



**20** BOARD OF DIRECTORS  
**26** ACTIVITY REPORT



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## About the Report

This annual report has been prepared in order to share Forte Group's financial, operational, strategic and corporate governance activities related to the relevant accounting period with its stakeholders through a transparent, consistent and holistic approach. Within the framework of the regulations of the Capital Markets Board and the relevant legislation, the report aims to ensure that the public has access to accurate, timely and comparable information.

In the report; Forte's fields of activity, business model, value creation approach, corporate governance practices, risk management and internal control system, as well as its sustainability perspective are addressed comprehensively. In addition, information is provided regarding the main activities, projects, products carried out during the period and expectations for the future.

This annual report has been structured to reflect Forte's medium- and long-term strategic perspective, beyond meeting legal requirements. In this direction, in

addition to financial performance; non-financial elements such as human resources, technology, corporate structure, sustainability and stakeholder relations are also included in the report. This approach is considered as part of the preparation process for Forte's transition to an integrated reporting understanding in the upcoming periods.

The information included within the scope of the report has been prepared by taking into account the expectations of different stakeholder groups and serves as guidance for investors, public institutions, business partners, employees and other relevant parties. All information presented has been created based on the data valid as of the report date.

In line with the principles of transparency, accountability and corporate governance, Forte aims to continue to regularly share its activities and performance with the public. This report is intended to contribute to stakeholders' better understanding of Forte's activities and strategic orientations.

# REPORT FRAMEWORK AND INTRODUCTION





## Message From the Chairman's Message

Increasing geopolitical uncertainties on a global scale, economic fluctuations, and rapidly developing technologies present new responsibilities and significant opportunities for institutions operating in the public, defense, and technology sectors. In this multidimensional transformation process, structures that possess a long-term perspective, strong institutional capacity, and place sustainability at their core are becoming even more decisive.

The period we have left behind has been a process in which not only operational results but also corporate resilience, governance understanding, and a sustainable growth approach have come to the forefront. The acceleration of digitalization in the public and defense sectors, and the elevation of software-based solutions and system integration to a strategic position, have further increased the importance of the fields in which Forte operates.

As Forte, we continue our business structure based on long-term public and defense projects within the framework of high technical expertise, qualified human resources, and corporate governance principles. With our structure that addresses system integration, product-based software development, and a sustainable operational approach together, we aim to produce reliable, lasting, and value-added solutions in the fields in which we operate.

We evaluate sustainability not only as an environmental concept but as a holistic responsibility with financial, operational, and managerial dimensions. In line with this understanding, we are taking steps to make our financial structure more balanced and predictable in the long term and we attach importance to diversifying our financing resources. In this context, the bond issuance ceiling application constitutes an important part of our objective to strengthen our financial model on a sustainable basis.

We also continue to take concrete and measured steps in the field of environmental sustainability. In order to reduce the environmental impacts of our activities, we have set our target of transitioning from a gasoline vehicle fleet to an electric vehicle fleet. The initial planning of this transformation was carried out within 2025, and it is envisaged that the transition process will be implemented gradually and in a controlled manner.

In addition, in line with our paperless office objective, we have begun to carry out a significant portion of our business processes in an electronic environment by expanding digital transformation practices. This approach contributes not only to the reduction of environmental impacts but also to increasing operational efficiency and enabling more effective management of corporate processes. We consider these steps we have taken as a natural extension of our environmental responsibility.

Our corporate governance approach is built upon transparency, accountability, and risk awareness. We prioritize ensuring long-term value creation through the proactive monitoring of risks and the effectiveness of internal control and audit mechanisms. As the Board of Directors, we continue to take these principles as a basis while determining the strategic direction of our company.

In this process, our greatest strength has been our qualified human resources, trust-based collaborations, and the strong relationships we have established with our stakeholders. I would like to thank our employees, business partners, public institutions, and investors for the trust they place in Forte and for their contributions. In the upcoming period, by acting with a prudent, responsible, and visionary perspective, we will continue to create long-term value along the axes of technology, financial discipline, and sustainability. With our resilient and institutional structure that can rapidly adapt to changing conditions, we aim to move forward into the future with confidence.

Respectfully,

**Chairman of the Board of Directors  
Ali Celal Asiltürk**

FROM MANAGEMENT



## CEO's Message

The period we have left behind has been a process in which operational intensity, technical complexity, and simultaneous project management came to the forefront for Forte Group. Increasing needs in projects for the public and defense industry, rising technical standards, and long-term commitments have necessitated a disciplined, holistic, and forward-looking approach in the planning, execution, and monitoring of our activities.

During this period, as Forte Group, while conducting numerous projects of different scales and scopes simultaneously, we managed system integration, software development, product-based solutions, and maintenance-operation activities within an integrated structure. The continuity of mission-critical systems, compliance with delivery schedules, and preservation of quality standards were at the center of our operational priorities.

Our group structure provides a significant advantage in the effective management of this operational intensity. Together with the Forte central organization; MILSOFT's software and product competencies for the defense industry, ELD's product-based software solutions, and Cetwell's infrastructure works for agricultural technologies are positioned within a complementary structure. This synergy provides flexibility and speed in adapting projects to the field and meeting customer needs.

Product-based software development activities stand out as an important area where operational experience is directly reflected in products. Feedback obtained from the field contributes to the maturation of products and their adaptation to long-term usage scenarios. This approach not only supports current projects but also creates a lasting institutional knowledge base for future activities.

Our human resources continue to be the most critical component of this operational structure. Our engineering-focused organizational structure contains deep technical expertise across different disciplines. In order to ensure the continuity of competencies, intra-team knowledge sharing, clear task distribution, and backup practices for critical positions are carried out meticulously. We are aware that operational success is possible through strong teamwork and corporate culture.

Financial discipline and the efficient use of resources have also been among the priority issues in the execution of activities. Planning required by long-term contracts, cash flow management, and the balanced handling of operational risks constitute the foundation of a sustainable operational structure. Within this framework, we continue to observe the balance between growth targets and operational realities.

In the upcoming period, we aim to carry Forte Group's operational capabilities and technical competence more strongly into international markets. In this context, increasing the ratio of overseas sales, particularly in defense software and system integration, is among our strategic priorities. We plan to evaluate the usage potential of our existing products and solutions in different geographies, strengthen international collaborations, and gradually implement an export-oriented growth approach.

In this period when technological developments are accelerating, the central role of software and integration has become even more evident. Digitalization, data security, and system continuity are not only technical requirements but also indispensable elements of operational success. As Forte Group, we focus on continuously improving our competencies in these areas and providing solutions aligned with international standards.

We thank all our teammates for their dedicated efforts during this process and attach importance to the continued strengthening of our collaborations with public institutions and business partners. In the upcoming period, we aim to continue our activities in a manner consistent with our technically deep, operationally strong, and corporate structure.

**CEO  
Hasan Cengiz Bayrak**

FROM MANAGEMENT



## Macroeconomic Outlook and Future Projections

The global economy has entered a period dominated by high uncertainty in recent years due to increasing geopolitical risks, changes in trade policies, and shifts in monetary policy directions. These developments create both direct and indirect effects on public investments, defense expenditures, and technology-focused sectors.

### Global Trade Policies and the U.S. Economy

The customs tariffs and trade policies of the United States that have recently come to the agenda continue to be decisive on global trade flows. In particular, protectionist approaches toward strategic sectors increase the need for restructuring in supply chains and direct countries toward developing more independent solutions in domestic production, technological capacity, and defense. This trend further increases the importance of domestic, reliable, and sustainable software solutions in the defense industry and public projects.

Expectations regarding the interest rate cut process of the U.S. Federal Reserve (Fed) stand out as another critical topic in terms of global financial conditions. Although the start of the interest rate cut process may relatively ease global liquidity conditions, the timing and pace of this process continue to be decisive for emerging economies in terms of capital movements, financing costs, and investment appetite.

### The Chinese Economy and Commodity Markets

The impact of the Chinese economy on global commodity markets maintains its importance, particularly in terms of energy, metal, and agricultural commodity prices. Fluctuations in China's growth rate and domestic demand dynamics cause volatility in commodity prices, and this situation affects both production costs and investment decisions. This volatile structure in commodity markets necessitates a more cautious and long-term approach in the planning processes of public and infrastructure investments.

### Türkiye Perspective and the Defense Industry

When evaluated from Türkiye perspective, the goals of domestic production, technological independence, and establishing sustainable capacity in the defense industry come to the forefront with the effect of global developments. In defense and public projects, software-based solutions, system integration, and long-term maintenance-operation activities have become strategic necessities.

Digitalization, data security, and system continuity in public investments are evaluated not only as operational needs but also as critical elements in terms of national security and service quality. Within this framework, it is expected that long-term project-based, software-oriented, and integrated solutions will maintain their importance in the upcoming period.



## Macroeconomic Outlook and Future Projections

### Technology and Future Projections

The acceleration of digitalization on a global scale further highlights the fields of software, system integration, data management, and cybersecurity. As technology becomes central to defense and public projects, the necessity of not only establishing systems but also managing them effectively, securely, and sustainably throughout their lifecycle is increasing.

In the upcoming period, while global trade policies, shifts in monetary policy directions, and fluctuations in commodity markets continue, the need for long-term, resilient, and technology-focused solutions in the defense and public sectors is expected to strengthen further. This macro outlook further increases the importance of strategic planning, financial discipline, and sustainable business models across the sector.





## Forte at First Glance

Forte is a technology group that stands out with its multi-sector structure, operating in software development, system integration, and advanced technology solutions focused on the public and private sectors, and positioned across various verticals such as defense, public sector, industry, and agricultural technologies.

Since its establishment, Forte has gained deep experience particularly in critical projects that require high security, continuity, and scalability. With this experience, Forte positions itself as an integrated structure that provides end-to-end software and technology solutions across different fields, including digital transformation, data-driven systems, and agricultural technologies, covering the entire process from analysis and design to development, integration, and operation.

Forte operates in complementary sectors such as defense industry, public IT projects, enterprise software solutions, agricultural technologies, and financial technologies.

Through its group companies, Forte combines strong software development capabilities with deep sectoral expertise to produce integrated, scalable, and long-term sustainable solutions. This multi-layered structure is one of the key factors supporting both the diversification of Forte's project portfolio and its stable and sustainable growth potential.

With its qualified human resources, strong engineering infrastructure, and established project management capabilities, the

Group possesses the organizational maturity required to successfully deliver large-scale and critical projects.

Forte's activities are shaped through projects carried out with public institutions, prime contractors in the defense industry, and private sector organizations. Thanks to this structure, long-term, trust-based, and sustainable collaborations are developed with different stakeholder groups.

Forte's core competencies focus on software development, system integration, project management, cybersecurity, and critical information systems that require high availability and continuity.

Thanks to its project-based working culture and engineering-oriented approach, the Group is able to structure each activity in a customizable and scalable manner in line with customer needs and operational requirements. This set of capabilities supports Forte's positioning as a reliable, long-term, and preferred technology partner in both the public and private sectors.

Defense industry and public-focused software projects, which hold a significant place within Forte's activity portfolio, stand out due to their high entry barriers, long-term nature, and high level of technical depth.

These projects require not only advanced engineering capabilities but also regulatory compliance, high security standards, operational continuity, and long-term project management capability. Thanks to the knowledge base, institutional capabilities, and strong reference



## Forte at First Glance

projects it has accumulated over the years in these fields, Forte is positioned within an ecosystem where only a limited number of players can operate.

This positioning supports the Group's sustainable and predictable revenue structure while also strengthening its competitive advantage. This field of activity, characterized by long-term public projects, deepens Forte's sectoral expertise and reinforces the Group's strategic partnership approach.

Since its establishment, Forte has demonstrated steady growth and, over time, has expanded its fields of activity to gain the identity of a multi-sector technology group. With the public offering process, the Group has further strengthened its corporate structure and has made transparency, accountability, and corporate governance principles an integral part of its way of doing business. This transformation has

significantly reinforced Forte's credibility in the eyes of both investors and business partners.

Forte builds its growth strategy on a long-term value creation approach rather than short-term gains. In this direction, the Group aims to manage its technology development capacity, human resources, and financial resources in a balanced and disciplined manner, and to create a sustainable value chain for all its stakeholders. This approach also provides a solid foundation for Forte's transition to a more integrated and holistic reporting structure in the coming periods.

In the following sections of this activity report, Forte's fields of activity, business model, projects, human resources, corporate structure, and value creation approach are discussed in detail, and the position of the Group as of 31 March 2026 is presented from a holistic perspective.





## Our Strategic Priorities

Forte determines its strategic priorities by holistically evaluating the dynamics of the sectors in which it operates, the principles of continuity and predictability required by long-term public and corporate projects, and stakeholder expectations.

The Group's strategic approach is based on sustainable growth, operational resilience, and the systematic strengthening of corporate capabilities, independently of short-term market fluctuations.

One of Forte's key strategic priorities is to deepen its presence in its core areas of operation and to deliver high value-added solutions. In particular, the preservation and continuous development of the knowledge base acquired in areas that require high technical expertise, regulatory compliance, and institutional delivery discipline, especially defense industry and public-focused software projects, are among the fundamental elements supporting the Group's long-term competitive strength. This strategic approach enables Forte to grow its activities in a selective and controlled manner, while further strengthening its position in projects that require expertise and reliability.

A sustainable and balanced growth approach forms the foundation of Forte's strategic roadmap. The Group evaluates its growth targets together with profitability, cash flow, and financial robustness, and prioritizes business areas that support a scalable, predictable, and long-term revenue structure. Within this framework, in addition to organic growth, Forte also

considers selective investments that have strategic alignment and the potential to create synergy.

In the implementation of Forte's strategic priorities, a focused and complementary structure is adopted in line with the areas of expertise of the companies within the Group. Strategic growth initiatives focused on software and the defense industry are primarily carried out through MilSOFT's deep sectoral expertise, while activities related to agricultural technologies and smart agriculture solutions are developed under the Cetwell umbrella.

Efforts aimed at deepening R&D and engineering capabilities are carried out particularly through ELD's technical competencies. This approach contributes to increasing the Group's overall technology development capacity and scaling its capabilities. This structure supports Forte's progress in its multi-sector areas of activity in a controlled manner, aligned with strategic priorities and without loss of focus.

Developing long-term collaborations with public institutions and large-scale corporate clients holds an important place among Forte's strategic priorities. This customer structure, characterized by high entry barriers and long-term projects, requires not only technical competence but also trust, operational continuity, and effective project management. Leveraging its experience and strong references in these areas, Forte aims to further strengthen its position as a strategic business partner for its clients.



## Our Strategic Priorities

The development of human resources and corporate capabilities occupies a central position among Forte's strategic priorities. The retention and development of qualified human capital, ensuring the continuity of institutional knowledge, and increasing organizational maturity are considered fundamental building blocks supporting the Group's sustainable growth objectives.

In order to ensure the sustainable implementation of strategic objectives, Forte places importance on the regular identification of risks and the proactive adoption of necessary measures. Financial, operational, and sectoral risks are evaluated under the supervision of the relevant units and the Board of Directors, and preventive and corrective actions that enable

adaptation to changing internal and external conditions are implemented in a timely manner. This approach contributes to conducting strategic decision-making processes on a solid and predictable basis.

Corporate governance, transparency, and risk awareness are among the fundamental pillars of Forte's strategic decision-making processes. Along with the responsibilities arising from being a publicly listed company, the Group evaluates macroeconomic developments, sectoral dynamics, and regulatory changes from a holistic perspective when determining its strategic objectives, and adopts a disciplined management approach that maintains a balance between growth and risk.

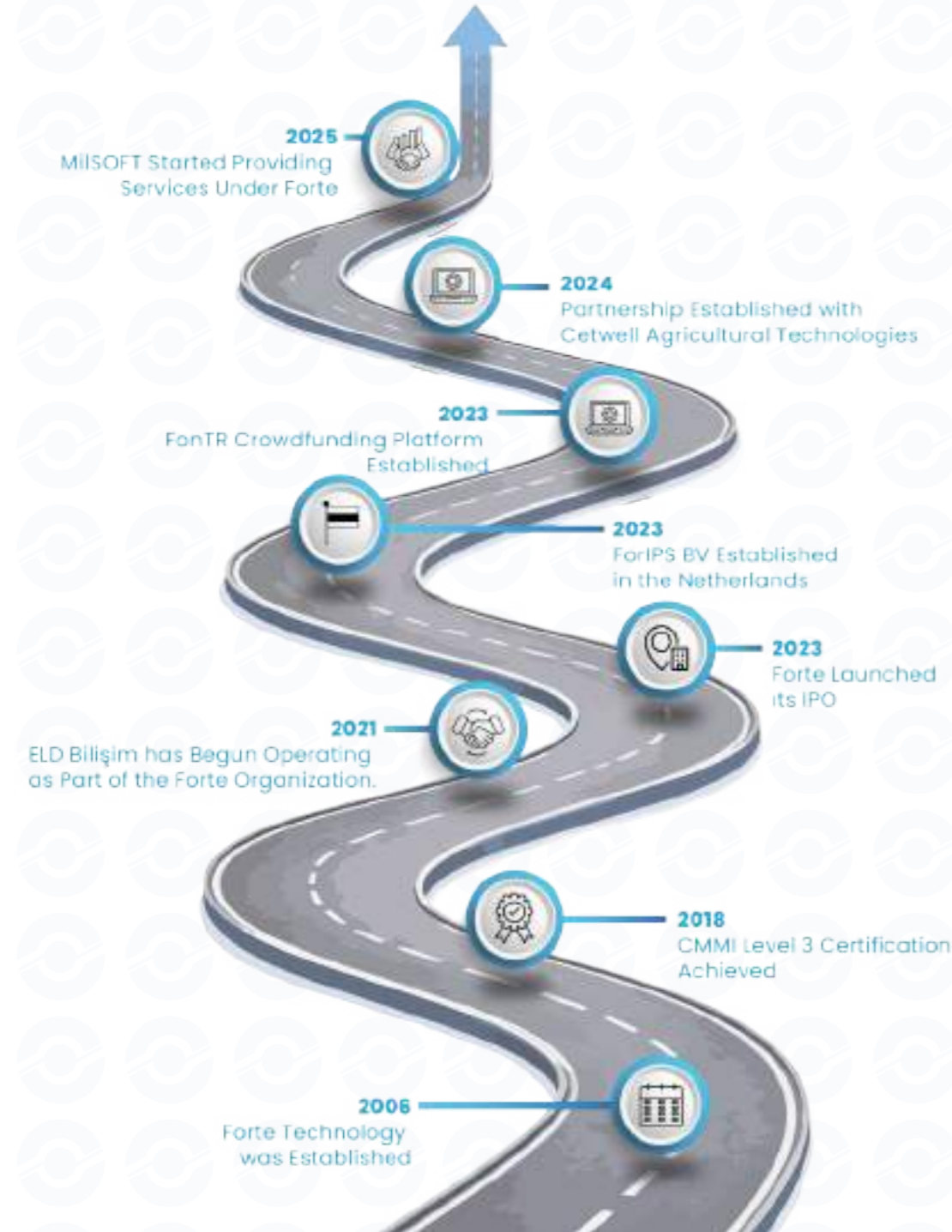




## Our Milestones

As Forte, we are a technology group that develops high value-added technology solutions across various industries.

Together with our subsidiaries, we create sustainable value by delivering end-to-end solutions in the fields of software, system integration, defense technologies, agricultural technologies, and investment platforms.



FORTE AT A GLANCE



## Company Profile

COMMERCIAL INFORMATION	
Trade Name	Forte Bilgi İletişim Teknolojileri ve Savunma Sanayi A.Ş.
Date of Incorporation	28.04.2006
Trade Registry Number	221029 (Ankara Chamber of Commerce)
Mersis Number	388054157500017
Tax Office/Tax Number	Maltepe / 3880541575
HEAD OFFICE AND CONTACT INFORMATION	
Head Office Address	Mustafa Kemal Mahallesi 2123 Cad. CEPA Sit. Alışveriş Merkezi Apt. NO: 2/501 Çankaya/ANKARA
Telephone	0312 473 40 83
E-Mail	info@forte.com.tr
Corporate Website	https://forte.com.tr/
FIELD OF ACTIVITY	
Main Fields of Activity	Computer Consultancy and Computer Facilities Management Activities
Nace Code	62.20.00
CAPITAL INFORMATION	
Paid-in Capital	67000000
Registered Capital Ceiling	225000000
STOCK INFORMATION	
Market Traded	BIST Main Market
Ticker Symbol	FORTE
Initial Public Offering Date	14.06.2023
REPORTING AND FRAMEWORK INFORMATION	
Reporting Period	01.01.2026 - 31.03.2026
Applicable Accounting Standards	TFRS (Turkish Financial Reporting Standards)
Independent Audit Firm	Eren Bağımsız Denetim A.Ş. (International Member of Grant Thornton)

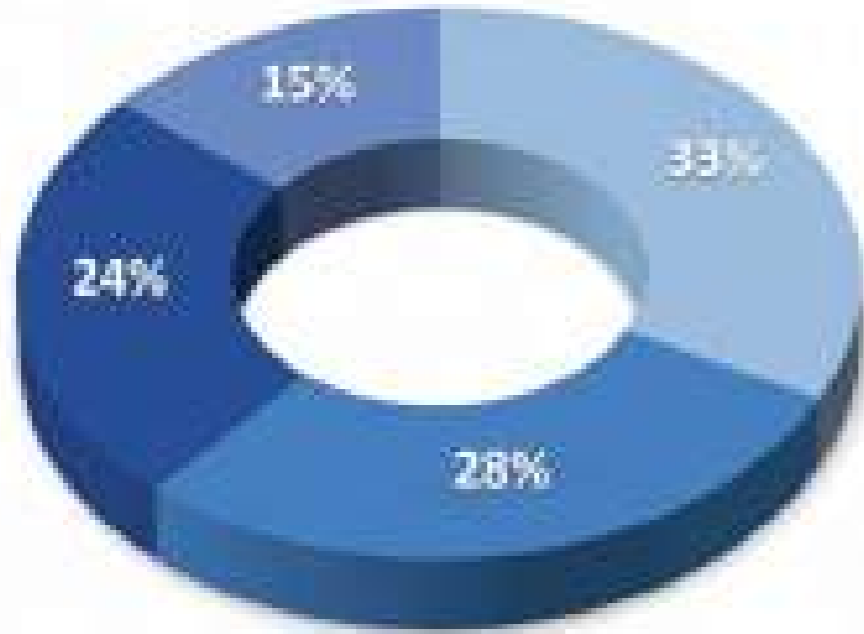
FORTE AT A GLANCE



## Shareholding Structure

As Forte, we are a technology group that develops high value-added technology solutions across various industries. Together with our subsidiaries, we create sustainable value by delivering end-to-end solutions in the fields of software, system integration, defense technologies, agricultural technologies, and investment platforms.

	Group A		Group B		Total		Voting Rights	
	Shares (TL)	%	Shares (TL)	%	Shares (TL)	%	Shares (TL)	%
Ali Celal Asiltürk	1.950.000,00	3%	16.628.790,00	24%	18.578.790,00	28%	26.378.790,00	29%
Hasan Cengiz Bayrak	1.950.000,00	3%	14.250.000,00	21%	16.200.000,00	24%	24.000.000,00	27%
Ebubekir Balıkcı	1.950.000,00	3%	7.950.000,00	12%	9.900.000,00	15%	17.700.000,00	20%
Halka Açık	-	0%	22.000.000,00	33%	22.321.210,00	33%	22.321.210,00	24%
Toplam	5.850.000,00	9%	61.150.000,00	91%	67.000.000,00	100%	90.400.000,00	100%



FORTE AT A GLANCE



## Shareholding Structure

### Capital And Shareholding Structure

Forte Bilgi's issued capital amounts to TRY 67,000,000 and consists of Group A and Group B shares. Of the Company's share capital, 5,850,000 shares are Group A shares, while the remaining portion consists of Group B shares. The Company's registered capital ceiling is TRY 225,000,000.

Group A shares are registered shares, while Group B shares are bearer shares. Within the framework set forth in the Articles of Association, Group A shares are granted voting privileges, with each Group A share carrying five voting rights.

In addition, Group A shareholders are granted the privilege of nominating candidates for the Board of Directors. Accordingly, half of the members of the Board of Directors are elected from among the candidates nominated by the majority of Group A shareholders. In cases where half of the Board membership corresponds to a fractional number, the figure is rounded down to the nearest whole number.

The privileges granted to Group A shares are limited to the matters stated above, and no dividend privilege is attached to these shares.

### Subsidiaries

Parent Company	Subsidiaries
Forte	Milsoft Yazılım Teknolojileri A.Ş.
Forte	ELD Bilişim Sanayi Ticaret A.Ş.
Forte	Forte Kitle Fonlama Platformu A.Ş.
Forte	Cetwell Bilgi Teknolojileri ve Ziraî Sistemler Danışmanlık Hizmetleri İthalat İhracat Sanayi Ticaret A.Ş.
Forte	TECHFOR Bilişim Teknolojileri ve Üretim İmalat Sanayi A.Ş.
ELD	Forips B.V.

Subsidiary	Ownership Type	Ownership %	Year of Establishment	Country	Business Sector	Consolidation Method
Milsoft Yazılım Teknolojileri A.Ş.	Direct	100%	1998	Türkiye	Software Technologies	Full Consolidation
ELD Bilişim Sanayi Ticaret A.Ş.	Direct	100%	2018	Türkiye	Software Technologies	Full Consolidation
Forte Kitle Fonlama Platformu A.Ş.	Direct	100%	2023	Türkiye	Finance	Full Consolidation
Cetwell Bilgi Teknolojileri ve Ziraî Sistemler Danışmanlık Hizmetleri İthalat İhracat Sanayi Ticaret A.Ş.	Direct	51%	2018	Türkiye	Agriculture Technologies	Full Consolidation
TECHFOR Bilişim Teknolojileri ve Üretim İmalat Sanayi A.Ş.	Direct	100%	2024	Türkiye	System Integration	Full Consolidation
Forips B.V.	Indirect	100%	2024	Belgium	R&D Activities	Full Consolidation

FORTE AT A GLANCE



## Our Activities

### System Integration Activities

System integration constitutes one of Forte's main fields of activity. Especially in public and defense projects, bringing together different technological components end-to-end and with a holistic approach is among Forte's core competencies. In large-scale and long-term projects, Forte provides system design, integration, installation, operation, and continuity services.

Within this scope, Forte addresses the integration of software components, infrastructure solutions, network and data center installations, cybersecurity infrastructures, as well as operation and maintenance services within an integrated structure. In the critical information systems of public institutions and the defense industry, Forte undertakes an active role in the implementation of systems that require high reliability, uninterrupted operation, and full compliance with legislation.

System integration activities are characterized by long-term public projects that have high entry barriers, advanced technical expertise, and institutional continuity requirements. Forte's work in this field is not limited to project delivery; it also covers the operation, sustainability, and lifecycle support of systems. This approach positions Forte as a long-term solution partner in public and defense projects.

In the execution of activities, coordination is maintained with different technology providers, subcontractors, and group companies, and processes are managed meticulously in line with project management, quality standards, and information security requirements. Forte supports its competence in system integration with a strong engineering staff, institutionalized project management, and experience in compliance with legislation.



OPERATING AND VALUE CREATION MODEL



## Our Activities

### Defense Software and Critical Systems

Project-based and product-based software development activities for the defense industry are carried out through MilSOFT Yazılım Teknolojileri A.Ş., within the Forte organization. MilSOFT's activities focus on defense projects that require high security, continuity, and mission criticality, and are conducted within the scope of long-term programs with high entry barriers.

Solutions developed by MilSOFT include command and control systems, C4ISR solutions, tactical data links (TDL), and integrated defense software. These solutions are developed both as applications specific to certain projects and as product-based software

components that can be used across different platforms.

The software is designed with modular and scalable architectures to be used on land, air, and naval platforms, supporting secure and real-time information sharing among different sensors, weapon systems, and command elements.

MilSOFT's activities are not limited to software development; they also include system integration, testing and validation, field adaptations, as well as maintenance and lifecycle support processes. In this way, long-term and sustainable software solutions are provided in defense projects.



OPERATING AND VALUE CREATION MODEL



## Our Activities

### Engineering, Research and Development Activities

Productized software development, R&D, and engineering activities carried out within Forte constitute an important component of the company's strategic fields of activity. In this context, a significant portion of product-based software development efforts is conducted through ELD Bilişim Sanayi ve Ticaret A.Ş., a wholly owned subsidiary.

The work carried out within ELD is addressed with a directly product-based approach, and the developed solutions are designed as scalable products that can be used across different platforms, beyond software specific to particular projects.

FORIPS Suite developed within this scope is a product-based software solution aimed at the digitalization of Integrated Logistics Support (ILS) lifecycle processes in defense projects. With its modular structure

covering maintenance, logistics, inventory, and operational support processes, FORIPS Suite supports the operational continuity of platforms.

The ForService software developed by ELD is positioned as another product-based solution focusing on maintenance and service management processes. ForService enables the monitoring and management of field operations and maintenance activities in a digital environment.

ELD's product development activities are not limited to software development but also include hardware integration, field adaptations, and platform-based solutions. These products are integrated with field equipment used in defense projects and made ready for operational use.



OPERATING AND VALUE CREATION MODEL



## Our Activities

### Agricultural Technologies and Digital Agriculture Activities

Activities in the field of agricultural technologies within Forte are carried out within the framework of an integrated and technology-based model. These activities consist of different components, including physical infrastructure, software-based management systems, and geospatial data solutions.

The design and construction of smart greenhouse infrastructure are carried out by the subsidiary Cetwell Bilgi Teknolojileri ve Zirai Sistemler A.Ş. Cetwell operates in the installation of climate-controlled greenhouse structures compatible with digital systems. Greenhouse ERP software aimed at the digital management of greenhouse operations is developed by Forte's in-house software teams.

This solution addresses production planning, resource and inventory management, monitoring of operational processes, and reporting in a holistic manner through a single platform.

Geospatial data and mapping solutions in the field of agricultural technologies are provided through MiLSOFT's competencies. In this way, production sites, crop development, and operational data can be monitored with geographic reference.

With this integrated structure, Forte creates an end-to-end smart agriculture ecosystem by bringing together physical infrastructure, software, and data solutions.



OPERATING AND VALUE CREATION MODEL



## Our Activities

### Crowdfunding and Investment Ecosystem Activities

In order to support its core fields of activity and strengthen long-term value creation, Forte carries out activities related to the entrepreneurship and investment ecosystem through a crowdfunding platform and venture capital investment funds.

Within this scope, Forte contributes to bringing together investors and ventures with innovative business models through the FonTR Equity-Based Crowdfunding Platform. The platform supports access to financing for ventures operating in fields such as technology, software, defense industry, and agricultural technologies.

In addition, Forte invests in ventures operating in strategically important sectors through venture capital investment funds (VCIF). These investments are evaluated in alignment with Forte's objectives of long-term value creation, sectoral diversification, and early-stage access to technology.

Crowdfunding and investment ecosystem activities are positioned not as an independent field separate from Forte's core business lines, but as a complementary and strategic field of activity.



OPERATING AND VALUE CREATION MODEL



## Our Revenue Model

Forte's revenue model is built upon a diversified and balanced structure consisting of project-based contracts, long-term maintenance-support-operation services, and license and service revenues based on product and software solutions.

Project-based revenues obtained within the scope of projects carried out for the public and defense industry constitute one of Forte's main revenue items. Maintenance, support, and operation services provided as complementary to these projects ensure regular and continuous revenue streams throughout the contract periods. This structure supports the continuity of customer relationships and revenue generation even after project delivery.

In addition, license, usage, and service revenues offered within the scope of product-based software development activities contribute to the diversification of Forte's revenue structure. Product and software solutions provide a more scalable structure compared to project-based work and create recurring revenue potential across different customers and platforms.

This revenue composition increases the predictability of Forte's cash flows and supports the formation of operating results in a more balanced and sustainable structure across periods through long-term contracts and regular service revenues. Forte aims to develop its revenue model in alignment with its strategic priorities, long-term value creation approach, and the dynamics of the sectors in which it operates.



OPERATING AND VALUE CREATION MODEL



## Our Value Creation Approach

Forte Group defines its value creation approach not only through financial performance but through a holistic perspective that addresses technological capability, institutional capacity, operational continuity, and societal impact together. The Group's fundamental approach is to generate long-term, sustainable, and measurable value in the fields in which it operates and to share this value with all stakeholders in a balanced manner.

Within this framework, Forte Group structures the value creation process as a system that transforms its resources into activities requiring high technical expertise through effective utilization and carries the resulting outputs toward lasting and long-term impacts. The value creation approach is addressed in an integrated manner with the Group's strategic priorities, business model, and sustainability objectives.

### Inputs of the Value Creation Process

The main inputs used by Forte Group in its value creation process consist of the following capital components:

- **Financial capital:**  
Ensures the sustainable financing of long-term projects, investments, and operations.
- **Human capital:**  
Supported by an engineering-oriented workforce, technical expertise, and institutional experience.
- **Intellectual capital:**  
Encompasses institutional knowledge accumulated in software, products, R&D, and project management.
- **Social and relational capital:**  
Consists of long-term relationships established with public institutions, defense industry stakeholders, business partners, suppliers, and the investment ecosystem.
- **Natural capital:**  
Addressed within the framework of managing the environmental impacts of activities and the sustainability approach.

### Value Creation Mechanism

These inputs are transformed through system integration, software development, product-based R&D, and technology-oriented investments carried out in Forte Group's fields of activity. Expert human resources are integrated with product and software capabilities to deliver reliable, sustainable, and long-term systems.

As a result of this transformation process, not only project outputs but also increases in institutional capacity, technological depth, and operational continuity are achieved. Forte Group conducts its activities with this understanding and manages the value creation process on the basis of continuity.



## Our Value Creation Approach

### Value Creation for Stakeholders

Forte Group's value creation approach is addressed within a multidimensional framework for stakeholders:

- Reliable, long-lasting, and sustainable solutions are offered for public institutions and defense industry stakeholders.
- Long-term career opportunities are provided for employees where they can develop their technical and managerial competencies.
- Relationships with business partners and suppliers are conducted on the basis of mutual trust, continuity, and long-term cooperation.
- A predictable, balanced, and stable growth approach is adopted from the perspective of investors.
- From a societal perspective, increasing social benefit through technology-oriented projects and sustainability practices is targeted.

### Value Creation by Time Horizon

The value creation approach is addressed from short-, medium-, and long-term perspectives:

- In the short term:**  
Timely and successful completion of projects, ensuring operational continuity, and customer satisfaction are prioritized.
- In the medium term:**  
Expanding product-based software development activities, producing scalable solutions, and strengthening institutional capabilities are targeted.
- In the long term:**  
Creating lasting value through sustainable growth, technological independence, institutional resilience, and sectoral diversity is aimed.

### Intra-Group Synergy and Integration

In Forte Group's value creation approach, intra-group synergy plays an important role. Forte's system integration capability is addressed together with MILSOFT's defense software solutions, ELD's product-based software and engineering activities, Cetwell's infrastructure work in agricultural technologies, and complementary activities related to the investment ecosystem. This structure enables the integration of different areas of expertise and the increase of total value.



## Our Value Creation Approach

### Link with Risk Management and Sustainability

The value creation process is supported by the monitoring and management of risks, corporate governance practices, and the sustainability approach. Long-term contracts, continuity of human resources, and proactive management of operational risks ensure the continuity of value creation. This approach is carried out in alignment with the sustainability policy approved by the Board of Directors.

### Conclusion

In conclusion, Forte Group's value creation approach is built upon a holistic structure that uses its resources effectively, manages its activities in alignment with strategic objectives, and aims to generate lasting value for stakeholders in the short, medium, and long term. While supporting the Group's long-term growth objectives, this approach also aims to increase its resilience against changing economic and sectoral conditions.



OPERATING AND VALUE CREATION MODEL



## Our Products

Forte Group presents a sustainable and scalable structure that complements its project and integration competencies through product-based software solutions developed in the fields in which it operates. Product development activities carried out within the Group are shaped by considering high technical expertise, long-term usage scenarios, and critical operational needs.

Forte Group's product portfolio focuses primarily on areas requiring high reliability, continuity, and integration capability, especially in the defense industry and public projects. The products developed within this scope are designed not as solutions specific to individual projects, but in a way that can be reused across different platforms and projects, aiming to meet long-term operational needs.

Product-based software development activities within the Group are carried out through specialized companies, primarily ELD Bilişim Sanayi ve Ticaret A.Ş. and MiISOFT Yazılım Teknolojileri A.Ş. While MiISOFT develops product-

based software solutions in areas such as mission-critical systems, command and control, tactical data, geospatial information, and similar fields for the defense industry, ELD complements the Group's product portfolio with products that support platform lifecycle, maintenance, logistics, and service management processes.

Forte Group's products are positioned not only as standalone software solutions but also as part of end-to-end solutions within system integration projects. Through this approach, products are tested under real field conditions and continuously improved through operational feedback.

As a result, Forte Group aims to increase its technical depth, reduce project dependency, and support long-term value creation through product-based software development activities. The Group's product portfolio is developed in alignment with its fields of activity and is considered an important component of the integrated solution approach.



OPERATING AND VALUE CREATION MODEL



## Our Products

### Mil – CMS

Mil-CMS is a network-centric Command and Control system that provides real-time situational awareness, decision support, and coordinated operational capability by combining multi-sensor data.

- Provides real-time situational awareness (2D/3D common tactical picture) by integrating all sensor and operational data.
- Performs track management and data fusion by combining multi-sensor data.
- Transforms complex operational data into meaningful information for decision support and command execution.
- Provides end-to-end command and control among sensors, weapon systems, and network-enabled effectors.
- Supports joint and interoperable operations through tactical data links.
- Manages asymmetric warfare, air, surface, and subsurface operations within a single command environment.
- Offers UAV / unmanned system control, mission planning, and manned-unmanned teaming (MUM-T) capability.
- Ensures operational continuity with training, simulation, redundancy, and continuous operability.

### Mil-CMS References

Mil-CMS has been used in SAR Vessel projects developed for the Turkish Coast Guard Command.



## Our Products

### WACCS

WACCS is a web-based and network-centric C2 system that provides situational awareness, coordination, and command and control at the strategic and operational levels.

- Provides Command and Control (C2) capability at strategic and operational levels.
- Creates a common tactical picture among geographically dispersed headquarters through its web-based architecture.
- Enables real-time information sharing via Tactical Data Links (TDL) and IP-based data exchange.
- Performs track management and data fusion with multi-sensor data.
- Provides synchronization at operational and tactical levels through mission assignments and force coordination.
- Offers remote, secure, and scalable access through web-based user interfaces.
- Enables command and control over wide area networks by supporting different communication protocols.

### WACCS References

- Pakistan Navy





## Our Products

### Mil-DLP

Mil-DLP is a Data Link Processor that processes multiple tactical data links to provide secure, interoperable, and normalized tactical information sharing between platforms.

- Enables sharing of the Common Operational Picture (COP) over tactical data link networks.
- Provides secure and real-time exchange of tactical information between different platforms.
- Integrates with legacy CMS systems through link-independent normalized messages.
- Supports Link-11, Link-16, Link-22, JREAP A/B/C, SIMPLE, VMF, and Link-M standards.
- Operates in compliance with the latest NATO STANAG versions.
- Creates a consistent tactical picture through local/remote, remote/remote, and target/track correlation.

### Mil-DLP References

- Mil-DLP, Leonardo – Utilized as the Link-16 Data Link Processor for the MELTEM-3 Maritime Patrol Aircraft (MPA) program under the Turkish Naval Forces.
- Mil-DLP, Thales Aircraft – Served as the Link-11 Data Link Processor within the scope of the MELTEM-2 Maritime Patrol Aircraft (MPA) program for the Turkish Naval Forces.
- Mil-DLP, ThyssenKrupp – Implemented as a Link-11/22 Multi Data Link Processor in the New Type Submarine projects developed for the Turkish Naval Forces.
- Mil-DLP, HAVELSAN – Deployed as a Link-11/16 Data Link Processor under the LST Amphibious Ship program for the Turkish Naval Forces.
- Mil-DLP, HAVELSAN – Integrated as a Link-11/16 Multi Data Link Processor within the MILGEM projects for the Turkish Naval Forces.



## Our Products

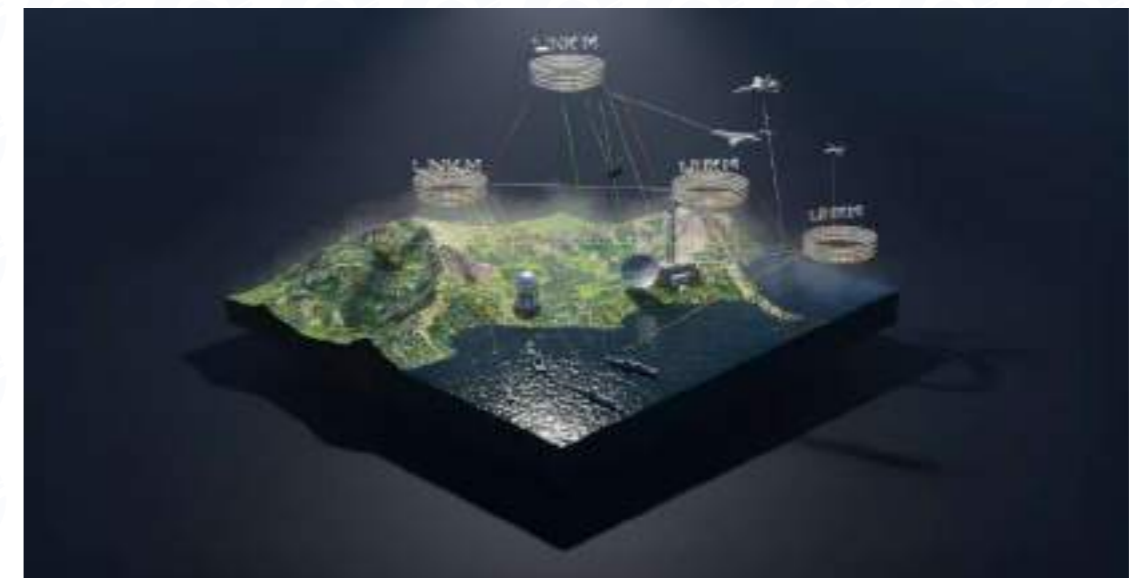
### Link-M

Link-M is a national Tactical Data Link that enables secure, real-time, and interoperable tactical data sharing among multiple platforms with national cryptographic infrastructure and flexible network management.

- Enables sharing of the common operational picture among platforms as a national data link.
- Provides real-time and secure information transfer between platforms.
- Operates effectively in networks of different scales with flexible and scalable structure.
- Supports secure communication compatible with national security infrastructures.
- Allows use of existing radio infrastructures without additional hardware.
- Designed for easy integration with different systems and architectures.
- Provides interoperable and uninterrupted information sharing among air, land, sea, and fixed elements.

### Link-M References

- Link-M – Utilized within the scope of JREAP integration in projects conducted for the Azerbaijan Armed Forces.
- Link-M – Deployed under the HAKİM Tactical Data Link program in projects carried out for the Turkish Land Forces





## Our Products

### Mil-LINK

Mil-Link is a battlefield network solution that brings together different communication infrastructures in the field to provide secure, flexible, and uninterrupted information sharing between platforms.

- Enables sharing of the common operational picture among different platforms.
- Integrates different field communication infrastructures under a single unified network structure.
- Enables efficient and uninterrupted communication between high- and low-capacity networks.
- Improves communication performance even under limited bandwidth.
- Provides dynamic and flexible network management with demand-based resource usage.
- Offers ease of installation and use by operating on standard hardware.
- Enables field-compatible information sharing among air, land, and sea elements.

### Mil-LINK References

- DEARSAN Salvo Sida Project



## Our Products

### Mil-INTEL

Mil-INTEL is an intelligence and surveillance system that combines, analyzes, and transforms data from different sources into shareable intelligence.

- Creates a holistic intelligence view by combining information from multiple sources on a single platform.
- Converts field and sensor data into a common operational picture.
- Enables automatic analysis and evaluation of images and data.
- Supports tagging, classification, and sharing of obtained information.
- Produces operationally ready intelligence through integration with tactical systems.
- Provides easy-to-understand visualization on 2D and 3D maps.
- Supplies rapid, accurate, and reliable information to decision-makers.

Mil-INTEL forms the intelligence and analysis infrastructure actively used in the İKİZ and MERGEM projects within the inventory of the Ministry of National Defense and the Turkish Armed Forces.

### Mil-INTEL References

- Mil-INTEL – Utilized in the İKİZ – Central Intelligence System project conducted within the Turkish Air Force.
- Mil-INTEL – Deployed under the MERGEN – Imagery Intelligence System developed for the Turkish Gendarmerie.
- Mil-INTEL – Employed as the intelligence and analysis infrastructure in TÜBİTAK projects, including GKS, GÖKHAN, and ALİM.





## Our Products

### Mil – DDU

Mil-DDU is a Data Distribution Unit that processes platform data and distributes it accurately, consistently, and reliably to relevant systems.

- Collects, processes, and distributes platform data (navigation, heading, speed, environmental data, etc.).
- Evaluates data from different sources at a single center for consistency.
- Ensures simultaneous use of the same accurate data by onboard systems.
- Operates in both operational and test/simulation environments.
- Provides uninterrupted and reliable data flow through redundant architecture.
- Easily adaptable to different platforms with hardware-independent operation.
- Supports operational awareness through fast and reliable data transmission.

### Mil-DDU References

- DEARSAN (Patrol Boat Project)
- DEARSAN (Salvo Sida Project)



## Our Products

### Mil – DDS

Mil-DDS is a data distribution service that provides real-time, flexible, and customizable data sharing across multiple platforms.

- Enables real-time data sharing among different platforms and systems.
- Automatically detects active field elements and enables dynamic connections.
- Supports filtering and customization of data according to needs.
- Enables collection, monitoring, and analysis of live data.
- Supports training, integration, and post-mission evaluation within a single structure.
- Provides flexible and compatible operation across different operating systems and platforms.
- Ensures reliable and scalable data flow in distributed multi-platform structures.

### Mil-DDS References

- Aselsan
- Ayesaş
- STM
- Avikon
- Onbiron
- CSTECH
- BİTES
- Roketsan
- Havelsan
- Pakistan Navy
- BMC





## Our Products

### PiriMap

PiriMAP is a high-performance Geographic Information System infrastructure that enables analysis and visualization of geospatial data on 2D/3D maps.

- Provides a powerful and flexible infrastructure for map-based applications.
- Enables collection, management, and visualization of geospatial data in a single environment.
- Offers clear analysis and visualization on 2D and 3D maps.
- Provides interactive map usage with different layers, symbols, and drawings.
- Supports decision-support analyses such as line-of-sight, area analysis, and elevation profiles.
- Ensures high performance in desktop and web-based applications.
- Easily integrates with defense, security, operational systems, C2, and intelligence solutions.

### PiriMap References

- PiriMAP – Utilized in projects of the Peruvian Navy as a Geographic Information System developed by Turkish defense industry companies.
- PiriMAP – Served as the Geographic Information System infrastructure developed by Turkish defense industry companies in projects of the Mexican Navy.
- PiriMAP – An integrated Geographic Information System solution developed by Turkish defense industry companies, supporting operational planning, geospatial data management, and decision support processes in international naval projects.



## Our Products

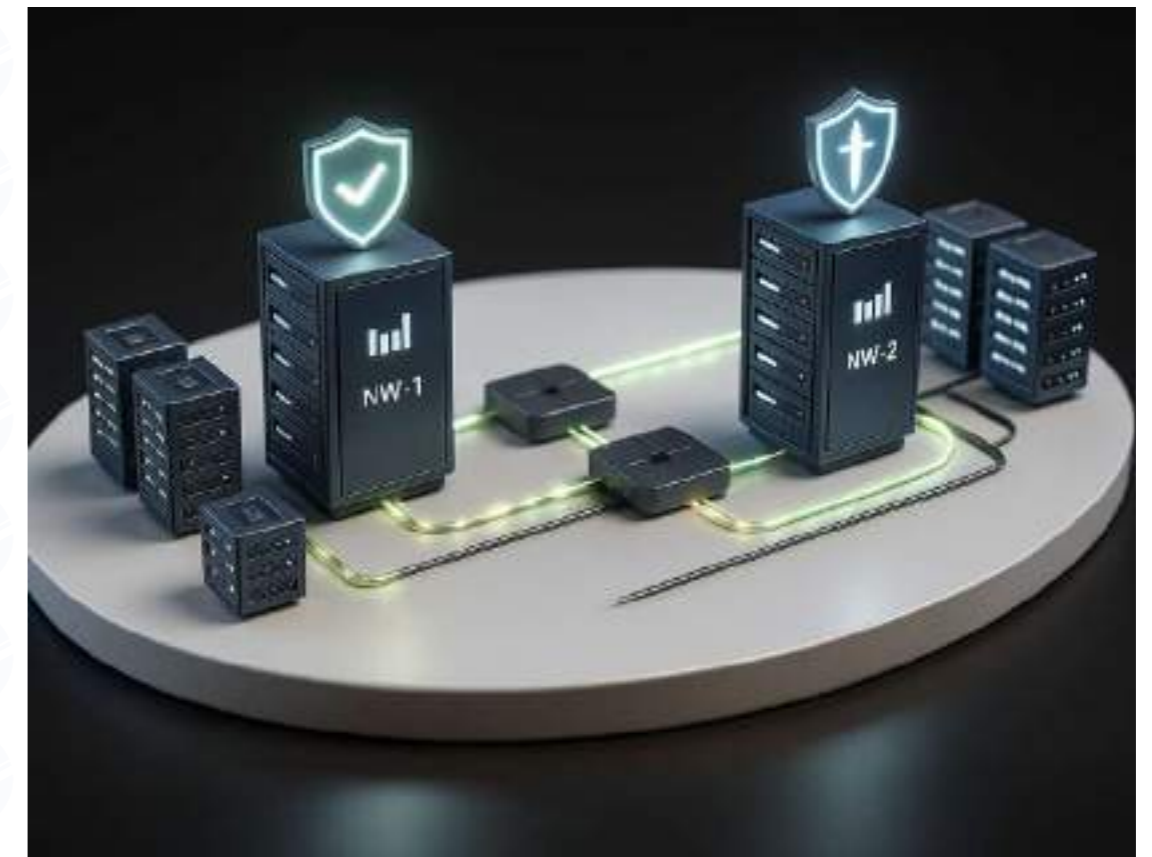
### Mil – CDS

Mil-CDS is a cross-domain security solution that securely manages and controls data flow between different security domains.

- Enables secure data transfer between systems with different security levels.
- Prevents unwanted data leakage by controlling data flow.
- Provides full control and monitoring over all incoming and outgoing data.
- Prevents unauthorized access through strong authentication.
- Manages data transfer processes continuously and transparently.
- Supports operational continuity without compromising security.
- Ensures controlled and reliable integration between critical systems.

### Mil-CDS References

- NATO ACSS





## Our Products

### Jetsim

JETSIM is a training and simulation system that supports individual and joint electronic warfare training with realistic scenarios.

- Simulates electronic warfare training through individual and joint scenarios.
- Provides realistic training and exercise environments for planners and decision-makers.
- Offers scenario-based training against friendly-enemy forces or computer-generated scenarios.
- Supports joint training of air, land, and naval elements.
- Enables training with realistic behavior models of platforms, sensors, and weapon systems.
- Provides a common simulation infrastructure interoperable with different systems.
- Enables testing and evaluation of electronic warfare concepts.

### Jetsim References

- JETSIM, HAVELSAN – Utilized within the scope of the Joint Electronic Warfare Training and Simulation System in projects conducted for Qatar.
- JETSIM – Deployed in Electronic Warfare Training and Simulation projects carried out under the coordination of the General Staff and the Turkish defense industry.



## Our Products

### FORIPS Suite

FORIPS Suite is an integrated software solution developed to digitally manage Integrated Logistics Support (ILS) lifecycle processes of platforms used in defense and public projects. The product enables monitoring and management of critical processes such as maintenance, repair, spare parts, configuration, technical documentation, and lifecycle management under a single structure.

Designed to support long-term use of mission-critical systems, FORIPS Suite is developed for environments requiring high reliability, traceability, and data integrity. Its modular structure allows adaptation to different platforms and projects, while its integration capability enables operation with existing systems and hardware.

This product contributes to effective management of operational continuity and maintenance processes in defense industry projects by being adapted to the field within Forte Group's system integration activities.





## Our Products

### ForService

ForService is a software product developed to digitalize maintenance, service, and service management processes for platforms and systems. The product enables centralized management of maintenance planning, fault management, service requests, field activities, and reporting processes.

ForService aims to increase traceability of maintenance and service activities, especially in systems requiring long-term use and high operational tempo. With its user-friendly interface and flexible architecture, it can be adapted to the needs of different sectors and contributes to improving operational efficiency and service quality.

Developed by ELD with a product-based approach, ForService supports the digital transformation of maintenance and service processes by being used together with different platforms and systems within Forte Group's integration projects.

### FORIPS Suite and ForService References

- |                                 |             |
|---------------------------------|-------------|
| 1. Ministry of National Defense | 5. KOLUMAN  |
| 2. ASELSAN                      | 6. MPG      |
| 3. BMC                          | 7. ROKETSAN |
| 4. HAVELSAN                     | 8. STM      |



## Our Projects



### Altay Tank Life-Cycle Logistics Project

ELD Bilişim Sanayi Ticaret A.Ş., a wholly owned subsidiary of Forte Teknoloji, has entered into a commercial cooperation agreement with BMC for the utilization of the FORIPS Suite product family—whose R&D and product development processes are carried out by ELD—within the scope of the Life-Cycle Logistics Support (LCLS) Project for ALTAY, Türkiye's next-generation main battle tank.

Within this framework, the logistics processes required throughout the service life of the ALTAY tank will be supported by a domestic and national software infrastructure.

The FORIPS Suite features a modular software architecture including:

- FOR-SDOC (S1000D-compliant technical documentation management)
- FOR-SLSAR (logistics support analysis compliant with NATO ACodP-1 standard)
- FOR-SMM (material and spare parts management)

Through this system, maintenance, configuration, and material information related to all critical subsystems of the ALTAY tank are recorded and managed in a traceable and auditable manner.

The integration of FORIPS into the ALTAY LCLS project constitutes a strategic element in maintaining operational continuity, increasing readiness levels, and reducing total life-cycle costs. The digitalization of all logistics data flows contributes to optimized maintenance planning and sustainable improvements in operational efficiency.

The ALTAY tank represents one of the first large-scale implementation areas of the FORIPS product family and serves as a critical reference project for the international positioning of FORIPS. Through this project, ELD and Forte Teknoloji further strengthen their position as a high-value technology solution partner in defense logistics management infrastructure.



## Our Projects



### Command And Control Information System (C2Is)

Forte Teknoloji plays an active role in the development of the Command and Control Information System (C2IS) project, which aims to localize the command-and-control infrastructure of the Turkish Armed Forces.

C2IS is a mission-critical software system that enables the secure and integrated management of:

- operational planning
- incident management
- unit coordination
- decision-support processes

Phase-1 of the project has been successfully completed, during which core command-and-control functions required by field units were commissioned using a domestic software architecture. The system provides real-time information sharing, situational awareness, and operational tracking capabilities that enhance mission effectiveness.

The ongoing Phase-2 focuses on expanding system capabilities and integration with different defense platforms and systems. This evolution supports a more advanced command-and-control infrastructure capable of managing data-intensive operations across broader force structures.

Through the C2IS projects, Forte Teknoloji contributes to:

- strengthening national command-and-control capabilities,
- enhancing decision superiority,
- managing mission-critical data in line with national security principles.

This project represents one of the Company's most significant references in defense software technologies.



## Our Projects



### Air Force Information System (Afis)

The Air Force Information System (AFIS), one of the core command-and-control support infrastructures of the Turkish Air Force, had long been developed and maintained by HAVELSAN and evolved into a highly reliable enterprise information system.

The system architecture supports the effective management of:

- mission operations
- personnel
- flight operations
- training
- maintenance
- logistics processes

At the current stage, responsibility for the maintenance and development of AFIS has been assumed by MilSOFT Yazılım Teknolojileri A.Ş., a wholly owned subsidiary of Forte Teknoloji. With this transition, system operation, maintenance, modernization, and development

activities will continue with a strengthened domestic software capability. MilSOFT will ensure uninterrupted system updates, modular enhancements aligned with emerging requirements, and architectural evolution compatible with future operational needs.

The activities carried out under AFIS aim to:

- support the digital transformation strategy of the Turkish Air Force,
- strengthen information sovereignty,
- ensure that mission-critical processes are supported entirely by national software capabilities.

The execution of the AFIS project by MilSOFT represents an important milestone reinforcing Forte Teknoloji's strategic position in the defense sector.



## Our Projects



### Ministry Of National Education Fatih Project

Within the scope of the FATİH Project, implemented by the Ministry of National Education to accelerate digital transformation in education, Forte Teknoloji acts as a subcontractor in classroom technology infrastructure installation activities.

These activities include:

- procurement of IT-supporting hardware and infrastructure components
- installation and commissioning processes
- network and connectivity solutions
- infrastructure cabling and data transmission components
- auxiliary educational technology equipment

All installations are performed in accordance with Ministry of National Education standards, including testing, validation, and commissioning processes.

With the activities initiated in 2025, students and teachers are enabled to access digital resources directly within classroom environments, contributing to the widespread adoption of interactive learning methods and strengthening digital literacy and equal opportunity in education.

Forte Teknoloji continues to contribute to the modernization of Türkiye's educational infrastructure as a reliable technology partner in public sector projects.



## Our Projects



### Turkish Armed Forces "Ay-Yıldız" Cloud Computing Project

The TSK Cloud Computing Project, carried out within the digital transformation strategy of the Turkish Armed Forces, is a critical infrastructure transformation initiative aimed at migrating defense information systems to modern and scalable architectures.

Within this project, Forte Teknoloji and its wholly owned subsidiary MilSOFT Yazılım Teknolojileri A.Ş. undertake responsibilities ranging from infrastructure transformation to data migration.

Forte Teknoloji's responsibilities include:

- establishment of cloud computing infrastructure
- network security architecture
- high-availability system positioning
- procurement and integration of load balancers, web application security layers, and server systems

These components form the core infrastructure ensuring secure and uninterrupted operation of TSK information systems. In addition, Forte Teknoloji strengthens the cybersecurity

capabilities of systems migrated to the new architecture and conducts a comprehensive integration process supporting performance, capacity, and sustainability requirements.

Data migration and application adaptation processes are carried out by MilSOFT. Operational data from existing systems are analyzed and securely transferred to the new cloud infrastructure, followed by optimization aligned with adaptation requirements.

MilSOFT's role is critical for:

- preserving data integrity,
- ensuring interoperability,
- eliminating mission-continuity risks.

Through the joint efforts of Forte Teknoloji and MilSOFT, the project accelerates national digitalization in defense information systems and strengthens national data sovereignty. Upon completion, TSK information systems will operate on modern cloud architectures, providing a sustainable infrastructure aligned with the requirements of future operational environments.



## Our Risk Management Approach

Forte Group, due to the nature of the fields in which it operates, addresses risk management not merely as a control mechanism but as a fundamental management tool that supports the sustainability of value creation. The Group's risk management approach is based on the timely identification, assessment, monitoring of risks, and the proactive taking of necessary measures.

Risk management activities are carried out under the supervision of the Board of Directors and are addressed in an integrated manner with the Group's strategic objectives, business model, and value creation approach. Within this scope, risks are reviewed at certain intervals and regularly reported to the Board of Directors through the relevant committees.



### Strategic Risks

Forte Group's activities mainly consist of long-term projects for the public and defense industry. While the high entry barriers of these projects provide a significant competitive advantage, the length of project durations, the nature of the customer structure, and sectoral dynamics are closely monitored within the scope of strategic risks.

The Group aims to manage these risks through:

- diversifying its fields of activity,
- strengthening product-based software development activities,
- increasing intra-group synergy.



### Operational Risks

Operational risks for Forte Group are concentrated particularly in project delivery timelines, system continuity, and human resource management. In public and defense projects, uninterrupted operation of systems and on-time delivery are of critical importance.

Accordingly, the Group aims to reduce operational risks through:

- a process-based management approach,
- segregation of duties and authorities,
- backup plans,
- an engineering-focused organizational structure.

Backup practices for critical positions and ensuring continuity of knowledge are among the fundamental elements of operational risk management.



## Our Risk Management Approach



### Financial Risks

Forte Group's financial risk management approach focuses on long-term contract structures, cash flow management, and the balanced execution of financial obligations. Cash flow planning required by the project-based revenue structure is monitored regularly, and financial risks are managed by taking into account the sustainability of activities.

In order to limit financial risks, the Group evaluates contract structures, collection processes, and financing instruments with a holistic perspective, and financial discipline and predictability are taken as a basis.



### Regulatory, Information Security, and Cyber Risks

Forte Group's fields of activity are subject to Capital Markets Board regulations, the Turkish Commercial Code, public procurement legislation, and specific regulations related to the defense industry. In this context, regulatory compliance is an integral part of the risk management approach.

The security of critical systems, data confidentiality, and cyber risks are addressed within the framework of established policies and procedures, and information security and system continuity are monitored regularly.



### Reputational Risk

Corporate reputation constitutes the foundation of long-term business relationships and the element of trust in public projects for Forte Group. Public disclosures, Public Disclosure Platform (KAP) notifications, and corporate communication activities are carried out within the framework of the principles of transparency, accuracy, and compliance with legislation.

Information other than matters that constitute trade secrets is shared with the public within the framework of legislation, and this approach is considered an important element in managing reputational risk.



## Our Risk Management Approach



### Internal Control, Audit, and Monitoring Mechanisms

Within Forte Group, the internal control system is structured with a process-based approach and is supported by segregation of duties and authorities, approval mechanisms, and reporting systems. Findings identified within the scope of internal audit activities and independent audit processes are monitored and necessary improvement steps are implemented.

The Audit Committee and the Early Detection of Risk Committee oversee the effectiveness of the risk management and internal control system and regularly report to the Board of Directors.



### Continuity and Corporate Resilience

The risk management and internal control system has been structured to support corporate continuity and resilience in line with Forte Group's business model based on long-term projects. Continuity of human resources, uninterrupted operation of systems, and operational flexibility are among the main objectives of the risk management approach.



### Conclusion

In conclusion, Forte Group's risk management and internal control system is built upon a structure that addresses strategic, operational, financial, regulatory, and reputational risks with a holistic approach and supports the sustainability of value creation and corporate reliability.



## Key Risks and Opportunities



Forte Group adopts a holistic approach that addresses risks and opportunities together in line with the dynamic structure of the sectors in which it operates. In line with the Group's long-term growth and value creation objectives, technological developments, public needs, and sectoral transformations are monitored regularly, and these evaluations are integrated into strategic decision-making processes.

Forte Group's activities mainly consist of long-term projects with high technical requirements for the public and defense industry. While this structure contains certain strategic risks, it also presents significant opportunities in terms of a sustainable revenue structure, high entry barriers, and long-term collaborations. While the length of project durations and the nature of the customer structure are evaluated as risk factors, the same characteristics provide Forte Group with competitive advantage and institutional continuity.

From an operational perspective, continuity of human resources, uninterrupted operation of systems, and effective management of project delivery schedules are among the main risk areas. However, Forte Group's engineering-focused organizational structure, intra-group expertise sharing, and system integration competence make these risks manageable and position Forte Group as a preferred solution partner in complex, large-scale projects.

Financial risks are addressed within the framework of the project-based revenue structure, cash flow management, and long-term contract structures. Although these elements contain certain uncertainties in the short term, the predictability, revenue continuity, and financial stability provided by long-term contracts constitute an important opportunity area for Forte Group. The Group aims for a sustainable financial structure by observing the balance between financial risks and opportunities.



## Key Risks and Opportunities

In the area of regulation and compliance, ensuring compliance with regulations specific to its fields of activity—primarily Capital Markets Board regulations, the Turkish Commercial Code, and public legislation—is evaluated both as an obligation and as a fundamental element of corporate trust. Compliance efforts in this area contribute to the management of reputational risks while supporting positioning as a reliable business partner in public and defense projects.

For Forte Group, corporate reputation stands out as a critical area where risks and opportunities intersect. Transparency, timely and accurate disclosure, compliance with corporate governance principles, and consistency in public statements limit reputational risks while

creating significant opportunities in terms of strengthening stakeholder trust and developing long-term business relationships.

The Group evaluates risks and opportunities not as static elements but as dynamic factors that can transform into one another. While high technical requirements and the need for expertise create a risk in terms of human resources, they simultaneously create an opportunity area that strengthens Forte Group's technical depth, institutional capabilities, and competitive advantage. Similarly, while long-term projects carry risks in terms of time and resource management, they offer significant opportunities in terms of sustainable revenue, operational predictability, and corporate resilience.

### Conclusion

In conclusion, Forte Group's approach to key risks and opportunities is built upon an understanding that closely monitors changing conditions, aligns with strategic objectives, and supports long-term value creation. The Group aims to continue making risks manageable and evaluating emerging opportunities in line with its strategic priorities.



## Our Investment Funds

In line with its strategic investment approach, Forte continues its investments through two different Venture Capital Investment Funds (VCIFs) in order to support long-term and sustainable value creation. Through these funds, the Group aims to invest in high-growth-potential ventures with innovative business models operating in various sectors.

### FonTR Venture Capital Investment Fund (FonTR VCIF)

FonTR GSYF, Forte'nin kurumsal FonTR VCIF is a venture capital investment fund established under the umbrella of 100% portfolio management with Forte's corporate assurance and managed by Forte Teknoloji. Focusing on the entrepreneurial ecosystem, the Fund aims to invest in technology- and production-based ventures.

Within this scope, FonTR VCIF offers the opportunity to invest in strategically important venture companies that launch campaigns on equity-based crowdfunding platforms.

The priority sectors within the investment strategy of FonTR VCIF are as follows:

- Technology and software
- Defense industry
- Energy and environment
- Agricultural and food technologies

While offering portfolio diversification and tax advantages to investors, FonTR VCIF aims to create long-term value in line with Forte's corporate experience and strategic vision.

Within this framework, an investment has been made through FonTR VCIF in Fertima, a company operating in the fields of agricultural technologies and automation. This investment was made with the aim of increasing automation

in agricultural production and supporting efficiency-oriented technological solutions.

### Çilek Venture Capital Investment Fund (Çilek VCIF)

Çilek VCIF is a venture capital investment fund established by Forte and structured with a focus on the agricultural sector. The Fund focuses on investments that support sustainable agricultural practices and aim to integrate agricultural production with technology.

Within this scope, Forte has made an investment of TRY 100.000.000 in Çilek VCIF. The relevant amount has been allocated to be utilized within the Fund for strawberry production and sales activities of Atasera Zirai Yatırımlar A.Ş. This investment aims to increase agricultural production capacity and create added value in the agricultural sector.

Both venture capital investment funds, in line with Forte's strategic vision, enable selective investments across different sectors and stand among the key instruments supporting the Group's long-term, sustainable, and balanced growth approach.



## Received Incentives

In line with its fields of activity and R&D-oriented working structure, Forte benefits from various public incentives, primarily including Technopark, R&D, and Social Security Institution (SSI) incentives. These incentives aim to strengthen the Group's technology development capacity, support qualified human resources, and promote sustainable growth.

The incentives and supports utilized by the Company are implemented within the scope of the legal regulations specified below.



### Law No. 5746

on the Support of Research, Development and Design Activities

The purpose of Law No. 5746 is to increase the production of technological knowledge through R&D, innovation, and design activities; to ensure innovation in products and production processes; to encourage high value-added production; and to support the employment of qualified workforce.

Within the scope of this Law, various tax, premium, and financial support mechanisms are provided for

companies located in technology development zones, R&D and design centers, R&D and design projects, and pre-competitive cooperation projects.

Forte benefits from the incentives provided under this Law in order to support its R&D and engineering activities. These supports contribute to enhancing the Group's technology production capabilities and maintaining its long-term competitive strength.



### Law No. 5510

on Social Insurances and General Health Insurance

Law No. 5510 aims to secure employees under the social security and general health insurance system and to regulate the procedures and principles related to these insurances.

The insurance premium incentives provided under the

Law are implemented to support employment and to balance employer costs. By benefiting from SSI incentives provided within the framework of the relevant legislation, Forte supports the employment of qualified human resources and the continuity of employment.



## Our Human Resources

Forte positions its human resources as a strategic value by considering the high level of expertise, reliability, and continuity required by the defense, public, and technology-focused fields in which it operates. It is evaluated that sustainable success in long-term projects with high entry barriers and requiring technical depth is possible through the holistic management of qualified human resources and institutional competencies.

### Our Human Resources Approach

Forte's human resources approach is based on the principles of expertise-oriented employment, preservation of institutional knowledge, and organizational continuity that will support long-term projects. The Group addresses human resources not merely as an operational element but as a fundamental lever in achieving strategic objectives.

### Organizational Structure and Employment Profile

As of 31 March 2026 a total of 345 personnel are employed within Forte. Of the personnel employed across the Company, 283 are in engineering positions, while the remaining personnel serve in administrative and support functions. The employment structure primarily focuses on software engineering and technical specialization and is structured in line with the qualified human resource profile required by defense and public projects.

### Competencies and Areas of Expertise

Within Forte Group, there are strong and institutionalized competencies in areas such as software development, defense and public projects, system integration, infrastructure solutions, R&D and engineering, and agricultural technologies. The Company retains within its own organization the technical knowledge, experience, and project management capabilities required across all its fields of activity; thus, it is able to manage projects with high technical requirements end-to-end.

### Recruitment and Continuity of Human Resources

Forte adopts a selective and long-term approach in recruitment processes. For positions to be involved in critical projects, not only technical competence but also institutional alignment, ethical approach, and potential for sustainable contribution are taken into consideration. Preserving institutional memory and ensuring continuity of knowledge in long-term projects are among the fundamental priorities of the human resources policy.



## Our Human Resources

### Training, Development, and Competency Enhancement

Forte adopts a training and development approach that supports the professional and technical development of its employees. It aims to keep employees' knowledge up to date through project-based knowledge transfer, technical training, and competency development activities specific to areas of expertise. This approach contributes to maintaining a human resource structure aligned with quality standards and defense industry-specific requirements.

### Performance and Career Management

Forte's performance and career management is carried out on the basis of competence, experience, and project-based contribution. It aims to deepen employees' expertise in their respective fields, gradually increase their responsibilities, and support long-term career development. The Group places importance on the effective use of internal resources and continuity of in-house career paths.

### Work Environment and Corporate Culture

Forte's corporate culture is built upon interdisciplinary collaboration, project and result orientation, and the principles of ethics and transparency. Through an organizational structure that supports teamwork, the coming together of different areas of expertise to produce integrated solutions is encouraged.

### Occupational Health, Safety, and Employee Well-Being

The Company addresses occupational health and safety practices within the framework of applicable legislation and corporate standards and aims to provide a safe and sustainable working environment. Employee health and occupational safety are considered an integral part of human resource management.

### Future Human Resources Perspective

Forte conducts human resource planning aligned with its growth strategies and long-term projects. In this context, an approach based on backup and continuity is adopted particularly for critical positions, and it is aimed to minimize the risks of loss of knowledge and competence. Strengthening human resources in areas of expertise required by digitalization and defense- and technology-focused projects is among Forte's priority objectives.



## Corporate Culture and Competencies

Forte's corporate culture is built upon the discipline, continuity, and high sense of responsibility required by the defense, public, and technology-focused fields in which it operates. At the same time, the Company attaches importance to creating a working environment that supports open communication, collaboration, and employee engagement in addition to technical depth and institutional seriousness. Sustainable success in long-term projects with high technical requirements is ensured through institutionalized competencies and a balanced working culture.

### Fundamental Foundations of Corporate Culture

Forte's corporate culture is shaped around the principles of technical accuracy, process discipline, and full compliance with legislation. Due to the nature of public and defense projects in particular, the manner of conducting business is based not only on results but also on process reliability, transparency, and accountability. In addition, open communication, mutual trust, and inter-team collaboration are encouraged throughout the Company, and a harmonious working culture aligned with common objectives is supported.

### Project-Oriented and Collaboration-Based Working Culture

Forte's working culture is based on a project-oriented management approach required by large-scale and long-term projects. Processes extending from analysis to design and from implementation to operation are carried out through effective collaboration of interdisciplinary teams. While this structure enables the convergence of technical expertise, it strengthens knowledge sharing among teams and contributes to the development of a shared sense of responsibility.

### Technical and Institutional Competencies

Forte possesses strong and institutionalized competencies in software engineering, system integration, defense and public projects, infrastructure solutions, R&D and product development, and agricultural technologies. Solutions developed within the Company are not limited to technical expertise alone; they are structured in alignment with quality standards, security requirements, and sectoral regulations. This approach enables Forte Group to take an active role in projects with high entry barriers within its fields of activity.

### Positioning of Competencies Within the Group Structure

Forte Group positions different areas of expertise within an integrated structure. While MilSOFT stands out in defense and software projects, ELD in R&D and product engineering, and Cetwell in agricultural technologies, Forte Group headquarters undertakes the role of system integration, governance, and strategic coordination. This structure strengthens both technical efficiency and organizational alignment.



## Corporate Culture and Competencies

### Corporate Memory, Continuity, and Communication

Within Forte Group, knowledge and experience are structured within corporate memory rather than being dependent on individuals. While institutional knowledge is preserved through documentation, knowledge sharing, and standardized processes, inter-team interaction is supported through a strong communication culture. A backup and continuity approach is adopted for critical positions, ensuring the sustainability of knowledge and competencies across the organization.

### Work-Life Balance and Social Interaction

While maintaining the sense of responsibility required by an intense project pace, Forte also places importance on an approach that considers employees' work-life balance. Strengthening the working environment is aimed through social activities, organizations that increase intra-team interaction, and practices that support corporate belonging. This approach contributes to supporting employee motivation and long-term engagement.

### Culture of Ethics, Compliance, and Responsibility

One of the fundamental elements of Forte's corporate culture is commitment to ethical principles and compliance with legislation. Acting with the sense of responsibility inherent in public projects, transparency, accountability, and corporate governance principles are adopted as integral parts of the way of doing business.

### Future-Oriented Competency Development

Forte addresses its corporate culture and competencies not as a static structure but as a continuously evolving system. In line with technological developments, sectoral needs, and strategic objectives, it aims to deepen competencies and develop new areas of expertise. This approach contributes to the creation of a sustainable and strong organizational structure aligned with Forte's long-term growth strategies.



## Board of Directors

Full Name	Meeting Attendance	Term of Office / Remaining	Positions Held in the Company in the Last 5 Years	Executive Role
Ali Celal Asiltürk	24/24	3 Years / 2 Years 2 Months 9 Days	Chairman of the Board of Directors	Executive
Hasan Cengiz Bayrak	24/24	3 Years / 2 Years 2 Months 9 Days	Member of the Board of Directors	Executive
Ebubekir Balıkcı	24/24	3 Years / 2 Years 2 Months 9 Days	Vice Chairman of the Board of Directors	Executive
Ahmet Eroğlu	17/24	3 Years / 2 Years 2 Months 9 Days	Independent Member of the Board of Directors	Non-Executive
Yavuz Türkgenci	2/24	Until the First General Assembly	Independent Member of the Board of Directors	Non-Executive

The Board of Directors operates within the framework of the Turkish Commercial Code, Capital Markets Legislation, and the Company's Articles of Association, and is responsible for determining the Company's strategic direction, effectively overseeing its activities, and ensuring compliance with corporate governance principles.

The Board of Directors convenes upon the invitation of the Chairman of the Board, and held 12 meetings as of 31 March 2026

Decision-making processes at Board of Directors meetings are conducted within the framework of equality, transparency, and collective responsibility. There are no privileges or concessions among Board members, and decisions are taken either unanimously or by majority vote. Except for matters constituting trade secrets, decisions are made in line with the principles of equality and collective responsibility; and all matters required to be disclosed to the public, excluding transactions of a confidential nature, are shared with the public through material event disclosures.

During the reporting period, the Board of Directors convened

regularly and effectively. Information regarding members' attendance at meetings and their terms of office has been presented in tabular form in line with the principle of transparency. The structure of the Board of Directors consists of executive, non-executive, and independent Board members, and the independent members meet the independence criteria in accordance with Capital Markets Board regulations. Independent Board members have submitted their declarations of independence, do not hold executive roles, and perform their oversight and audit functions in line with the principle of independence.

In accordance with the corporate governance regulations of the Capital Markets Board, the Turkish Commercial Code, and the relevant legislation, the necessary committees have been established to ensure that the duties and responsibilities of the Board of Directors are carried out effectively. The scopes of duties, operating principles, and membership structures of these committees are determined by the Board of Directors within the framework of the applicable legislation and disclosed to the public.



## Declaration of Independence

I hereby declare that I am a candidate to serve as an independent member of the Board of Directors of Forte Bilgi İletişim Teknolojileri ve Savunma Sanayi A.Ş. (the "Company") within the framework of the criteria set forth under the applicable legislation, the Company's Articles of Association, and the Corporate Governance Communiqué (II-17.1) issued by the Capital Markets Board.

Within this scope, I hereby declare that:

- Between myself, my spouse, and my blood and in-law relatives up to the second degree, and the Company, the Company's subsidiaries over which it has management control or significant influence, the shareholders who have management control over or significant influence on the Company, and the legal entities over which such shareholders have management control, there has been no employment relationship in a managerial position involving significant duties and responsibilities within the last five years; that neither individually nor jointly has there been ownership of more than 5% of the capital, voting rights, or privileged shares; and that no material commercial relationship has been established,
- Within the last five years, I have not served as a shareholder (5% or more), a manager assuming significant duties and responsibilities, or a member of the board of directors in companies from which the Company has purchased or to which it has sold a significant amount of services or products, particularly within the scope of agreements related to the Company's independent audit (including tax audit, statutory audit, and internal audit), rating, and consultancy services,
- I possess the professional education, knowledge, and experience required to duly fulfill the duties I will undertake as an independent member of the Board of Directors,
- In accordance with the applicable legislation, if elected as a member, I will not hold a full-time position in public institutions and organizations, except for university faculty positions,
- I am capable of making a positive contribution to the Company's activities, maintaining my impartiality in potential conflicts of interest between the Company and its shareholders, and making independent decisions by safeguarding the rights of stakeholders, supported by strong ethical standards, professional reputation, and experience,
- I will be able to allocate sufficient time to the Company's affairs to monitor the conduct of its activities and to fully perform the requirements of the duties I undertake,
- I have not served as a member of the Board of Directors of the Company for more than six years within the last ten years,
- I have not served as an independent member of the Board of Directors in more than three companies controlled by the Company or by shareholders holding management control over the Company, nor in more than five publicly traded companies in total,
- I am not registered or announced on behalf of any legal entity elected as a member of the Board of Directors.

**Ahmet Eroğlu**



## Executive Committee

The Executive Committee is responsible for ensuring that the Company's daily operations are carried out effectively, efficiently, and in compliance with applicable legislation, in line with the strategies, objectives, and policies determined by the Board of Directors. The Executive Committee performs duties related to the management of operational processes, ensuring organizational coordination, and implementing the decisions of the Board of Directors.

Members of the Executive Committee ensure the continuity of the Company's activities within the scope of their respective areas of responsibility, and carry out efforts aimed at monitoring operational performance, ensuring the efficient use of resources, and improving

business processes. The working and decision-making processes of the Executive Committee are conducted under the supervision and authorization of the Board of Directors, and authorities and responsibilities are defined within the framework of written regulations.

Taking into account the technical, operational, and managerial requirements of the fields in which the Company operates, the Executive Committee contributes to ensuring internal coordination and enhancing the effectiveness of activities carried out with stakeholders. This structure serves to ensure alignment between the Company's operational objectives and its strategic priorities.

### Members



**Hasan Cengiz Bayrak**  
CEO



**Aslı Özgüldür**  
CFO



**Derya Çil**  
Director of Operations



**Eray Çoruk**  
Director of Business  
Development



**Şenol Özyurt**  
Director of Technology and  
Project Management



## Committees

### Nomination Committee

The Nomination Committee operates with the aim of ensuring that the processes for identifying, evaluating, and developing suitable candidates for the Board of Directors are carried out within a transparent and systematic structure. In this context, the main duties and responsibilities of the Committee are as follows:

**A)** To carry out studies aimed at establishing policies and strategies regarding the identification and evaluation of suitable candidates for the Board of Directors and the planning of necessary training programs,

**B)** To conduct regular evaluations regarding the structure, functioning, and efficiency of the Board of

Directors, and to submit to the Board of Directors its recommendations on potential improvements and changes in these areas,

**C)** To determine the approaches, principles, and practices related to the performance evaluation and career planning processes of Board members and senior executives, and to ensure oversight of these processes.

In line with the Capital Markets Board's corporate governance regulations, a separate Nomination Committee has been established within the Company; however, the duties and responsibilities of this Committee are carried out by the Corporate Governance Committee.

### Audit Committee

The Audit Committee is a committee that is required to be established in publicly listed companies within the framework of the regulations of the Capital Markets Board (CMB) and operates under the authority of the Board of Directors. Within the scope of the Capital Markets Law and the Corporate Governance Communiqué (II-17.1), the Committee is responsible for overseeing the effectiveness of the Company's financial reporting processes, internal control, internal audit, and independent audit systems.

#### • Purpose of the Committee

The main purpose of the Committee is to ensure that the Company's accounting system, the public disclosure of financial information, and internal control and audit mechanisms operate in compliance with legislation and in a sound manner. Within this scope, the Committee supports the Board of Directors in the effective management of the independent audit process as well as internal audit activities, thereby contributing to increased reliability and transparency in financial reporting.

#### • Committee Structure

The Audit Committee consists of at least two members, all of whom are selected from among independent members of the Board of Directors. The Chairman of the Committee also possesses independent member status. Committee members are required to have sufficient knowledge and experience in finance, accounting, and/or auditing. Members of the Committee are appointed by the Board of Directors and report their activities directly to the Board of Directors.



## Committees

### Audit Committee

#### • Duties and Responsibilities

The main duties and responsibilities of the Audit Committee are as follows:

- Reviewing the Company's financial statements and footnotes within the framework of CMB regulations and financial reporting standards, and submitting them to the Board of Directors together with its opinions,
- Carrying out activities related to the selection of the independent audit firm, the conduct of the audit process, and the monitoring of its performance,
- Evaluating the adequacy and effectiveness of the Company's internal control, internal audit, and risk management systems,
- Assessing reports of financial irregularities submitted by Company employees or third parties,
- Regularly reviewing the activities of the internal audit unit and the reports prepared.

#### • Meetings

The Audit Committee convenes at least once every three months, meeting four times a year. Meeting outcomes are documented in writing, and decisions taken are submitted to the Board of Directors for information. Independent audit reports, financial statements, and developments related to internal control systems are discussed in detail on the meeting agendas.

Member	Position
Yavuz TÜRKGENÇİ	Chairman / Independent Board Member
Ahmet EROĞLU	Member / Independent Board Member
Melis AKCAN	Member



## Committees

### Corporate Governance Committee

The Corporate Governance Committee is one of the principal committees required to be established in publicly listed companies pursuant to the Capital Markets Law and the Corporate Governance Communiqué (II-17.1) of the Capital Markets Board (CMB). The Committee operates with the purpose of ensuring compliance with corporate governance principles within the Company, monitoring the implementation of these principles, and submitting recommendations for their development to the Board of Directors.

#### • Purpose of the Committee

The Committee oversees that the Company operates under a fair, transparent, accountable, and responsible management approach. Within this scope, it ensures that relations with shareholders are managed in accordance with the principles of fairness, transparency, accountability, and responsibility.

#### • Committee Structure

The Corporate Governance Committee consists of at least two members. It is mandatory that the Chair of the Committee be an independent member of the Board of Directors. Where deemed necessary, the manager of the Shareholder Relations Unit may participate in the Committee's activities. Committee members are appointed by the Board of Directors from among Board members who possess the required knowledge and experience, in accordance with the relevant legislation.

#### • Duties and Responsibilities

The main duties and responsibilities of the Corporate Governance Committee are as follows:

- To monitor the Company's level of compliance with corporate governance principles and to develop recommendations for improvement,
- To conduct evaluations regarding the structure of the Board of Directors, the effectiveness of the Committees, and the performance of senior executives,
- To ensure oversight of the processes related to the identification of senior executive candidates,
- To monitor and evaluate the activities of the Shareholder Relations Unit,
- To contribute to the preparation of activity reports, compliance statements, and relevant disclosures regarding corporate governance principles.



## Committees

### Corporate Governance Committee

#### • Meetings

The Corporate Governance Committee convenes at least four times a year and may hold additional meetings when deemed necessary. Decisions taken and evaluations made during the meetings are recorded in written minutes and submitted to the Board of Directors for information.

Member	Position
Ebubekir BALIKÇI	Chairman / Board Member
Aslı ÖZGÜLDÜR	Member
Murat Kutay PAİLER	Member

### Committee for the Early Detection of Risk

The Committee for the Early Detection of Risk is a Board of Directors committee that is required to be established in publicly listed companies pursuant to Article 378 of the Turkish Commercial Code No. 6102 and the Corporate Governance Communiqué (II-17.1) of the Capital Markets Board (CMB). The primary duty of the Committee is to ensure the timely identification of strategic, operational, financial, and other risks that the Company may face, and to carry out efforts aimed at taking the necessary preventive measures.

#### • Purpose of the Committee

The purpose of the Committee is to identify at an early stage the risks that may threaten the Company's existence, development, and continuity, to submit recommendations to the Board of Directors regarding the measures that may be taken against such risks, and to oversee the effectiveness of risk management systems. This approach contributes to the Company's preparedness for potential crises and supports its sustainability.

#### • Committee Structure

The Committee for the Early Detection of Risk is appointed by the Board of Directors and consists of at least one independent member of the Board of Directors. It is mandatory that the Chairman of the Committee be an independent member. The number of members is determined by taking



## Committees

### Committee for the Early Detection of Risk

into account the Company's field of activity, risk profile, and organizational needs. Committee members are required to have knowledge and experience in risk management, finance, and strategic planning.

#### • Duties and Responsibilities

The main duties and responsibilities of the Committee for the Early Detection of Risk are as follows:

- Identifying, analyzing, and prioritizing the risks to which the Company may be exposed,
- Establishing systems for monitoring, evaluating, and controlling risks and overseeing their effectiveness,
- Contributing to the development of risk management policies and practices,
- Informing the Board of Directors through periodic risk reports and submitting recommendations regarding potential threats,
- Conducting studies aimed at evaluating crisis scenarios and developing early warning mechanisms.

#### • Meetings

The Committee for the Early Detection of Risk convenes at least once every two months, meeting six times a year. Meeting outcomes are recorded in minutes, and the evaluations and reports prepared are submitted to the Board of Directors in writing. Risk reports, internal control observations, and external environmental factors are discussed comprehensively at meetings, and where deemed necessary, relevant department managers are invited to meetings to provide information.

Member	Position
Ahmet EROĞLU	Chairman / Independent Board Member
Yavuz TÜRKGENÇİ	Member / Independent Board Member
Melis AKCAN	Member



## Committees

### Remuneration Committee

The Remuneration Committee operates with the aim of supporting the determination of policies, principles, and practices regarding the remuneration of members of the Board of Directors and senior executives, in line with the Company's long-term strategic objectives, performance approach, and corporate governance principles.

#### • Duties and Responsibilities

- To determine recommendations regarding the remuneration principles of members of the Board of Directors and senior executives in line with the Company's long-term objectives and strategic priorities,
- To define criteria and benchmarks within the remuneration structure that will establish a link between Company performance and individual performance (Stock options or Company performance-based payment plans are not used in the remuneration of independent members of the Board of Directors.),
- To submit to the approval of the Board of Directors recommendations regarding the remuneration and fringe benefits to be provided to members of the Board of Directors and senior executives, taking into account the level of achievement of the determined criteria.

#### • Committee Structure

- The Remuneration Committee is established in accordance with the Company's Articles of Association and the relevant legislation and consists of at least two members,
- The Chair of the Committee is selected from among independent members of the Board of Directors,
- If the Committee consists of two members, both members; if it consists of more than two members, the majority of the members, are selected from among non-executive persons. The Chief Executive Officer / General Manager and the Deputy General Manager responsible for Financial Affairs may not serve on the Committee,
- Where deemed necessary, the Committee may seek the opinions of experts and specialized institutions,
- Committee members are reappointed at the first Board of Directors meeting held following the annual Ordinary General Assembly meeting,



## Committees

### Remuneration Committee

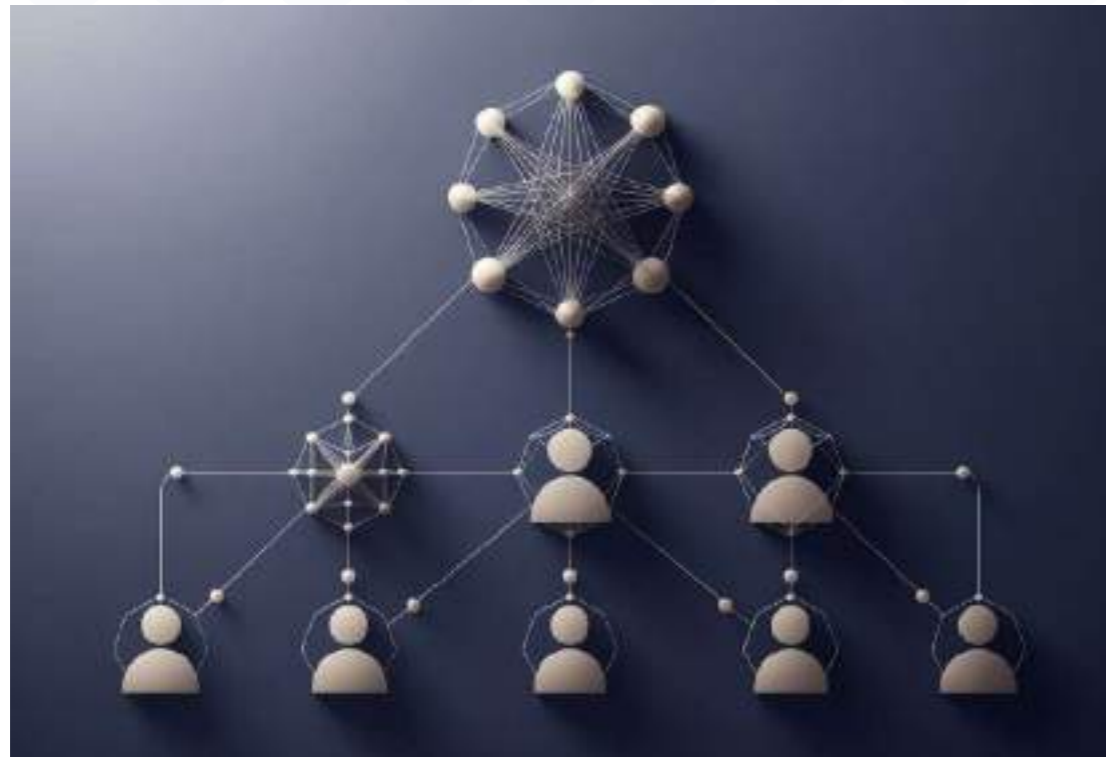
- f) The Committee convenes with the participation of more than half of its members and adopts its decisions by majority vote,
- g) Secretariat services of the Committee are carried out by the Board of Directors Secretariat.

#### • Reporting Responsibility

- a) Remuneration Committee meetings are held as frequently as required by the duties assigned to it,
- b) Decisions taken and evaluations made by the Committee are submitted to the Board of Directors,
- c) The Board of Directors Secretariat is responsible for the preparation, safekeeping, and archiving of meeting minutes. The prepared minutes are archived after being submitted to the information of Committee members.

#### • Statement on Committee Structure

In line with the Capital Markets Board's corporate governance regulations, a separate Remuneration Committee has not been established within the Company, and the duties and responsibilities of the Remuneration Committee are carried out by the Corporate Governance Committee.



## Policies

Forte conducts its activities within the framework of the Turkish Commercial Code, Capital Markets Legislation, and other relevant regulations, in line with corporate governance principles, ethical values, and a sustainability approach. Within this scope, the Company has implemented various policies and regulations to ensure that its business processes are managed in an effective, transparent, and legally compliant manner.

The policies and regulations established within the Company cover the principles and procedures related to quality management, information security, environment, human resources, occupational health and safety, information technology service management,

protection of personal data, public disclosure, donation and aid activities, and profit distribution. In addition, ethical principles, confidentiality, and legal notice regulations that support the corporate governance approach have also been determined within this framework.

Furthermore, in order to strengthen its corporate infrastructure and support its long-term value creation approach, Forte has also put into effect the Compensation Policy, Remuneration Policy, Diversity Policy, and Sustainability Policy. These policies are approved by the Board of Directors and provide guidance for the Company's management approach, human resources practices, and sustainability practices.

The main policies and regulations implemented by the Company are listed below:

- |   |  |
|---|--|
| 1. Quality Policy                                     | 10. Compensation Policy                            |
| 2. Information Security Policy                        | 11. Disclosure Policy                              |
| 3. Environmental Policy                               | 12. Diversity Policy                               |
| 4. Human Resources Policy                             | 13. Divident Distribution Policy                   |
| 5. Occupational Health and Safety Policy              | 14. Donations and Aid Policy                       |
| 6. Information Technologies Service Management Policy | 15. Personal Data Retention and Destruction Policy |
| 7. Data Protection Law Policy                         | 16. Remuneration Policy                            |
| 8. Our Ethical Principles                             | 17. Sustainability Policy                          |
| 9. Privacy Statement and Legal Notice                 |  |

The current versions of the policies and regulations are made available to the public on the Company's corporate website <https://forte.com.tr/en/policies/quality-policy>. The policies are reviewed in line with changes in legislation and the needs of the Company, and are updated when deemed necessary.



## Quality Certifications

Forte and its subsidiary MilSOFT Yazılım Teknolojileri A.Ş. adopt as a core principle the execution of their operations in compliance with national and international standards, while maintaining a high level of corporate maturity in terms of quality, information security, environmental management, occupational health and safety, and defense-industry-specific requirements.

In line with this approach, all processes carried out within the Group are managed under defined, traceable, and continuously improved management systems.

The quality, management system, and defense-industry competency certifications held by Forte and MilSOFT demonstrate the Group's capacity to meet customer expectations, regulatory requirements, and the high

standards of the sector. These certifications reflect not only the effectiveness of operational processes, but also the institutional adoption of information security, sustainability, risk management, and continuous improvement practices.

Particularly in defense and public-sector projects, nationally and internationally recognized certifications support the positioning of Forte and MilSOFT as a reliable solution partner in projects with high entry barriers. These certifications confirm the Group's technical competence, process maturity, and institutional capability to ensure operational continuity in long-term projects.

Below is a summary of the principal quality, management system, and competency certifications held by Forte and MilSOFT.



## Quality Certifications

### ISO 9001:2015 Quality Management System



ISO 9001 is a globally recognized quality management framework designed to increase customer satisfaction by meeting customer expectations, needs, and regulatory requirements. It defines quality management conditions across organizational structure, customer satisfaction monitoring, data

analysis, process management, internal audits, product design, procurement, and sales processes.

Following the audit conducted in July, MilSOFT successfully completed the ISO 9001:2015 recertification audit with no findings.

### ISO 27001:2017 Information Security Management System



ISO 27001 is a management system supported by senior management that encompasses people, processes, and information systems to ensure institutional information security. It promotes the protection of information assets and the implementation of adequate and proportionate security controls.

The certification will be renewed through the ISO 27001:2022 audit scheduled for October.



## Quality Certifications

### EYDEP Certification

EYDEP is a certification granted within the scope of the Industrial Competency Assessment and Support Program conducted by the Presidency of Defence Industries (SSB). Companies holding this certification become directly approved suppliers of leading defense-industry contractors.

MilSOFT successfully completed the EYDEP audit and qualified for an A-level certificate, achieving the highest score among 1,488 evaluated companies. The official certificate issuance is expected.



## Quality Certifications

### AQAP-2110 – NATO Quality Assurance Requirements for Design, Development and Production



AQAP-2110 establishes a framework ensuring that military products and services supplied to NATO and NATO member countries are reliable, consistent, traceable, and compliant with operational requirements, minimizing error margins in military projects.

### AQAP-2210 – NATO Supplementary Software Quality Assurance Requirements



AQAP-2210 ensures that software developed for NATO defense projects is reliable, traceable, verifiable, and aligned with customer expectations throughout the entire lifecycle, from requirements analysis and design to coding, testing, and maintenance. It supports operational safety by minimizing software-related risks.



## Quality Certifications

### CMMI (Capability Maturity Model Integration) – Level 5



CMMI is an internationally recognized reference model used to assess, develop, and improve the maturity level of institutional processes. It aims to ensure that organizations establish processes that are defined, repeatable, measurable, and continuously improved.

As the highest level of this model, CMMI Level 5 not only signifies that an organization has standardized and measurable

software development processes, but also guarantees that these processes are optimized through statistical methods and continuous improvement mechanisms to ensure they are executed in the most efficient, predictable, and sustainable manner.

The CMMI Level 5 audit, conducted in December 2025, resulted in the renewal of the certification, which will remain valid until 2028.



## Quality Certifications

### ISO 9001-Quality Management System



ISO 9001 establishes quality management conditions across organizational structure, customer satisfaction monitoring, data analysis, process effectiveness, internal audits, product design, procurement, and sales processes.

### ISO 14001-Environmental Management System



ISO 14001 is a standard applied to systematically reduce and, where possible, eliminate environmental impacts caused by organizational activities.



## Quality Certifications

### ISO 20000-1 IT Service Management System



ISO 20000-1 provides guidance on managing IT services to meet internal and external customer expectations while supporting continuous performance improvement.

### ISO 27001 - Information Security Management System



ISO 27001 supports the protection of information assets through a management system covering people, processes, and information technologies.



## Quality Certifications

### ISO 27701 - Privacy Information Management System



ISO 27701 extends ISO/IEC 27001 and ISO/IEC 27002 by defining requirements and guidance for establishing, implementing, maintaining, and continuously improving a Privacy Information Management System (PIMS).

### ISO 45001 - Occupational Health and Safety Management System



ISO 45001 provides a framework for identifying and managing health and safety risks, reducing accidents, ensuring regulatory compliance, and improving overall workplace safety performance.



## Quality Certifications

### Capability Maturity Model Integration (CMMI) Certification



The CMMI DEV v3.0 certification supports systematic process evaluation and improvement, reducing risks in software projects, increasing quality, and enhancing customer satisfaction.

### Ministry of National Defence Production Permit Certificate



This certificate confirms that the Company is authorized to produce military and national-security software and software code in compliance with applicable legislation following successful Ministry audits.

CORPORATE GOVERNANCE & COMPLIANCE



## Quality Certifications

### Ministry of National Defence AQAP-2110 Certificate



Confirms compliance with NATO Quality Assurance Requirements for Design, Development and Production.

### Ministry of National Defence AQAP-2210 Certificate



Confirms compliance with NATO Supplementary Software Quality Assurance Requirements for software development.

CORPORATE GOVERNANCE & COMPLIANCE



## Quality Certifications

### EYDEP Certification



The EYDEP certification confirms compliance with competency requirements defined by the

Presidency of Defence Industries, enabling participation in the defense-industry supply chain.



## Website



Detailed and comprehensive information about the Company is available on the Company's website at <https://forte.com.tr/en> Such information can be accessed through the "Investor Relations" link on the homepage.

As of 31 December 2025, the following information required under the relevant regulations of the Capital Markets Board of Türkiye (CMB) is available on the website:

- Trade Registry Information
- Shareholding Structure of the Company
- Members of the Board of Directors
- Information on Privileged Shares
- Articles of Association
- Capital Structure
- Company Agreement
- Annual Reports
- Financial Statements and Independent Audit Reports
- Investor Relations Officer
- General Assembly Announcements and Documents
- Investor Announcements
- Material Disclosure Links

The information available on the website is published in both Turkish and English.



## Our Sustainability Approach

Forte does not address sustainability solely under the heading of environmental responsibility; it evaluates it as one of the fundamental elements of creating long-term value, corporate resilience, and a business model resistant to risks. The Group's sustainability approach is shaped by jointly considering the nature of the sectors in which it operates, the continuity required by long-term public and defense projects, and the dynamics of technological transformation, and this approach is carried out in alignment with the Sustainability Policy adopted by the Board of Directors.

### Strategic Perspective

For Forte Group, sustainability is an integral part of the business model. Projects requiring high technical expertise and executed through long-term contracts necessitate the holistic management of financial, operational, and institutional sustainability. In this direction, the Group builds its growth objectives not on short-term gains but on the principles of financial robustness, operational continuity, and the preservation of institutional competencies.

### Economic and Operational Sustainability

Forte Group's fields of activity are characterized by long-term public and defense projects with high entry barriers. This structure is considered an important factor supporting revenue continuity and operational predictability. In project selection, alignment with areas of expertise, scalability, and long-term value creation potential are prioritized, while efficiency and quality standards are observed in operational processes.

### Risk Management and Corporate Resilience

Risk management, one of the fundamental components of sustainability, holds a central position in Forte Group's management approach. Financial, operational, sectoral, and regulatory risks are monitored regularly, and preventive and corrective measures are taken to mitigate their potential impacts. In addressing risks, alignment with corporate governance principles and the Sustainability Policy is observed, and risk awareness is taken as a basis in strategic decision-making processes. This approach contributes to the Group's ability to conduct its long-term activities on a sustainable basis.

### Human Capital and Institutional Competencies

Forte Group positions human capital as one of the fundamental elements of sustainability. Qualified engineering staff, institutionalized knowledge accumulation, and a backup approach for critical positions support the Group's operational continuity. Preserving knowledge within corporate memory, ensuring continuity of competencies, and sharing them across the organization are addressed as important components of long-term value creation.



## Our Sustainability Approach

### Technology, Innovation, and Digital Transformation

Forte Group evaluates technology as one of the main tools of sustainable value creation. Solutions developed in the fields of software, system integration, defense technologies, and agricultural technologies contribute to the digitalization of processes, optimization of resource use, and increased operational efficiency. R&D and product development activities are among the sustainability elements that support the Group's long-term competitiveness.

### Environmental and Operational Sustainability Actions

Forte Group aims to implement practices aimed at reducing environmental impacts through gradual and feasible steps. In this context:

- Gradual replacement of diesel vehicles with electric vehicles in line with operational needs,
- Transition to a paperless office order through the widespread use of digital processes,
- Effective use of electronic infrastructures in documentation, reporting, and approval processes

are prioritized. These steps aim not only to reduce environmental impacts but also to contribute to increasing operational efficiency.

### Corporate Governance and Compliance

Corporate governance, an important component of the sustainability approach, holds a priority place in Forte Group's management understanding. Transparency, accountability, and regulatory compliance are addressed within the framework of both the Sustainability Policy and corporate governance principles, with the aim of establishing long-term stakeholder trust.

### Future Perspective

Forte aims to develop its sustainability approach within a more systematic and structured framework in the coming periods. National and international reporting standards, stakeholder expectations, and sectoral developments are closely monitored, and efforts to strengthen the corporate infrastructure in the field of sustainability are ongoing.

In this context, the Company aims to take parallel actions aligned with its fields of activity by considering the policies and directions determined in line with Türkiye's 2030 sustainable development goals and the net zero carbon vision for 2050. It is intended that the steps to be taken in environmental, social, and governance dimensions will contribute to long-term corporate value creation.



## Environmental and Social Impact Areas

In line with its sustainability approach, Forte addresses the environmental and social impacts of its activities from a holistic perspective and focuses on impact areas that support long-term value creation. Forte's environmental and social impact areas are evaluated within the framework of the nature of the sectors in which it operates, the scale of public and defense projects, and its technology-oriented business model.

### Environmental Impact Areas

Forte's environmental impacts are mainly shaped through operational activities, resource use, and transportation processes. The Company structures its approach to reducing environmental impacts along the axes of regulatory compliance, efficiency, and digitalization.

In this context, planning is carried out for the gradual replacement of diesel vehicles with electric vehicles in line with operational needs, aiming to reduce transportation-related environmental impacts. In addition, evaluations are being conducted to generate a portion of its own energy through rooftop solar energy systems (SES) in order to increase energy efficiency and support the use of renewable energy.

Moreover, through digitalization practices, reducing paper use in documentation, reporting, and approval processes, transitioning to a paperless office order, and the effective use of electronic infrastructures are prioritized. Environmental risks and regulatory compliance requirements are monitored within the framework of Forte's risk management approach, and necessary preventive measures are taken.

### Social Impact Areas

At the center of Forte's social impact areas are human resources, employee well-being, and an equitable work environment. In addition to creating qualified employment, the Company considers it a fundamental responsibility to provide its employees with a fair, inclusive, and safe working environment.

Accordingly, at Forte:

- Fair compensation and merit-based human resources practices are adopted,
- A non-discriminatory work environment is maintained in line with the principles of gender equality and equal opportunity,
- Enhancing employee benefits and supporting employee well-being are among the priority issues.



## Environmental and Social Impact Areas

Occupational health and safety practices are addressed within the framework of applicable legislation and corporate standards, ensuring the continuity of safe working environments. Employees' long-term contribution to corporate development is supported through training, development, and competency enhancement practices.

### Impact Approach Through Fields of Activity

Forte's environmental and social impact approach is shaped in line with the nature of the activities carried out within the Company:

1. Through its role in system integration and technology coordination, Forte contributes to operational efficiency and effective resource use in public and defense projects.
2. Solutions developed in the field of defense and public software support the reliability, continuity, and compliance with technical standards of critical infrastructures.
3. Activities carried out in R&D, engineering, and agricultural technologies contribute to productivity increase, digitalization, and sustainable production objectives.

Through this approach, Forte addresses environmental and social impact areas within an expertise-based and holistic framework.

### Governance, Ethics, and Responsible Business Conduct

Environmental and social impact areas are evaluated as an integral part of Forte's corporate governance understanding. Commitment to ethical principles, regulatory compliance, and accountability are among the fundamental elements of a responsible business conduct culture. Environmental and social risks are monitored from a risk management perspective and integrated into decision-making processes.

### Future Perspective

Forte aims to establish its environmental and social impact areas within a more systematic, measurable, and traceable structure in the coming periods. In line with its sustainability approach, it is intended to strengthen the corporate infrastructure for more structured evaluation and reporting of environmental and social impacts. Forte positions these areas among the key components of long-term corporate value creation.



## Statements of Financial Position

DECEMBER 31, 2025

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Notes	Unaudited	Audited
		March 31, 2026	December 31, 2025
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	488,313,090	445,353,103
Trade receivables		1,077,284,039	865,797,183
- Trade receivables from third parties	8	1,077,284,039	865,797,183
Other receivables		60,290,035	71,646,732
- Other receivables from third parties	9	60,290,035	71,646,732
Inventories	11	892,425,907	936,687,366
Prepaid expenses	13	307,854,863	318,564,664
Current income tax assets	30	4,114,902	8,132,559
Other current assets	12	89,195,676	129,073,739
<b>Total current assets</b>		<b>2,919,478,512</b>	<b>2,775,255,346</b>
<b>Non-current assets</b>			
Other receivables		551,374	606,744
- Other receivables from third parties	9	551,374	606,744
Financial investments	6	122,086,862	133,778,015
Right of use assets	14	127,915,456	105,073,532
Investment properties	15	92,455,389	63,954,022
Property, plant and equipment	16	175,381,313	180,402,316
Intangible assets	17	3,332,134,524	3,243,592,019
Prepaid expenses	13	2,792,685	2,291,420
<b>Total non-current assets</b>		<b>3,853,317,603</b>	<b>3,729,698,068</b>
<b>Total assets</b>		<b>6,772,796,115</b>	<b>6,504,953,414</b>

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

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## Statements of Financial Position

FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ ANONİM ŞİRKETİ AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS OF MARCH 31, 2026, AND DECEMBER 31, 2025

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Notes	Unaudited	Audited
		March 31, 2026	December 31, 2025
<b>Liabilities</b>			
<b>Short term liabilities</b>			
Short-term borrowings	7	316,884,315	458,329,018
Short-term portion of long-term borrowings	7	520,848,754	456,481,408
Short-term leasings	7	25,892,946	10,677,775
Trade payables		539,307,948	679,740,726
- Trade payables to third parties	8	539,307,948	679,740,726
Employee benefit obligations	10	263,307,922	76,360,090
Other payables		29,667,940	14,522,332
- Other payables to third parties	9	29,667,940	14,522,332
Deferred income	13	385,095,065	359,357,061
Current income tax liability	30	26,100,480	29,475,324
Short-term provisions		46,337,225	55,034,901
- Provisions for employee benefits	21	42,460,405	51,270,687
- Other short term provisions	20	3,876,820	3,764,214
Other short-term liabilities	12	16,607	1,577,442
<b>Total short-term liabilities</b>		<b>2,153,459,202</b>	<b>2,141,556,077</b>
<b>Long term liabilities</b>			
Long-term borrowings	7	1,240,457,007	973,966,322
Long-term leasings	7	87,746,229	83,407,728
Trade payables		425,377,208	469,307,875
- Trade payables to third parties	8	425,377,208	469,307,875
Long-term provisions		67,491,209	62,368,217
- Provisions for employee benefits	21	7,730,687	6,330,014
- Other long term provisions	20	59,760,522	56,038,203
Deferred tax liabilities	30	59,517,847	44,462,867
<b>Total long term liabilities</b>		<b>1,880,589,500</b>	<b>1,633,513,009</b>
<b>Equity</b>			
<b>Equity holders of the parent</b>			
Paid-in capital	22	67,000,000	67,000,000
Adjustment to share capital	22	322,387,622	322,387,622
Share premiums/discounts		665,353,932	665,353,932
Other comprehensive income or expenses not to be reclassified to profit or loss		(46,214,406)	(39,289,272)
- Gains/(losses) on remeasurement of defined benefit plans		(46,214,406)	(46,214,406)
Other comprehensive income or expenses to be reclassified to profit or loss		3,007,004	(3,018,440)
- Foreign currency translation differences		3,007,004	(3,018,440)
Restricted reserves	22	159,825,279	159,825,279
Retained earnings/(losses)		1,545,017,760	(1,018,043,631)
Net profit/(loss) for the period		9,619,135	2,563,061,390
<b>Non-controlling interests</b>		<b>12,751,087</b>	<b>12,607,448</b>
<b>Total equity</b>		<b>2,738,747,413</b>	<b>2,729,884,328</b>
<b>Total Liabilities and Shareholders' Equity</b>		<b>6,772,796,115</b>	<b>6,504,953,414</b>

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

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## Statements of Other Comprehensive Income



## Statements of Other Comprehensive Income

### FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ ANONİM ŞİRKETİ AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY FOR THE YEAR ENDED MARCH 31, 2026, AND 2025

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Paid-in capital	Adjustment to share capital	Premiums related to shares	Other comprehensive income not to be reclassified under profit and loss	Restricted reserves	Other comprehensive income to be reclassified under profit and loss	Retained earnings		Equity holders of the parent	Non controlling interest	Total equity
				Gain/(loss) arising from defined benefit plans		Currency translation differences	Retained earnings	Net profit/(loss) for the period			
<b>Balance at January 1, 2025</b>	67,000,000	322,387,622	665,353,932	(186,110)	(691,968)	21,378,647	145,481,524	(118,134,795)	1,102,588,852	8,722,311	<b>1,111,311,10</b>
Transfer	-	-	-	-	-	-	(118,134,795)	118,134,795	-	-	-
Total comprehensive income/(loss)	-	-	-	(608,227)	3,914,524	-	-	(44,315,813)	(41,009,516)	(2,771,900)	(43,781,410)
- Profit/(loss) for the period	-	-	-	-	-	-	-	(44,315,813)	(44,315,813)	-	(44,315,813)
- Other comprehensive income/(expense)	-	-	-	(608,227)	3,914,524	-	-	-	3,306,297	(2,771,900)	534,397
<b>Balances as of March 31, 2025</b>	<b>67,000,000</b>	<b>322,387,622</b>	<b>665,353,932</b>	<b>(794,337)</b>	<b>3,222,556</b>	<b>21,378,647</b>	<b>27,346,729</b>	<b>(44,315,813)</b>	<b>1,061,579,336</b>	<b>5,950,411</b>	<b>1,067,529,74</b>
<b>Balance at January 1, 2026</b>	67,000,000	322,387,622	665,353,932	(39,289,271)	(3,018,440)	159,825,279	(1,018,043,638)	2,563,061,398	2,717,276,882	12,607,449	<b>2,729,884,33</b>
Transfer	-	-	-	-	-	-	2,563,061,398	(2,563,061,398)	-	-	-
Total comprehensive income/(loss)	-	-	-	(6,925,135)	6,025,444	-	-	9,619,135	8,719,444	143,638	<b>8,863,08</b>
- Profit/(loss) for the period	-	-	-	-	-	-	-	9,619,135	9,619,135	143,638	<b>9,762,77</b>
- Other comprehensive income/(expense)	-	-	-	(6,925,135)	6,025,444	-	-	-	(899,691)	-	(899,691)
<b>Balances as of March 31, 2026</b>	<b>67,000,000</b>	<b>322,387,622</b>	<b>665,353,932</b>	<b>(46,214,406)</b>	<b>3,007,004</b>	<b>159,825,279</b>	<b>1,545,017,760</b>	<b>9,619,135</b>	<b>2,725,996,326</b>	<b>12,751,087</b>	<b>2,738,747,41</b>

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



## Statements of Profit or Loss

### FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ ANONİM ŞİRKETİ AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF PROFIT OR LOSS FOR THE YEAR ENDED MARCH 31, 2026, AND 2025

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Notes	Unaudited January 1– March 31, 2026	Unaudited January 1– March 31, 2025
Revenue	23	991,714,037	321,550,200
Cost of sales (-)	23	(838,862,118)	(239,539,415)
<b>Gross Profit</b>		<b>152,851,919</b>	<b>82,010,785</b>
General administrative expenses (-)	24	(65,449,674)	(27,971,939)
Marketing, selling and distribution expenses (-)	25	(38,227,531)	(12,378,712)
Research and development expenses (-)	26	(251,501)	(12,360,501)
Other income from operating activities	27	18,482,152	63,560,255
Other operating expenses (-)	27	(30,693,691)	(85,270,775)
<b>Operating Profit</b>		<b>36,711,674</b>	<b>7,589,113</b>
Income from investing activities	28	-	18,154,779
<b>Operating Profit before Finance Expenses</b>		<b>36,711,674</b>	<b>25,743,892</b>
Finance income	29	44,524,847	31,566,644
Finance expenses (-)	29	(194,513,693)	(34,251,304)
Monetary gain/loss (-)	31	141,482,106	(47,041,091)
<b>Loss for the Period from Continuing Operations before Tax</b>		<b>28,204,934</b>	<b>(23,981,859)</b>
Tax Income/(Expense)			-
- Current tax expense	30	-	(11,158,829)
- Deferred tax expense	30	(18,442,161)	(11,947,025)
<b>Period Loss</b>		<b>9,762,773</b>	<b>(47,087,713)</b>
<b>Distribution of Profit/(Loss) for the Period</b>			
Non-controlling interests		143,638	(2,771,899)
Parent company shares		9,619,135	(44,315,814)
Earnings per share		<b>0.15</b>	<b>(0.70)</b>
<b>PROFIT/(LOSS) FOR THE PERIOD</b>		<b>9,762,773</b>	<b>(47,087,713)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items not to be reclassified to profit or loss</b>		<b>(6,925,135)</b>	<b>(794,337)</b>
Gains/(losses) on remeasurement of defined benefit plans		(7,050,911)	(186,110)
Taxes on other comprehensive income not to be reclassified to profit or loss		125,776	125,776
- <i>Deferred tax income</i>		125,776	(608,227)
<b>Items to be reclassified to profit or loss</b>		<b>6,025,444</b>	<b>3,914,524</b>
Foreign currency translation differences		6,025,444	3,914,524
<b>Total Other Comprehensive Income</b>		<b>(899,691)</b>	<b>3,120,187</b>
<b>Total Comprehensive Income</b>		<b>8,863,082</b>	<b>(43,967,526)</b>
<b>Breakdown of Total Comprehensive Income/(Expenses)</b>			
Non-controlling interests		143,638	(2,771,899)
Parent company shares		8,719,444	(41,195,627)

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

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## Statements of Cash Flows

### FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ ANONİM ŞİRKETİ AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY FOR THE YEAR ENDED MARCH 31, 2026, AND 2025

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Unaudited January 1– March 31, 2026	Unaudited January 1– March 31, 2025
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Profit/(Loss) for the period</b>	<b>9,762,773</b>	<b>(47,087,713)</b>
- <i>Period gain/(loss) from continuing operations</i>	9,762,773	(47,087,713)
<b>Adjustments to reconcile net profit/(loss) for the period:</b>	<b>91,069,193</b>	<b>25,524,841</b>
Adjustments related to depreciation and amortization expense	16,469,622	23,317,151
Adjustments related to impairment of receivables	254,270	4,570,776
<b>Adjustments related to provisions</b>	<b>6,106,019</b>	<b>2,086,532</b>
- <i>Adjustments related to provisions for employee benefits</i>	(3,186,340)	(2,789,208)
- <i>Adjustments related to warranty provisions</i>	9,292,359	4,875,740
<b>Adjustments related to interest income and expenses</b>	<b>211,028,355</b>	<b>2,507,798</b>
- <i>Adjustments related to interest income</i>	(21,201,737)	(2,302,557)
- <i>Adjustments related to interest expenses</i>	232,230,092	4,810,355
Adjustments related to tax (income)/expense	15,054,980	11,947,022
Adjustments related to unrealized foreign exchange differences	19,936,439	-
Adjustments related to monetary gain/(loss)	(177,780,492)	(18,904,438)
<b>Adjustments regarding net profit reconciliation for the period</b>	<b>(6,191,646)</b>	<b>(60,471,182)</b>
(Increase)/decrease in financial investments	11,691,153	-
(Increase)/decrease in trade receivables	(290,751,831)	370,107,279
- <i>(Increase)/decrease in third parties</i>	(290,751,831)	370,107,279
(Increase)/decrease in other operating receivables	4,818,376	-
- <i>(Increase)/decrease in third parties</i>	4,818,376	-
(Increase)/decrease in inventories	44,261,460	(158,593,669)
(Increase)/decrease in prepaid expenses	7,691,558	2,478,426
(Increase)/decrease in other operating assets	28,099,084	(25,851,979)
(Increase)/decrease in other operating liabilities	(1,416,881)	4,607,825
(Increase)/decrease in trade payables	(79,503,852)	(258,730,087)
- <i>(Increase)/decrease in third parties</i>	(79,503,852)	(258,730,087)
Increase/(decrease) in employee benefit obligations	193,916,282	6,883,764
(Increase)/decrease in other operating payables	16,470,883	-
- <i>(Increase)/decrease in third parties</i>	16,470,883	-
(Increase)/decrease in deferred income	58,532,122	(1,372,741)
<b>Cash Flows from operating activities</b>	<b>94,640,320</b>	<b>(82,034,054)</b>
Payments within the scope of provisions for employee benefits	(6,703,320)	(372,971)

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## Statements of Cash Flows

FORTE BİLGİ İLETİŞİM TEKNOLOJİLERİ VE SAVUNMA SANAYİ ANONİM ŞİRKETİ AND SUBSIDIARIES  
CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY FOR THE YEAR ENDED MARCH 31, 2026, AND 2025  
(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)  
(Amounts expressed in thousands of Turkish Lira ("TRY") in terms of purchasing power of the TRY at March 31, 2026 unless otherwise indicated.)

	Unaudited January 1 – March 31, 2026	Unaudited January 1– March 31, 2025
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(151,334,417)</b>	<b>(34,481,148)</b>
Cash outflows from sale of property, plant and equipment and intangible assets	(122,833,050)	(72,483,273)
- Cash outflows from sale of property, plant, and equipment	(28,062,705)	(72,483,273)
- Cash outflows from sale of intangible assets	(94,770,345)	-
Cash inflows from sale of property, plant and equipment and intangible assets	-	38,002,125
- Cash inflows from sale of property, plant, and equipment	-	38,002,125
Cash outflows arising from the purchase of investment property.	(28,501,367)	-
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>152,218,063</b>	<b>36,209,325</b>
Dividends paid	-	(2,757,383)
Cash inflows from borrowings	667,690,709	73,753,547
Cash outflows from borrowings	(273,314,091)	(18,447,413)
Interest paid	(263,360,292)	(18,641,983)
Interest received	21,201,737	2,302,557
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS BEFORE CURRENCY TRANSLATION DIFFERENCES</b>	<b>88,820,646</b>	<b>(80,678,848)</b>
<b>EFFECT OF CURRENCY TRANSLATION DIFFERENCES</b>	<b>6,025,444</b>	<b>3,914,524</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>94,846,090</b>	<b>(76,764,324)</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD</b>	<b>445,353,103</b>	<b>152,745,960</b>
<b>Effects of inflation on cash</b>	<b>(51,886,103)</b>	<b>(15,428,391)</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	<b>488,313,090</b>	<b>60,553,245</b>

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



## Activities During the Period

### Vocational Qualifications Authority – New Business Relationship

According to our Public Disclosure Platform (KAP) announcement dated 05.01.2026, our Company submitted the most competitive bid and was awarded the tender for the "Procurement of IT Maintenance, Repair, Software Development and Support Services" organized by the Vocational Qualifications Authority. The contract value amounts to TRY 56,520,000 excluding VAT, and the scope of work includes the provision of maintenance, development and support services for the institution's IT infrastructure.

### Post and Telegraph Organization – New Business Relationship

According to our KAP announcement dated 05.01.2026, our Company submitted the most competitive bid and was awarded the server procurement tender organized by the Post and Telegraph Organization. The contract value amounts to USD 888,325 excluding VAT, and the scope of work includes the supply of server infrastructure for the institution.

### Ministry of Youth and Sports – New Business Relationship

According to our KAP announcement dated 14.01.2026, our Company submitted the most competitive bid and was awarded the tender for the "Procurement of High-Performance Database Management System and External Storage System" organized by the Ministry of Youth and Sports. The contract value amounts to TRY 41,650,000 excluding VAT, and the scope of work includes the supply and installation of high-performance database and external storage infrastructure.

### Turkish Land Forces Command – New Business Relationship

According to our KAP announcement dated 13.02.2026, our Company signed a subcontracting agreement with a defense industry company for the modernization of command and control information system software within the scope of the Command and Control Information System Infrastructure (KKBS AY-2) Project of the Turkish Land Forces Command. The contract value amounts to USD 8,407,044 excluding VAT, and the scope of work includes software development and integration activities for the modernization of the relevant systems.

### Energy Distribution Company – New Business Relationship

According to our KAP announcement dated 17.02.2026, our Company signed a contract with an energy distribution company



## Activities During the Period

for the “Procurement of Server Systems Hardware and Infrastructure Hardware.” The contract value amounts to USD 850,000 excluding VAT, and the scope of work includes the supply of server and infrastructure hardware.

### MilSOFT – New Business Relationship

According to our KAP announcement dated 26.02.2026, our subsidiary MilSOFT Yazılım Teknolojileri A.Ş. signed a contract with a defense industry company for a software development project. The contract value amounts to USD 3,168,000 excluding VAT, and the scope of work includes software development activities under the project.

### Financial Reports and Corporate Compliance Disclosures

According to our KAP announcement dated 27.02.2026, our Company publicly disclosed its independent audit report and Board of Directors’ Annual Report for the year 2025, along with the Evaluation Report on the Assumptions Used in the Determination of the Initial Public Offering Price, the Report on the Use of Proceeds from the Capital Increase, the Sustainability Compliance Report, the Corporate Governance Compliance Report and the Corporate Governance Information Form.

### ASFAT – New Business Relationship

According to our KAP announcement dated 25.03.2026, our Company received an order from Askeri Fabrika ve Tersane A.Ş. (ASFAT) for the procurement of materials within the scope of the Artificial Intelligence Model Training System project. The order value amounts to USD 1,486,000 excluding VAT, and the scope of work includes the supply of hardware for the AI model training infrastructure.

### Increase in Registered Capital Ceiling and Amendment to the Articles of Association

According to our KAP announcement dated 03.04.2026, at the Board of Directors meeting held on 30.03.2026, it was resolved to apply to the Capital Markets Board and relevant authorities for the amendment of Article 6 (“Capital”) of the Company’s Articles of Association in order to increase the registered capital ceiling to TRY 335,000,000 and to extend the authorization period granted to the Board of Directors to cover the years 2026–2030.



## Other Matters

### 1. Significant Administrative Sanctions and Penalties Imposed on the Company and Members of Its Governing Bodies Due to Practices Contrary to Legislative Provisions

None.

### 2. Explanations Regarding Special Audit and Public Audit Conducted During the Accounting Period

None.

### 3. Lawsuits Filed Against the Company That May Affect the Company’s Financial Position and Activities

There are no lawsuits of this nature.

### 4. Information Regarding the Company’s Acquisition of Its Own Shares

None.

### 5. Information Regarding the Dividend Distribution Policy and, If No Dividend Distribution Is Made, the Justification and the Proposal on How the Undistributed Profit Will Be Used

According to the Company’s dividend distribution policy, the Company exercises due care to establish a balance between the interests of shareholders and the interests of the Company in its dividend distribution decisions. To the extent permitted by legal regulations, financial means, and economic conditions, and considering market expectations, the Company’s medium- and long-term strategies, the capital requirements of the Company and its business partnerships, investment and financing policies, profitability, and cash position, it is aimed that the distributable period profit calculated within the framework of capital markets regulations, provided that it can be met from the resources available in its legal records, will be distributed to shareholders in proportion to their shares in cash and/or bonus shares at a rate to be determined, also taking into account the provisions set forth in the Company’s articles of association.

The Company’s shareholders, Ali Celal ASILTÜRK, Hasan Cengiz BAYRAK, and Ebubekir BALIKÇI, have accepted, declared, and undertaken that, for a period of five years following the commencement of trading of the Company’s shares on the Stock Exchange, they will vote in favor of distributing at least 50% of the distributable period profit as cash dividends.

### 6. Donations and Contributions Made by the Company During the Period and Expenditures Within the Scope of Social Responsibility Projects

Our Company did not make any donation or contribution expenditure within the scope of social responsibility projects between 01.01.2026 and 31.03.2026.

### 7. Number of Employees as of 31.12.2025

The number of employees as of 31.03.2026 is 345.

### 8. Remuneration Paid to Members of the Board of Directors and Senior Executives

Within the scope of attendance fees for the members of the Board of Directors of our Company, a monthly fee of TRY 80,000 was determined at the 2025 ordinary general assembly. The benefits provided to senior executives with executive duties within the Company are not disclosed due to their nature as trade secrets.



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