221,500,000.00 (two hundred twenty-one million five hundred thousand Turkish lira), divided into 221,500,000 (two hundred twenty-one million five hundred thousand) shares with a nominal value of TL 1.00 each. The issued capital has been fully paid, free of any simulated transaction. It comprises 111,000,000 (one hundred eleven million) Group A registered shares and 110,500,000 (one hundred ten million five hundred thousand) Group B bearer shares, each with a nominal value of TL 1.00.

Group A shares carry privileges to nominate candidates for the Board of Directors and voting privileges at General Assembly meetings. These privileges are specified in Articles 8, 9 and 12 of the Articles of Association. Group A shareholders have two voting rights.

1.3. Information on the Company's Governing Body, Senior Management and Personnel - Current Board of Directors

Current Composition of the Board of Directors

Full name	Position	Term	Election date
Mehmed Halid İsmail PEPE	Chairman of the Board	3 years	30 March 2026
Mustafa Talha PEPE	Vice Chairman of the Board	3 years	30 March 2026
Mesud Abdurrahman PEPE	Board Member	3 years	30 March 2026
İsmail VURAL	Independent Board Member	3 years	30 March 2026
İrfan GÜNDÜZ	Independent Board Member	3 years	30 March 2026

The Board of Directors adopted 19 resolutions during the period from 1 January to 30 September 2026.

1.3.1. Committees Established by the Board of Directors

Committees have been established within the Company in accordance with the Capital Markets Board's Corporate Governance Principles to enable the Board of Directors to discharge its duties and responsibilities effectively. The committees operate under written terms of reference covering their respective areas of responsibility.

Audit Committee

The Audit Committee comprises the following independent Board members:

• Mr İsmail Vural (Chairman)

• Mr İrfan Gündüz (Member)

Activities and work: The Committee assessed the Company's financial reporting processes, independent audit activities and the effectiveness of internal control and internal audit systems, and submitted opinions and recommendations to the Board regarding the fair presentation of the financial statements.

Number of meetings: The Audit Committee met twice during the reporting period in accordance with its terms of reference.

Corporate Governance Committee

The Committee comprises:

• Mr İrfan Gündüz, Independent Board Member (Chairman)

• Mr Mesud Abdurrahman Pepe, Board Member (Member)

• Ms Özlem Nazlı Arıkan, Investor Relations Director (Member)

Activities and work: The Committee worked on monitoring compliance with corporate governance principles, shareholder relations, public disclosures and oversight of investor relations processes. It also performed the duties of the Nomination Committee and Remuneration Committee when necessary.

Number of meetings: The Corporate Governance Committee met twice during the reporting period in accordance with its terms of reference.

Early Detection of Risk Committee

The Early Detection of Risk Committee comprises the following independent Board members:

• Mr İsmail Vural (Chairman)

• Mr İrfan Gündüz (Member)

Activities and work: The Committee assessed risks that could affect the Company's operations, financial structure and operational processes and submitted recommendations on the early identification and management of risks to the Board.

Number of meetings: The Early Detection of Risk Committee met four times during the reporting period in accordance with its terms of reference.

1.3.2. Board Assessment of the Terms of Reference and Effectiveness of Board Committees

The Audit Committee, Corporate Governance Committee and Early Detection of Risk Committee established by the Board discharged their duties and responsibilities in accordance with the Capital Markets Board's Corporate Governance Principles, applicable legislation and their written terms of reference.

The committees met regularly throughout the reporting period, evaluated matters within their remit and submitted their reports, resolutions and recommendations to the Board. The Board evaluated the opinions and recommendations submitted by the committees and took the necessary action.

The Audit Committee's oversight of financial reporting processes, independent audit activities and the effectiveness of internal control and internal audit systems was considered to have contributed to the reliability and transparency of the Company's financial statements.

The Corporate Governance Committee's work on monitoring compliance with corporate governance principles, shareholder relations and public disclosure processes was found to have contributed positively to the development of the Company's corporate governance practices.

The Board considered the Early Detection of Risk Committee's work on the early identification and management of potential financial, operational and strategic risks to be effective and sufficient.

As at the reporting period end, the Board assessed the committees' composition, meeting frequency, working methods and reporting activities as effective and sufficient and concluded that the committees contributed to the sound and sustainable conduct of the Company's operations.

The Board committees and their terms of reference are available on the Public Disclosure Platform (KAP) and the Company's website.

1.3.3. Information on Personnel with Management Authority

Information on personnel with management authority other than Board members is provided below. These personnel hold no shares in the Company's capital.

Pursuant to the resolution adopted at the Board meeting on 20 April 2026, the voluntary resignation of the Company's General Manager, Mr Türker YALTIR, was accepted by the Board. Mr Deniz YAVUZ, who had been serving as Deputy General Manager, was appointed General Manager effective 20 April 2026.

Mr Deniz YAVUZ was born in 1974 in Kaman, Kırşehir. He completed his primary and secondary education in Kırşehir and graduated from Istanbul Technical University's Department of Naval Architecture and Marine Engineering in 1995. He is married and has three children. Having started his professional career in various positions at leading organisations in the industry, Mr Yavuz joined the Company in 2015 and served as Deputy General Manager from 2020. He was appointed General Manager effective 20 April 2026.

1.3.4. Personnel Information

The Company employed 341 people as at 30 September 2026 (31 December 2025: 333 people).

1.3.5. Collective Bargaining Arrangements

A collective bargaining agreement was signed with the Turkish Port, Dock and Shipbuilding Industry Workers' Union on 21 January 2026, effective from 1 January 2026.

The agreement aims to regulate the conclusion, content and termination of employment contracts; specify other matters concerning employee-employer relations and the parties' mutual rights and obligations; ensure their proper implementation; and establish conciliation procedures and methods for resolving disputes between the parties, thereby regulating relations among the employer, employees and the union and ensuring balanced employment relations and industrial peace.

1.3.6. Rights and Benefits Provided to Personnel and Workers

Personnel receive supplementary health insurance, meals, shuttle services (transport allowance) and bonuses on religious holidays (Eid al-Fitr and Eid al-Adha).

1.3.7. Legislative Changes That May Significantly Affect the Company's Operations

The Company's operations are subject to all applicable legislation, particularly capital markets legislation, the Turkish Commercial Code, maritime trade legislation, environmental, occupational health and safety, and tax legislation.

Legislative changes that entered into force or were expected to enter into force during the reporting period were closely monitored, and their potential effects on the Company's operations were assessed.

No legislative change occurred during the reporting period that would significantly and adversely affect the Company's operations. The Board and relevant departments monitor the effects of legislative changes, any new obligations and compliance requirements, and take the necessary action when required.

The Company regularly monitors changes in legislation and updates its internal processes accordingly to ensure that its operations remain compliant.

Disclosures Required Under Article 8 of Corporate Governance Communiqué No. II-17.1 Entitled Corporate Governance Compliance Reports

The Company exercises the utmost care to comply with the Corporate Governance Principles set out in the Capital Markets Board's Corporate Governance Communiqué No. II-17.1.

Pursuant to Article 8, entitled Corporate Governance Compliance Reports, the Company's Corporate Governance Compliance Report (URF) for the relevant reporting period has been made publicly available through the Public Disclosure Platform (KAP).

The report details compliance with the Corporate Governance Principles under the headings of shareholders, public disclosure and transparency, stakeholders and the Board of Directors. It also explains the reasons for principles with which full compliance has not yet been achieved and the work being undertaken to achieve compliance.

The Company regards compliance with the Corporate Governance Principles and improvement of existing practices as an ongoing process and continues the necessary improvement activities.

Principle	Compliance	Explanation
1. Minority rights have been extended through the Articles of Association to shareholders holding less than one-twentieth of capital, and their scope has been broadened in the Articles of Association.	No	As minimum safeguards for minority rights are provided under the Turkish Commercial Code, capital markets legislation and other applicable legislation, the Articles of Association do not set a threshold below one-twentieth of capital. The Company acts within the applicable legal framework and has no plan to broaden minority rights through the Articles of Association.
2. Employee participation in management is regulated by the Articles of Association or internal regulations.	No	The procedures and principles governing employee participation in management are not set out in the Articles of Association or internal regulations. Employees may nevertheless convey their views and recommendations to the relevant managers through the Company's organisational structure and communication channels, and Management considers matters deemed appropriate.
3. All Board members attended most Board meetings physically or electronically.	Partial	Board meetings are held in person. Meetings have been conducted to allow both physical and electronic participation, and members' attendance across all meetings was 98%.
4. Board members' external duties are not restricted.	No	To provide flexibility in business life, Board members' external duties are not restricted, provided they comply with the Turkish Commercial Code, capital markets legislation and other applicable legislation. Such duties are nevertheless assessed in the Nomination Report in which the Corporate Governance Committee evaluates independent Board candidates. No change is envisaged for the coming period in the current practice, which is considered not to have an adverse corporate governance impact.
5. Each Board member serves on only one committee.	No	Given the current number of Board members and the legislative provisions governing committee composition, Board members have had to serve on more than one committee. This has not caused any disruption, disagreement and/or conflict of interest in committee work. Committee memberships are reviewed annually in light of the number and composition of Board members.
6. Remuneration paid to Board members and executives with administrative responsibility is disclosed in the annual report.	Partial	Board remuneration is determined and announced at General Assembly meetings. Aggregate benefits provided to Board members and senior management are also reported in the financial report. The Remuneration Policy presented to the General Assembly is published on the corporate website. Individual disclosure of remuneration paid to executives with administrative responsibility is not planned.

2. Financial Benefits Provided to Members of the Governing Body and Senior Management

Financial benefits provided to members of the Company's governing body and senior management may comprise salaries, attendance fees, premiums, bonuses, performance bonuses, profit shares and other benefits.

These benefits are determined under the Remuneration Policy approved by the General Assembly, taking into account the Company's financial position, operating results and long-term strategic objectives.

For the reporting period ended 30 September 2026, salaries and similar benefits provided to senior management totalled TL 561,500 per month (31 December 2025: TL 549,483).

3. Research and Development Activities

The Company undertakes project-based engineering and improvement work to enhance the quality of its products and services in shipbuilding, maintenance and repair, and floating structures.

No significant research and development expenditure was capitalised or expensed under Capital Markets Board regulations during the reporting period. Work that could be regarded as R&D was largely limited to design development, engineering optimisation and production process improvements integrated into existing projects.

This work was carried out as part of the Company's existing operations; no separate R&D budget or R&D centre structure was established.

The Company is considering expanding the scope of its R&D activities in future periods in line with market conditions and strategic objectives.

4. Company Operations and Significant Developments Relating to Operations

4.1. Information on Operations

Throughout the reporting period, the Company continued its operations within the scope of the activities set out in its Articles of Association. Activities were planned and conducted with regard to industry developments, market conditions and legislative requirements.

The Company's principal activities comprise maritime and shipyard operations, particularly shipbuilding, maintenance and repair services, and the construction and operation of floating docks and maritime equipment. These activities were conducted under the Board's supervision and oversight.

During the reporting period, existing projects continued in line with planned schedules and budgets, while efforts were made to improve operational efficiency and use resources effectively.

The utmost care was exercised to comply with occupational health and safety requirements, environmental legislation and quality standards, with the aim of conducting operations in accordance with sustainability principles.

No significant development occurred during the reporting period that would adversely affect the Company's operations.

To document its responsibility for quality, its employees and the environment, the Company holds ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety Management System) and ISO 9001 (Quality Management System) certificates issued by Nippon Kaiji Kyokai.

The Company has also received the RMRS Company Conformity award for its shipbuilding, repair and conversion activities (Source: https://www.hat-san.com.tr/certificates-policy/).

Milestones and Development of Operations

2008

HAT-SAN commenced shipbuilding operations. The 1,500 DWT bunker tanker M/T Kaya Bener, built for Turkish shipowners, was successfully completed as the Company's first vessel delivery.

2012

Two sister purse seiner/trawler fishing vessels were built and delivered to Norwegian shipowners, strengthening HAT-SAN's presence in international markets.

2013-2014

The Company decided to enter ship maintenance and repair. The first maintenance and repair operations were performed in 2014 using an HS10-type floating dock with a lifting capacity of 10,000 MT, designed and built by HAT-SAN.

2016

Karadeniz Powership Osman Khan, known as the world's largest powership, was completed as a conversion project and delivered to its Turkish owner.

2018

An icebreaking tug with a bollard pull of 55 tonnes was built and delivered to a Ukrainian shipowner.

2019

An HS10-type floating dock with a lifting capacity of 10,000 MT was built for Danish shipyard owners.

Construction began on the first of three sister live fish carriers with a capacity of 4,000 m^3 for Norwegian shipowners.

A contract was signed for a 65-metre purse seiner/trawler for Norwegian shipowners. These projects began to be executed concurrently.

2020

A floating dock with a lifting capacity of 10,000 MT was delivered to the Turkish Naval Forces.

An HS10-type floating dock with a capacity of 10,000 MT was completed and delivered to a Danish shipyard.

Construction began on the HS25-type HULK floating dock with a lifting capacity of 25,000 MT and the ability to dock Panamax vessels. Construction continued on two 4,000 m^3 live fish carriers.

2021

Land on plot A-21 was purchased to expand the shipyard, increasing HAT-SAN's total operating area to over 100,000 m^2.

Construction continued on the HS25-type HULK floating dock with a capacity of 25,000 MT.

AMT Commander, one of Europe's largest barges, underwent lengthening, and five mega blocks were installed on the vessel.

2022

The third 4,000 m^3 live fish carrier was delivered to Norwegian shipowners in January.

The 25,000 MT HULK floating dock was completed and moved to the new shipyard area. New workshops and production areas were commissioned.

A contract was signed with Estonian shipyard owners for an HS10-type floating dock with a capacity of 10,000 MT suitable for operation at -20°C, and construction began.

2023

A floating dock with a capacity of 10,000 TLC was built for Estonian shipowners.

Contracts were signed for two powerships, and construction processes commenced.

On 22 September 2023, HAT-SAN began trading on Borsa Istanbul (BIST), becoming Türkiye's first publicly listed shipyard.

2024

The 10,000 TLC floating dock was successfully delivered to Estonian shipowners.

A contract was signed for a 900 TLC floating dock for French shipowners, with delivery planned within the same year.

Construction began on a 19,000 TLC Panamax floating dock for use in HAT-SAN's own maintenance and repair operations.

2025

Construction of the floating dock investment project was completed, and the dock was launched on 13 November 2025. The dock is 230 metres long and 46.4 metres wide, with a lifting capacity of 19,000 tonnes. Following completion of testing, inspections and the necessary statutory procedures, an operating permit was obtained on 27 January 2026, and the dock commenced operations.

4.2. Services Provided

The Company conducts shipyard operations in three categories: new shipbuilding, repair and maintenance, and conversion projects.

4.2.1. New Shipbuilding

With its production facilities and slipways, Hat-San Shipyard builds all types of vessels and also manufactures all kinds of steel structures for maritime or onshore use within the shipyard.





4.2.2. Repair and Maintenance





Hat-San Shipyard provides ship repair and maintenance services to customers worldwide using its Panamax floating dock.

Ship repair services include:

• Sandblasting and painting;

• Rudder, shaft and propeller repairs;

- Cargo and ballast tank treatment;
- Idle propeller maintenance;
- Main and auxiliary engine maintenance;
- Boiler, heat exchanger and pump maintenance and repair;
- Turbocharger and governor overhauls;
- Electrical work;
- Mechanical work;
- Navigation equipment services;
- Fire and safety system services;
- Ballast water treatment system (BWTS) installation;
- Scrubber system installation;
- Steel and piping work;
- Arranged services.

4.2.3. Conversion Projects





Hat-San Shipyard also undertakes specialised conversion projects. Services include lengthening ships and other floating facilities, modifications that change their intended use, installation of new machinery, equipment and plants, and heavy steel construction work on vessels.

4.3. Information on Investments Made During the Reporting Period

Cash outflows for purchases of property, plant and equipment and intangible assets totalled TL 197,832,952 during 1 January-30 September 2026. This amount represents payments in the statement of cash flows and may differ from the amount of investments capitalised during the period.

Incentives accrued as at 30 September 2026 are presented below.

Type of incentive utilised - 1 January-30 September 2026	Amount (TL)
Social security premium reduction under Law No. 5510	12,728,422.73
Social security premium reduction under Law No. 4857	261,504.04
Social security premium reduction under Law No. 6111	419,114.92

Type of incentive utilised - 1 January-30 September 2026	Amount (TL)
Central Bank foreign currency incentive	48,820,991.84

4.4. Internal Control System and Internal Audit Activities and the Governing Body's Opinion

The internal control system at Hat-San Gemi İnşaa Bakım Onarım Deniz Nakliyat Sanayi ve Ticaret A.Ş. has been established under Article 516 of Turkish Commercial Code No. 6102, the Capital Markets Board Communiqué No. II-14.1 on Principles of Financial Reporting in Capital Markets and the CMB Corporate Governance Principles. It aims to ensure that operations are conducted effectively, economically and efficiently, assets are safeguarded, financial reporting is reliable and legislative requirements are met.

The internal control system comprises clearly defined authority and responsibilities, segregation of duties, approval and reporting mechanisms, and process-based controls. Control mechanisms have been established to manage operational and financial risks effectively, taking into account the Company's shipbuilding, maintenance and repair, and procurement activities.

Project-based budget, cost and progress payment controls are applied to shipbuilding and maintenance and repair projects. Procurement processes include obtaining quotations, contract management, delivery and inventory controls. Compliance with occupational health and safety requirements and quality standards in production and site activities forms a fundamental part of the internal control system.

Given the Company's organisational structure and volume of operations, no separate internal audit unit has been established and no internal auditor has been appointed. The internal audit function is performed through process-based controls and monitoring activities under the responsibility of department managers, within the Board's supervision and oversight responsibilities envisaged by the CMB Corporate Governance Principles. The Audit Committee regularly oversees internal control and internal audit processes.

The Board regularly evaluates the effectiveness of the internal control system, taking into account financial, operational and compliance risks arising from the Company's activities. The effectiveness of internal control mechanisms is supported through independent audit and external advisory services where necessary, particularly in financial reporting processes.

Based on independent audit reports and the assessments performed, the Board considers the internal control system adequate and consistent with the Company's activities, risk profile and organisational structure. In accordance with the Corporate Governance Principles, the need to improve internal control and audit systems is nevertheless reviewed continuously in light of growth in operations, the implementation of new projects and potential legislative changes.

The Board acknowledges its responsibility under the Turkish Commercial Code, capital markets legislation and Corporate Governance Principles to oversee the effectiveness of internal control and audit systems. It considers these systems essential to the Company's sustainability, preservation of its financial structure, and fulfilment of transparency and accountability principles.

4.5. Related Party Transactions and Balances

As at 30 September 2026, trade receivables from related parties totalled TL 2,005,132, other receivables TL 1,020,907 and prepaid expenses TL 34,167,093. Trade payables to related parties totalled TL 3,732,302, other payables TL 1,249,102 and lease liabilities TL 40,470,437, of which TL 6,657,424 was current and TL 33,813,013 non-current.

5. Financial Position

Comparative Summary Statement of Financial Position

Assets (TL)	30 Sep 2026	31 Dec 2025
Current assets	2,147,984,906	1,950,161,462
Non-current assets	7,377,180,646	7,659,630,357
TOTAL ASSETS	9,525,165,552	9,609,791,819
Liabilities and equity (TL)	30 Sep 2026	31 Dec 2025
Current liabilities	2,272,100,774	1,543,624,356
Non-current liabilities	640,781,428	852,184,856
Equity	6,612,283,350	7,213,982,607
TOTAL LIABILITIES AND EQUITY	9,525,165,552	9,609,791,819

Comparative Summary Statement of Profit or Loss

Item (TL)	1 Jan-30 Sep 2026	1 Jan-30 Sep 2025
Revenue	2,447,289,500	4,247,439,613
Cost of sales (-)	(3,022,210,939)	(3,861,831,903)
GROSS PROFIT / (LOSS)	(574,921,439)	385,607,710
Marketing expenses (-)	(91,865,038)	(98,410,360)
General administrative expenses (-)	(77,116,685)	(46,041,249)
Other operating income	173,879,122	310,503,930
Other operating expenses (-)	(99,167,751)	(115,339,484)
OPERATING PROFIT / (LOSS)	(669,191,791)	436,320,547
Income from investing activities	25,913,441	194,867,328
Expenses from investing activities (-)	(896,681)	(806)
OPERATING PROFIT / (LOSS) BEFORE FINANCE COSTS	(644,175,031)	631,187,069
Finance costs (-)	(138,602,015)	(76,930,906)
Net monetary position gains / (losses)	98,080,020	(254,337,608)
PROFIT / (LOSS) BEFORE TAX	(684,697,026)	299,918,555
Tax income from continuing operations	80,433,267	33,632,365
Current tax expense (-)	-	(64,840,381)
Deferred tax income	80,433,267	98,472,746
PROFIT / (LOSS) FOR THE PERIOD	(604,263,759)	333,550,920

Financial ratios calculated based on the Company's financial statements as at 30 September 2026, which have not been subject to a limited review, are presented below. All financial data, including comparative amounts, are expressed in the purchasing power of the Turkish lira as at 30 September 2026 in accordance with TAS 29.

Liquidity ratios	30 Sep 2026	31 Dec 2025
Current ratio	0.95	1.3
Quick ratio	0.7	0.8
Leverage ratios	30 Sep 2026	31 Dec 2025
Total liabilities / Total assets	30.6%	24.9%
Short-term financial debt / Equity	6.7%	4.7%
Current liabilities / Total liabilities and equity	23.9%	16.1%
Non-current liabilities / Total liabilities and equity	6.7%	8.9%
Equity / Total liabilities and equity	69.42%	75.1%
Total liabilities / Equity	44.1%	33.2%
Financial debt / Total liabilities	27.8%	35.1%
Profitability ratios	30 Sep 2026	30 Sep 2025
Gross margin	-23.5%	9.1%
Operating profit margin	-27.3%	10.3%
EBITDA margin	-10.8%	13.4%
Net profit margin	-24.7%	7.9%
Finance costs / Net sales	5.7%	1.8%
Operating expenses / Net sales	6.9%	3.4%

For the period from 1 January to 30 September 2026, revenue was TL 2,447,289,500, gross loss TL 574,921,439, operating loss TL 669,191,791 and net loss for the period TL 604,263,759. Revenue decreased by 42.38% compared with the same period of the previous year. The gross loss margin was 23.5%, and the net loss margin was 24.7%. Net monetary position gains were TL 98,080,020, and finance costs were TL 138,602,015.

As at 30 September 2026, the net carrying amounts of property, plant and equipment, intangible assets and right-of-use assets were TL 7,144,742,613, TL 319,339 and TL 51,838,230, respectively.

As at 30 September 2026, cash and cash equivalents totalled TL 433,871,882, and total financial borrowings were TL 808,961,982. Bank loans totalled TL 755,424,982, comprising TL 426,332,496 in current and TL 329,092,486 in non-current portions. Contract liabilities amounted to TL 1,200,087,712. Current assets falling short of current liabilities by TL 124,115,868 should be taken into account in monitoring liquidity and working capital.

Forward-looking Expectations

The Company aims to reflect the positive effects of investments to increase production capacity and operational efficiency in its financial results in the coming periods. Improvements in the cost structure and a recovery in profitability are anticipated as ongoing and planned investments are commissioned.

Global and sector developments are closely monitored, and the Company aims to achieve sustainable growth in operations through a flexible business model that adapts to market conditions. Financial discipline, effective liquidity management and maintaining debt at sound levels are among the Company's priorities.

In the coming period, the Company aims to increase its revenue-generating capacity by evaluating new project opportunities, strengthening its existing customer portfolio and focusing on high value-added work. The Company seeks to create sustainable value for its stakeholders in line with its long-term growth strategy.

5.1. Assessment of Capital Impairment and Over-indebtedness and the Governing Body's Evaluation

The assessments conducted under Article 376 of Turkish Commercial Code No. 6102 established that the Company's capital was not impaired and that it was not over-indebted as at the reporting period end.

The governing body carried out this assessment with reference to the financial statements, equity structure and period-end financial position. The review concluded that the Company's equity remained within statutory limits and that it had the financial strength to continue its operations.

The governing body regularly monitors the Company's financial structure and changes in equity and continuously evaluates the need for measures under the Turkish Commercial Code and capital markets legislation. The current financial structure does not give rise to circumstances requiring measures under Article 376 of the Turkish Commercial Code.

The governing body considers the Company's financial structure sustainable and believes that there is no material uncertainty concerning its ability to continue as a going concern. Capital adequacy was assessed under Article 376 of Turkish Commercial Code No. 6102 and applicable legislation, and the Company's capital was determined not to be impaired and to remain at an adequate level.

5.2. Dividend Distribution Policy and Reasons for Non-distribution and Proposed Use of Retained Profits

The Company's dividend distribution policy has been determined under the Turkish Commercial Code, Capital Markets Law, applicable Capital Markets Board regulations and the Articles of Association. It is implemented in accordance with the principles of equality, transparency and accountability under the Shareholders section of the Corporate Governance Principles.

Unless the statutory reserves required by the Turkish Commercial Code and the dividends prescribed for shareholders in the Articles of Association have been set aside, no resolution may be adopted to allocate other reserves, carry profits forward or distribute profit shares to Board members, employees, foundations or persons and organisations other than shareholders. No profit distribution may be made to such persons and organisations unless the dividend determined for shareholders has been paid in cash.

Dividend distribution decisions are adopted by the General Assembly, taking into account Capital Markets Board regulations, the Company's financial position and the Board's proposal. Dividends are distributed equally to all shares existing as at the distribution date, regardless of their issue or acquisition dates.

Under the Articles of Association, dividend distribution resolutions adopted by the General Assembly may not be revoked, without prejudice to applicable legislation. Subject to authorisation by the General Assembly and compliance with the Capital Markets Law and applicable legislation, the Board may resolve to distribute advance dividends limited to the relevant reporting period. The calculation and distribution of advance dividends are subject to the legislation in force.

Corporate Governance Assessment of Profit Distribution for 2025

The Company's assessment of profit distribution for the 2025 financial year was conducted under Turkish Commercial Code No. 6102, Capital Markets Law No. 6362, Capital Markets Board regulations and the Articles of Association.

According to the audited financial statements prepared under Capital Markets Board Communiqué No. II-14.1 on Principles of Financial Reporting in Capital Markets, the Company's net loss for the financial year from 1 January to 31 December 2025 was TL (191,349,427.00). By contrast, net distributable profit according to statutory records maintained under the Turkish Commercial Code and Tax Procedure Law was TL 416,918,083.97.

Since the financial statements forming the basis for profit distribution under capital markets legislation reported a loss, the Board's assessment considered together the principles of prudence and fair presentation, preservation of the Company's liquidity and meeting its working capital needs, ongoing investments and financing requirements, shareholders' long-term interests and sustainable growth objectives.

Accordingly, it was considered consistent with the Corporate Governance Principles of transparency, prudence, sustainability and balanced protection of shareholders' interests not to distribute dividends for the 2025 financial year and to transfer the distributable profit arising in the statutory records to extraordinary reserves to strengthen the Company's financial structure.

This Board proposal was presented to shareholders and approved at the Ordinary General Assembly Meeting for 2025.

The Company continues to implement its dividend distribution policy under capital markets legislation and the Corporate Governance Principles and aims to distribute regular and balanced dividends when distributable profits arise.

6. Risks and the Governing Body's Assessment

By their nature, Hat-San Gemi İnşaa Bakım Onarım Deniz Nakliyat Sanayi ve Ticaret A.Ş.'s shipbuilding, maintenance and repair, and procurement operations may be exposed to various financial, operational, sector and compliance risks. The Company operates internal control and oversight mechanisms to identify, assess and manage these risks.

Financial Risks

The Company's principal financial risks are foreign exchange risk, liquidity risk, credit risk and risks arising from cost increases. As shipbuilding and maintenance and repair projects include foreign currency-denominated inputs, exchange rate fluctuations are closely monitored, and cash flow and financing structures are reviewed regularly.

Operational Risks

Operational risks include disruptions to production processes, project delays, supply chain issues and occupational health and safety risks. Project-based planning, supplier selection, quality control and occupational health and safety practices are applied diligently to manage these risks.

Sector and Market Risks

Fluctuations in demand in the maritime and shipbuilding industries, competitive conditions and changes in raw material and energy costs are among the factors that may affect the Company's operations. The Company closely monitors industry developments and plans its operations in line with market conditions.

Compliance and Legal Risks

The Company's activities are subject to various regulations, particularly the Turkish Commercial Code, capital markets legislation, environmental, occupational health and safety, and maritime legislation. Legislative changes and compliance requirements are monitored regularly, and necessary measures are taken to reduce potential legal risks.

Governing Body's Assessment

The governing body regularly assesses the risks to which the Company is exposed and ensures their monitoring through internal control systems. Existing risk management practices are considered consistent with the Company's activities and organisational structure.

The governing body considers it necessary to strengthen risk management processes in light of sector developments, economic conditions and legislative changes and aims to manage risks effectively to ensure sustainable growth and preserve the Company's financial structure.

7. Other Matters

7.1. Significant Events During the Reporting Period

Completion of a Ship Repair and Maintenance Project

The project under a ship repair and maintenance agreement with a company based abroad was successfully delivered on 26 January 2026. Including additional requests received, the final project value was USD 1,960,000.00 (one million nine hundred sixty thousand US dollars), approximately TL 84,679,056.00, using the Central Bank of the Republic of Türkiye (CBRT) foreign exchange buying rate on 23 January 2026. This represents approximately 2.23% (0.0223) of 2024 revenue.

https://kap.org.tr/tr/Bildirim/1546907

Floating Dock Commencement of Operations

Testing, inspections and the necessary statutory procedures have been completed for the floating dock project announced on KAP on 14 November 2025 as completed and launched. The dock is 230 metres long and 46.4 metres wide, with a lifting capacity of 19,000 tonnes. An operating permit was obtained on 27 January 2026, and the dock commenced operations.

https://kap.org.tr/tr/Bildirim/1547497

Independent Board Member Candidates

An application was submitted to the Capital Markets Board under the Board resolution dated 3 February 2026 regarding the independent Board member candidates identified by the Corporate Governance Committee and proposed to the Board. According to the CMB letter received by the Company on 20 February 2026 following that application:

At its meeting dated 18 February 2026, numbered 9/353, the Capital Markets Board resolved not to express an adverse opinion on Mr İsmail Vural and Mr İrfan Gündüz, taking into account their declarations that they met the independence requirements under Corporate Governance Principle 4.3.6 and their curricula vitae. In line with the CMB's opinion, it was resolved to accept their candidacies as independent Board members and submit them for shareholder approval at the first forthcoming Ordinary General Assembly Meeting.

https://kap.org.tr/tr/Bildirim/1559637

New Shipbuilding Agreement

On 4 March 2026, the Company signed a new shipbuilding agreement with a company based abroad. Under the Board resolution of the same date, it was considered necessary to postpone disclosure to protect the legitimate interests of the Company and its investors pursuant to Article 15 of Capital Markets Law No. 6362 and Article 6 of Material Events Communiqué No. II-15.1. In this context, the Board determined that:

• The postponement was not misleading to investors;

• It did not conflict with information previously disclosed to the public;

• All necessary measures had been taken to protect the confidentiality of inside information;

• The list of persons with access to inside information had been updated.

The agreement has now entered into force. As the grounds for postponement have ceased to exist, it was resolved to make this disclosure.

The contract value is USD 42,625,000.00, with estimated delivery envisaged for the third quarter of 2027.

https://kap.org.tr/tr/Bildirim/1577202

Registration of Ordinary General Assembly Resolutions

The results of the Company's Ordinary General Assembly Meeting for 2025, held on Monday, 30 March 2026 at 11:00 at Elite World Hotel, Gültepe, Şehit Zafer Kızıltaş Sok. No:1, 34295 Küçükçekmece/Istanbul, were registered by the Istanbul Trade Registry Directorate on 13 April 2026 and announced in the Turkish Trade Registry Gazette dated 13 April 2026, numbered 11562.

https://kap.org.tr/tr/Bildirim/1593348

Board Allocation of Duties and Representation Authority

At the Board meeting held at the registered office on 1 April 2026, the following resolutions were adopted:

1. Following the Ordinary General Assembly Meeting for 2025 held on 30 March 2026, duties among the newly elected Board members were allocated as follows:

• Mehmed Halid İsmail PEPE, Turkish identity number .....: Chairman of the Board;

• Mustafa Talha PEPE, Turkish identity number .....: Vice Chairman of the Board;

• Mesud Abdurrahman PEPE, Turkish identity number .....: Board Member;

• İsmail VURAL, Turkish identity number .....: Independent Board Member;

• İrfan GÜNDÜZ, Turkish identity number .....: Independent Board Member.

2. Chairman Mehmed Halid İsmail PEPE, Turkish identity number ....., and Vice Chairman Mustafa Talha PEPE, Turkish identity number ....., were each authorised to represent and bind the Company individually with their sole signature to the fullest extent.

3. It was resolved to register this Board resolution with the Istanbul Trade Registry Directorate and publish it in the Turkish Trade Registry Gazette.

https://kap.org.tr/tr/Bildirim/1582556

Appointment of the General Manager

Pursuant to the resolution adopted by the Board at its meeting on 20 April 2026, the voluntary resignation of General Manager Mr Türker YALTIR was accepted. Mr Deniz YAVUZ, who had been serving as Deputy General Manager, was appointed General Manager effective 20 April 2026. This appointment aims to ensure the uninterrupted and effective continuation of the Company's operations.

Mr Deniz YAVUZ's curriculum vitae is provided below. He was born in 1974 in Kaman, Kırşehir, completed his primary and secondary education in Kırşehir and graduated from Istanbul Technical University's Department of Naval Architecture and Marine Engineering in 1995. He is married and has three children. Having begun his professional career in various positions at leading organisations in the industry, he joined the Company in 2015 and served as Deputy General Manager from 2020. He was appointed General Manager effective 20 April 2026.

https://kap.org.tr/tr/Bildirim/1595602

Competition Board Settlement Decision

The Company's KAP disclosure dated 2 September 2025 announced that the Competition Board had initiated an investigation into the Company to determine whether Article 4 of Law No. 4054 on the Protection of Competition had been infringed.

The Competition Board's final settlement decision dated 18 December 2025, numbered 25-48/1177-663, was served on the Company on 21 April 2026. Under the decision, an administrative fine of TL 19,298,772.83 was imposed on the Company.

Payment of the fine with a 25% early payment discount under paragraph 6 of Article 17 of Misdemeanours Law No. 5326 is being considered. If the early payment discount is applied, the amount payable will be approximately TL 14,474,079.62.

https://kap.org.tr/tr/Bildirim/1596325

Solar Power Plant Investment

The Company signed an agreement with a company resident in Türkiye for the installation of a solar power plant with a capacity of 2,113.440 kWp at its shipyard in Altınova, Yalova. This investment is consistent with the investments described in the Company's initial public offering prospectus to improve operational efficiency, optimise costs and achieve sustainable growth.

The project aims to meet part of the shipyard's energy needs from renewable sources. It is expected to help reduce operating expenses and make energy costs more predictable. The total contract value is USD 697,435.20, excluding VAT, payable in instalments under the contract terms.

Commissioning of the solar power plant is expected to reduce energy costs and the carbon footprint and improve operational efficiency. The investment is anticipated to contribute positively to the Company's medium- and long-term financial performance.

https://kap.org.tr/tr/Bildirim/1596329

BIST Participation Indices

Updates to the BIST Participation Indices for the period from 1 May to 30 September 2026 were publicly announced under the BIST Market Capitalisation Weighted Stock Indices Ground Rules published by Borsa Istanbul A.Ş. The Company's shares continue to be included in the BIST Participation All Index.

Recent reports in certain press and social media outlets claiming that the Company has been entirely removed from participation indices do not reflect the facts. Investors should not give credence to such speculative and unverified content.

The Company's continued inclusion in the BIST Participation All Index demonstrates its continuing compliance with participation finance principles and its commitment to transparency, sustainability and financial discipline. This is an important indicator supporting the Company's credibility among investors.

Periodic changes in index composition are based on criteria such as market capitalisation and trading volume. The Company remains committed to improving its performance in these areas.

Returning to higher-tier participation indices is among the Company's priority objectives, alongside strategic steps to improve operational efficiency, profitability and investor interest in the coming period.

As the Company continues to grow in line with its vision of long-term value creation, it maintains its focus on delivering sustainable returns to investors.

https://kap.org.tr/tr/Bildirim/1598942

Completion of a Ship Repair and Maintenance Project

The project under a ship repair and maintenance agreement with a company based abroad was successfully delivered on 23 June 2026. Including additional requests received, the final project value was USD 3,343,600.00 (three million three hundred forty-three thousand six hundred US dollars), approximately TL 155,117,963.00, using the CBRT buying rate on 23 June 2026. This represents approximately 3.28% (0.03280) of 2025 revenue.

https://kap.org.tr/tr/Bildirim/1619935

Credit Rating

Following its assessment, JCR Eurasia Rating revised the Company's Long-Term National Issuer Credit Rating from A- (tr) to BBB+ (tr). All ratings are as follows:

• Long-Term National Issuer Credit Rating: BBB+ (tr) / Stable

• Short-Term National Issuer Credit Rating: J2 (tr) / Stable

• Long-Term International Foreign Currency Issuer Credit Rating: BB / Stable

• Long-Term International Local Currency Issuer Credit Rating: BB / Stable

https://kap.org.tr/tr/Bildirim/1655962

Disclosure on Current Operations

In view of the price and volume movements recently observed in the Company's shares, it was considered appropriate to disclose information on current operations to ensure that investors are informed accurately and simultaneously.

The Company's operations continue in their ordinary course. Ongoing shipbuilding, maintenance and repair projects are being carried out in accordance with the relevant contracts and established work schedules. Previously disclosed projects remain in progress, and there is no undisclosed adverse development in the Company's operational activities or the execution of these projects that could affect investors' investment decisions.

In addition to executing its existing projects, the Company continues to pursue new business and project opportunities in Türkiye and abroad. Should any material event requiring public disclosure arise, the relevant developments will be disclosed within the prescribed time limits in accordance with capital markets legislation.

https://kap.org.tr/tr/Bildirim/1666495

7.2. Significant Events After the Reporting Period

No significant developments occurred after the reporting period.