

Board of Directors' Activity Report for the Interim Accounting Period of January 1, 2026 – September 30, 2026

ARSAN HOLDİNG A. Ş.

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1. Raporun Dönemi : 01.01.2026 – 30.09.2026

2. Scope of Activities

Arsan Holding Anonim Şirketi was established in 1984 and possesses a long-standing history in the sector. Our company engages in the production of various types of cotton and synthetic yarns, as well as the manufacturing of knitted and woven fabrics and dyeing operations. The company's shares have been traded on Borsa Istanbul since 1998. Arsan Holding Anonim Şirketi comprises 3 subsidiaries and 6 affiliates. These subsidiaries and affiliates operate across several sectors, including textiles, investment, natural gas and electricity distribution, ready-mixed concrete, home improvement retail, factoring, and defense and aerospace.

Company Website: www.arsanholding.com.tr

Trade Registry Number: 3697

Registered Address and Headquarters: Karacasu Karaziyaret Mah., Fatih Sultan Mehmet Cad., No:7/A, Dulkadiroğlu/Kahramanmaraş.

3. Capital and Shareholding Structure of the Company:

Registered Capital: 15.000.000.000- TRY

Issued Capital: 1.762.000.000- TRY

Capital	30.09.2026	Shareholding Structure (%)	31.12.2025	Shareholding Structure (%)
Farzan İnşaat Tekstil Sanayi ve Ticaret A.Ş. (Farsan İnşaat)	758,566,608	43,05	756,394,010	42,93
Alişan Arıkan	186,086,324	10,56	186,086,324	10,56
Arsan Holding Anonim Şirketi	127,768,365	7,25	112,608,337	6,39
Burak Arıkan	66,955,316	3,80	66,955,316	3,80
Other (*)	622,623,387	35,34	639,956,013	36,32
Capital	1,762,000,000	100,00	1,762,000,000	100,00

The Company is registered with the Capital Markets Board ("CMB"), and as of September 30, 2026, the number of actual free float shares of the Company on BIST is 494,954,716, representing an actual free float ratio of 28.09%. (As of December 31, 2025: the number of actual free float shares was 624,915,207, representing an actual free float ratio of 35.46%).

4. Number of Employees

As of September 30, 2026, the average number of employees is 282 (December 31, 2025: 110). Health insurance, meal, and transportation allowances are provided to personnel.

5. Information Regarding Privileged Shares and Voting Rights of Shares:

There are no privileged shares in our Company.

6. nformation Regarding Own Shares Acquired by the Company:

At the Board of Directors meeting held on July 10, 2026, Arsan Holding Anonim Şirketi resolved to execute share buybacks pursuant to the Principle Decision No. i-SPK.22.9 (dated March 19, 2025, No. 16/531) of the Capital Markets Board's Decision-Making Body published in CMB Bulletin No. 2025/16, the CMB Decision No. 18/574 dated March 23, 2025 published in CMB Bulletin No. 2025/18 regarding share buyback transactions, and the provisions of the Communiqué on Buy-Backed Shares No. II-22.1, with the objectives of protecting shareholders due to the share price traded on Borsa Istanbul not reflecting the actual performance of the Group's operations, ensuring the steady formation of the share price in line with its fair value, safeguarding investors' rights and interests, and contributing to healthy price formation:

The maximum number of shares subject to buyback was set at a nominal amount of 60,000,000 shares (TRY 60,000,000),

The maximum fund allocated for the share buyback program was determined as TRY 250,000,000, to be funded from the Group’s internal resources.

Within this scope, as of September 30, 2026, the Company repurchased shares traded on BIST with a total nominal value of TRY 127,768,365, corresponding to 7.25% of the Company's capital (2025: nominal value of TRY 112,608,337, ratio of 6.3909%).

The share buyback program remains in progress as of the report date, and disclosures regarding the executed transactions are published on the Public Disclosure Platform (KAP).

7. Subsidiaries and Associates:

The ownership interest ratios of our Company in its subsidiaries as of September 30, 2026, and 2025, are as follows:

		September 30, 2026	December 31, 2025
Company Title	**Principal Activity**	**(%)**	**(%)**
Arsan Dokuma Boya Sanayi ve Ticaret A.Ş	Textile	83,48	83,48
Arman Tekstil Turizm Yatırım ve Dış Tic. A.Ş.	Textile and Investment	50,00	50,00
Arsan Finans Faktoring A.Ş..	Factoring	87,50	92,00

Associates

The principal activities of the Company's associates and the Group's direct and indirect ownership interest ratios in their capital as of September 30, 2026, and 2025, are presented below:

		September 30, 2026	December 31, 2025
Company Title	**Principal Activity**	**(%)**	**(%)**
Armadaş Doğalgaz Dağıtım A.Ş.	Natural Gas Distribution	39,10	39,10
Akedaş Elektrik Dağıtım A.Ş.	Electricity Distribution	27,50	27,50
Akedaş Elektrik Perakende Sat. A.Ş.	Electricity Retail	27,50	27,50
Arsan Haz.Beton Pre.Yapı İnş.M.San.ve Tic.A.Ş.	Construction	40	40
Marzen İnşaat Yapı Market San. ve Tic. A.Ş.	Construction	40	40
Kahramanmaraş Teknoloji A.Ş.	Defense and Aerospace	5	0

8. Production and Sales Quantities:

Production Quantities

Product Type	Unit	January 1, 2026 – September 30, 2026	January 1, 2025 – September 30, 2025
Dyed Knitted Fabric	Ton	308	0
Dyed Woven Fabric	Mt	111	0

Sales Quantities

Product Type	Unit	January 1, 2026 – September 30, 2026	January 1, 2025 – September 30, 2025
Dyed Knitted Fabric	Ton	293	0
Dyed Woven Fabric	Mt	100	0

9. Risks and the Assessment of the Governing Body, Explanations Regarding the Key Elements of the Company's Internal Audit and Risk Management Systems

Utmost care is taken to ensure the effective functioning of the internal control mechanism within our Company. Remedial actions and adjustments are carried out by taking into consideration the recommendations made as part of internal audit activities, and internal control systems are continuously improved.

The Early Detection of Risk Committee conducts its activities in accordance with the provisions of the Turkish Commercial Code (TCC) and CMB Communiqués.

Pursuant to Article 378 of the Turkish Commercial Code No. 6102 and within the framework of the CMB's "Corporate Governance Communiqué" (II-17.1), the "Early Detection and Management of Risk Committee" operates to identify risks at an early stage that may endanger the existence, development, and continuity of the Company, to implement necessary measures regarding the identified risks, to manage such risks, and to review risk management systems at least once a year.

Risk management in our Company is conducted through monitoring and measuring financial, operational, and compliance risks, as well as obtaining support from relevant in-house departments when deemed necessary.

10. Nature and Amount of Capital Market Instruments Issued, If Any: None

11. Measures Contemplated to Improve the Company's Financial Structure:

Our key priorities include strengthening the financial structure, improving collection periods and cash flow, ensuring more effective cash management, enhancing long-term profitability and operational efficiency, securing the healthiest financial composition, planning funding sources, diversifying currencies to mitigate foreign exchange risk, and closely monitoring the markets through continuous communication with financial institutions.

12. Research and Development Activities:

None.

13. Risk Management and Internal Control Mechanism:

The Early Detection of Risk Committee assists the Board of Directors in the early identification of risks that may endanger the existence, development, and continuity of the company, the implementation of necessary measures regarding the identified risks, and the management of such detected risks.

While the Early Detection of Risk Committee operates with responsibility for the identification and oversight of risks across the company, it works in coordination with other Board Committees regarding the oversight of risks pertaining to specific areas. In this context, risks concerning our Company's financial reporting and internal control mechanisms are managed in coordination with the Audit Committee, and risks related to human resources matters concerning our Company's senior executives and members of the Board of Directors are managed in coordination with the Corporate Governance Committee.

Risk management holds an essential place within our Company's ongoing operations. Identifying and monitoring all risks that our Company faces or may potentially face constitutes the primary starting point of risk management. Our executives aim to continually implement practices that enhance and improve risk management across the company. The current and prospective risks of our Company are fundamentally classified as follows:

- Financial Risk: Asset-liability risk, creditworthiness, capital/leverage structure, foreign exchange risk, and other risk factors that may directly impact the financial condition of the company.
- Operational Risk: Risk factors that may affect competitive advantage within the framework of utilizing optimal levels of state-of-the-art technology and identifying and implementing the necessary investments in this direction.
- Natural Risk: Risk factors such as fire and earthquakes that may adversely affect company performance. Against potential natural risks, all of our facilities are insured to minimize risk exposure, and investments in backup systems are undertaken to prevent systems from being compromised and data loss from occurring in any contingency.

14. Foreseeable Risks Related to Operations:

The Company's primary risks can be summarized as developments in the operating sector, risks arising from global conditions regarding raw material prices and supply, financial risks such as interest rate, liquidity, credit, and foreign exchange risks, legal risks in the face of potential contingencies, and operational risks such as ensuring business continuity during extraordinary circumstances. Relevant departments closely monitor developments in these areas and implement necessary precautions.

15. Transactions of the Members of the Governing Body with the Company on Their Own Behalf or on Behalf of Others Within the Framework of the Authorization Granted by the General Assembly, and Activities Within the Scope of Non-Competition:

Subject to the restrictions stipulated by the Turkish Commercial Code ("TCC"), authorization is obtained from the General Assembly for our Board of Directors members to perform transactions set forth in Articles 395 and 396 of the TCC. According to the records available to our Company, the members of our Board of Directors did not engage in commercial transactions on their own behalf in the areas falling within the scope of the Company's activities during the accounting period of 01.01.2026 – 30.09.2026.

16. Administrative or Judicial Sanctions Imposed on the Company and the Members of the Governing Body Due to Practices Contrary to Legislative Provisions:

There are no administrative or judicial sanctions imposed on the Company or the members of the Governing Body during the period due to practices contrary to legislation.

17. Amendments to the Articles of Association Made During the Period and Their Rationale:

At the Extraordinary General Assembly Meeting held on February 4, 2026, the shareholders approved the amendment texts regarding Article 6 titled "Capital" of the Company's Articles of Association concerning

the increase of the registered capital ceiling to TRY 15 Billion, Article 2 titled "Company Name" regarding the trade name Arsan Holding A.Ş., Article 3 titled "Objective and Scope", and Article 29 titled "Dividend Distribution", and the registration procedures have been duly completed.

18. Governing Body's Analysis and Assessment of the Financial Position and Operating Results:

The key financial ratios of the Company compared to the previous year are presented below, and efforts regarding profitability enhancement, cost optimization, and net working capital management will be continued. Focus has been placed on financial and operational risks, and necessary actions are underway to maintain these risks under control.

19. Determinations and Assessments of the Governing Body Regarding Capital Loss or Insolvency (Deep Indebtedness):

The Company's capital remains unimpaired, and the Company is not insolvent (in a state of deep indebtedness).
As of September 30, 2026, total equity stands at TRY 14,762,929,168, and paid-in capital is TRY 1,762,000,000. Based on the scale of equity recognized in the statement of financial position, there is no indication of capital deficiency or loss.
Total assets amount to TRY 18,128,798,553, and total liabilities amount to TRY 3,365,869,385. In the TFRS (Turkish Financial Reporting Standards / IFRS-aligned) statement of financial position, assets exceed liabilities. Evaluations within the scope of Article 376 of the Turkish Commercial Code (TCC) are subject to the calculation principles set forth in the relevant legislation.

20. Information and Assessments Regarding Whether Targets Set in Prior Periods Were Achieved, Whether General Assembly Resolutions Were Implemented, and Rationale If Targets Were Not Met or Resolutions Were Not Carried Out:

The Company achieved the targets established in previous periods and fully executed all General Assembly resolutions.

21. Information Regarding Investments Made by the Company During the Relevant Accounting Period:

Within the framework of corporate social responsibility awareness, the Company conducts all necessary efforts to minimize adverse environmental impacts arising from its products and operations, and no investment activities were undertaken during this period.

22. Transactions of Controlling Shareholders, Board Members, Senior Executives, and Their Spouses and Relatives up to the Second Degree by Blood or Marriage That May Cause Conflicts of Interest with the Company or Its Subsidiaries, and/or Engaging in Commercial Transactions Falling Within the Company's or Its Subsidiaries' Scope of Business on Their Own or Behalf of Others, or Becoming an Unlimited Partner in Another Company Engaged in the Same Type of Commercial Business:

The controlling shareholders, members of the Board of Directors, senior executives, and their spouses and relatives up to the second degree by blood or marriage have not entered into any material transactions that could lead to a conflict of interest with the Company or its subsidiaries. They have not engaged in commercial transactions falling within the scope of business of the Company or its subsidiaries on their own behalf or on behalf of others, nor have they entered another company engaged in the same line of business with the status of an unlimited partner.

23. Explanations Regarding Special Audits and Public Audits Conducted During the Accounting Period:
The Company was not subject to any special audit or public audit during the accounting period of 01.01.2026 – 30.09.2026.

24. Donations and Aids Made by the Company During the Year and Social Responsibility Projects:
During the accounting period of 01.01.2026 – 30.09.2026, donations and aid amounting to TRY 372,712 were made.Throughout the execution of its operations, the Company exercises utmost diligence in fulfilling its responsibilities regarding the prevention of environmental pollution and the conservation of natural resources.

25. Lawsuits Filed Against the Company That May Affect the Financial Position and Operations of the Company and Their Potential Outcomes:
There are no lawsuits filed against the Company that could materially affect the financial position and operations of the Group.

26. Legal Transactions Executed by the Company for the Benefit of the Parent Company or Group Companies, and Measures Taken or Avoided for the Benefit of Group Companies:
There are no legal transactions carried out for the benefit of the parent company, a subsidiary of the parent company, or at the direction of the parent company for its benefit or for the benefit of a subsidiary, nor are there any measures taken or avoided for the benefit of the parent company or a subsidiary in the preceding operating year, nor any transactions requiring equalization.

27. Nature and Amount of Issued Capital Market Instruments:
No capital market instruments were issued during the accounting period of 01.01.2026 – 30.09.2026.

28. Investor Relations Department:
In order to fulfill obligations arising from Capital Markets Legislation within the framework of regulatory rules and to carry out operations more effectively, activities are conducted under the oversight, guidance, and coordination of the Investor Relations Department established within our Company in accordance with the CMB Corporate Governance Principles. In addition to corporate governance bodies, the statutory "Investor Relations Department" plays an active role in protecting and facilitating the exercise of shareholder rights, primarily the right to obtain and review information.
Information and disclosures regarding our Company are accessible on our corporate website. The relevant website is continuously monitored and kept up to date. All inquiries directed by shareholders and other stakeholders are addressed expeditiously. For this purpose, the department personnel responsible for communicating with shareholders are specified below. Our Company's primary objective is to ensure that shareholders' right to obtain information is fulfilled fairly and comprehensively. Furthermore, our Company exercises the rights arising from shareholding completely and without delay.
Contact details of our Company's Investor Relations Department are as follows:

- **Investor Relations Department Manager:** Ramazan Karataş
- **Investor Relations Department Personnel:** Yaşar Kemal Eskalen
- **Contact Details:**
    - **Tel:** +90 344 235 17 17
    - **E-mail:** borsa@arsanholding.com.tr

During the period of 01.01.2026 – 30.09.2026, 35 inquiries were received from shareholders, and all inquiries were answered.
Additionally, material event disclosures, financial statements, and other corporate information required under the PDP (Public Disclosure Platform) are transmitted electronically with secure electronic signatures.

29. Exercise of Shareholders' Right to Obtain Information:
Requests for information received from our shareholders during the period were addressed, excluding information of a commercial secret nature or non-public information. Disclosures and information that may affect the exercise of shareholding rights are made available to shareholders on an up-to-date basis on the Company's website.

30. Information Regarding the Extraordinary General Assembly:
During the accounting period of 01.01.2026 – 30.09.2026;
A summary of the resolutions adopted at the Extraordinary General Assembly Meeting of our Company, held on Wednesday, February 4, 2026, at 13:00 at Sümer Mahallesi, Arsan Center Tesisleri, Doğu Çevre Yolu Bulvarı, No:62, Dulkadiroğlu/Kahramanmaraş, is provided below:

- The amendment text of Article 6 titled "Capital" of the Company's Articles of Association was approved.
- The amendment texts of Article 2 titled "Company Name", Article 3 titled "Objective and Scope", and Article 29 titled "Dividend Distribution" of the Company's Articles of Association were approved.
- Pursuant to Article 4/1 of the Communiqué on Material Transactions and the Right to Exit, in the event of the exercise of the appraisal right (right to exit), the submission of matters regarding the exercise of the exit right through Global Menkul Değerler A.Ş. (with application dates between 06.02.2026 and 19.02.2026) to the review and approval of the shareholders pursuant to Article 14 of the Communiqué was approved.
- The election of Tema Bağımsız Denetim Anonim Şirketi for a term of 1 (one) year as the independent audit firm for the mandatory assurance engagement of the sustainability report for the operating period of 01.01.2024 – 31.12.2024, to carry out other activities within the scope of Turkish Sustainability Reporting Standards published by the Public Oversight, Accounting and Auditing Standards Authority (KGK), was approved.
- The sustainability report for the 2024 operating year, prepared in accordance with the Turkish Sustainability Reporting Standards published by the Public Oversight, Accounting and Auditing Standards Authority, was approved.
- The election of ANY Partners Bağımsız Denetim Anonim Şirketi for a term of 1 (one) year as the independent audit firm for the mandatory assurance engagement of the sustainability report for the operating period of 01.01.2025 – 31.12.2025, to carry out other activities within the scope of Turkish Sustainability Reporting Standards published by the Public Oversight, Accounting and Auditing Standards Authority (KGK), was approved.

31. Voting Rights and Minority Rights:
Practices that restrict or complicate the exercise of voting rights are avoided within our Company; every shareholder is provided with the opportunity to exercise their voting rights in the easiest and most convenient manner. There is no provision in our Articles of Association that prevents a non-shareholder from voting by proxy as a representative. There are no voting privileges in the election of the members of the Board of Directors. Utmost care is exercised regarding the realization of minority rights in our Company. Minority shares are not represented on the management board. The cumulative voting method is not stipulated in the Company's Articles of Association.

32. Dividend Rights:
Dividend distribution is executed in accordance with the Turkish Commercial Code, Capital Markets Law and related regulations, and the provisions of the Articles of Association, pursuant to the resolution adopted by the General Assembly. The date and method of dividend distribution to shareholders are determined by the proposal of the Board of Directors and subsequent approval of the General Assembly within statutory deadlines. If any dividend distribution proposal is submitted by our Board of Directors for the approval of the General Assembly, it is envisaged to be prepared in consideration of a dividend distribution policy that accounts for our Company's profitability, shareholders' expectations, and our

growth strategies. There are no privileged shares regarding participation in profits. There is no provision in our Articles of Association regarding the distribution of advance dividends. There are no founder's dividend shares (usufruct shares) in our Articles of Association.

33. Transfer of Shares:

There are no provisions restricting the transfer of shares in our Company's Articles of Association. Shareholders may freely transfer our Company's shares within the framework of the provisions of the Turkish Commercial Code.

34. Public Disclosure and Transparency:

Our Company's corporate website is www.arsanholding.com.tr. It is structured in accordance with Corporate Governance Principles. The Company actively utilizes its Corporate Website as stipulated by the CMB Corporate Governance Principles in order to maintain continuous communication with shareholders and conduct shareholder relations more efficiently and expeditiously. The information on this website is continuously updated. The content on the Corporate Website is identical to disclosures made pursuant to the relevant legislative provisions and contains no contradictory or incomplete information. In addition to statutory public disclosures, the Corporate Website includes corporate profile information, the latest version of the Company's Articles of Association, material event disclosures,

financial statements and reports, annual and interim reports, prospectuses and public offering circulars, General Assembly agendas, lists of attendees, meeting minutes, proxy voting forms, Dividend Distribution Policy, Disclosure Policy, and other relevant documents. In this context, information covering at least the last five years is made available on the Company's Corporate Website.

Notifications other than those mentioned above (prospectuses, circulars, etc.) are signed within the authorities set forth in the Company's signature circular and disclosed to the public. They are also published on our Company's website.

35. Informing Stakeholders:

Our Company informs stakeholders by publicly disclosing all material developments that may affect its operations, as well as quarterly financial statements and reports, through the PDP (Public Disclosure Platform) and on the corporate website within the framework of Capital Markets Board legislation. Material Event Disclosures in our Company are issued with the signatures of the members of our Board of Directors. Public disclosures are conducted in close coordination with the Audit Committee and the Corporate Governance Committee.

As the Company's shares are not listed on foreign exchanges, no material event disclosures have been submitted to exchanges in other jurisdictions.

36. Stakeholder Participation in Management:

There is no specific regulatory provision regarding stakeholder participation in management.

However, on matters of significant importance to stakeholders, senior executives representing stakeholders are invited to attend Board of Directors meetings to express their views. The representation of shareholders and other stakeholders on the Board is carried out through two independent members serving on the Board of Directors.

37. Human Resources Policy:

Our human resources policy is one that does not discriminate on the basis of race, nationality, gender, or belief; takes pride in employees' diversity and capabilities, recognizing these differences as opportunities for growth; invests in employee development; exercises diligence in providing a safe work environment and safeguarding employee health; respects employees' statutory rights under laws and regulations; places high importance on training at every stage and level to prepare employees and executives for the future; invests in human capital; and ensures equal opportunity in all material provisions starting from

recruitment, including compensation, training, and career progression. No complaints regarding discrimination have been received from employees by the human resources department.

38. Ethical Rules and Social Responsibility:

Our Company's operating principles and responsibilities are carried out in conformity with ethical and corporate governance principles. Complete, fair, accurate, timely, and comprehensible explanations are provided in all reports and documents disclosed to the public. All laws, regulations, and rules governing the Company and its relations with shareholders are strictly complied with. Efforts are made to cultivate a business culture that ensures compliance with legislation and corporate policies throughout all operations, in adherence not only to the letter but also to the spirit of ethical rules.

We respect society, nature, the environment, national values, and customs. In light of our principle of transparency, we provide reliable, complete, understandable, verifiable, and readily accessible information regarding company management, financial position, and legal status to shareholders and stakeholders in a timely and accurate manner, while protecting the rights and interests of our Company. We are committed to the laws of the Republic of Türkiye and act in compliance with the law in all transactions and decisions.

39. Board of Directors:

Structure and Composition of the Board of Directors:

The qualifications of the members of our Company's Board of Directors comply with the criteria specified in the CMB Corporate Governance Principles.

The members of our Company's Board of Directors are as follows:

Name and Surname	Title	Term of office
Alişan ARIKAN	Chairman of the Board of Directors	3 years 2025-2027
Burak ARIKAN	Vice Chairman of the Board of Directors	3 years 2025-2027
Mehtap İLKMEN	Member of the Board of Directors	3 years 2025-2027
Hüseyin Cüneyt AYATA	Independent Member of the Board of Directors	3 years 2025-2027
Vecih Yamanyılmaz	Independent Member of the Board of Directors	3 years 2025-2027

Curricula Vitae of the Members of the Board of Directors:

ALİŞAN ARIKAN – Chairman of the Board of Directors

Born in Kahramanmaraş in 1967. He is one of the founding partners of the Company. After completing his primary, middle, and high school education in Kahramanmaraş, he graduated from Istanbul University Faculty of Law in 1989 and completed his Master's degree in Business Administration (MBA) at Istanbul University Institute of Business Economics in the same year. He lived in the United Kingdom for a period for language education. Since 1990, he has been serving as Vice Chairman and Chairman of the Board of Directors within the Arsan Group of Companies. He currently serves as the Vice President of the TOBB (Union of Chambers and Commodity Exchanges of Turkey) Textile Sector Assembly, an Assembly Member of the Kahramanmaraş Chamber of Commerce and Industry, and a Delegate of the Turkish Exporters Assembly (TİM). Additionally, between 1998 and 2009, he served as a Board Member of the Istanbul Textile and Raw Materials Exporters' Association (İTHİB), an Assembly Member of TİM, President of the Cotton Textile Manufacturers' Association, and Vice President of the Turkish Textile Importers Association. He is currently an attorney registered with the Kahramanmaraş Bar Association, is married, and has three children.

BURAK ARIKAN – Vice Chairman of the Board of Directors

Born in Kahramanmaraş in 1976. He completed his primary, middle, and high school education in Kahramanmaraş. He graduated from Istanbul University Faculty of Business Administration. Since 2007, he has been serving as a Member and Vice Chairman of the Board of Directors at Arsan Tekstil Ticaret ve Sanayi A.Ş. He is married and has two children.

MEHTAP İLKMEN – Member of the Board of Directors

Born in Kahramanmaraş. She completed her primary, middle, and high school education in Kahramanmaraş. She graduated from Ankara University Faculty of Political Sciences in 1980. She obtained her Master's degree from Istanbul University Faculty of Economics in 1982. She is a mother of two children. She is one of the founding partners of Arsan Tekstil Ticaret ve Sanayi A.Ş. and served in various positions within Arsan Tekstil Ticaret ve Sanayi A.Ş. for many years.

HÜSEYİN CÜNEYT AYATA – Independent Member of the Board of Directors

Born in Gaziantep in 1967. He graduated from Gaziantep Anatolian High School in 1985 and from Istanbul University Faculty of Law in 1989. In 1992, he completed his Master's degree in the Department of Financial Law at Istanbul University Institute of Social Sciences. He practiced as a freelance attorney in Istanbul between 1990 and 1992. He has been continuing his freelance legal practice in Gaziantep since 1992. Furthermore, he has been serving as a trademark and patent attorney in Gaziantep since 1998.

VECİH YAMANYILMAZ – Independent Member of the Board of Directors

Born in Adana on February 5, 1978. He completed his primary education at Bursa Primary School (1984–1989), and his secondary and high school education at Bursa Boys' High School (1989–1993) and Adana Güney High School (1993–1995). He graduated from Istanbul University Faculty of Law (1995–1999). After completing his legal internship between 1999 and 2000, he was admitted to the bar in 2000. He currently practices as an independent attorney and legal counselor, serving as legal counsel to numerous domestic and international companies. He is married and has two children.

Duties of the Members of the Board of Directors Outside the Company:

Members of the Board of Directors	**Duties Undertaken Outside the Company as of the Latest Situation**
Alişan ARIKAN	Chairman of the Board of Directors of Arsan Dokuma Boya San. ve Tic. A.Ş.Chairman of the Board of Directors of Farsan İnşaat Tekstil San. ve Tic. A.Ş. Chairman of the Board of Directors of Arman Tekstil Turizm Yat. ve Dış Tic. A.Ş. Vice Chairman of the Board of Directors of Armadaş Arsan Maraş Doğalgaz Dağ. A.Ş. Vice Chairman of the Board of Directors of Akedaş Elektrik Dağ. A.Ş. Vice Chairman of the Board of Directors of Uhud Enerji Üretim Tic. ve San. A.Ş. Chairman of the Board of Directors of Arsan Haz.Beton Pre.Yapı İnş.M.San.ve Tic.A.Ş. Chairman of the Board of Directors of Marzen İnşaat Yapı Market San. ve Tic. A.Ş.
Burak ARIKAN	Vice Chairman of the Board of Directors of Arsan Dokuma Boya San. ve Tic. A.Ş. Vice Chairman of the Board of Directors of Farsan İnşaat Tekstil San. ve Tic. A.Ş. Board Member of Armadaş Arsan Maraş Doğalgaz Dağ. A.Ş. Vice Chairman of the Board of Directors of Arman Tekstil Turizm Yat. ve Dış Tic. A.Ş. Board Member of Akedaş Elektrik Perakende Satış A.Ş. Board Member of Uhud Enerji Üretim Tic. ve San. A.Ş. Chairman of the Board of Directors of Kale Enerji Üretim Ticaret ve Sanayi A.Ş. Vice

	Chairman of the Board of Directors of Arsan Haz.Beton Pre.Yapı İnş.M.San.ve Tic.A.Ş. Board Member of Marzen İnşaat Yapı Market San. ve Tic. A.Ş.
Mehtap İLKMEN	Board Member of Arsan Dokuma Boya San. ve Tic. A.Ş. Board Member of Farsan İnşaat Tekstil San. ve Tic. A.Ş. Board Member of Armadaş Arsan Maraş Doğalgaz Dağ. A.Ş.
Hüseyin Cüneyt AYATA	Freelance Attorney
Vecih YAMANYILMAZ	Freelance Attorney

Operating Principles of the Board of Directors:

The agenda of the Board of Directors meetings is determined by the relevant departments notifying the senior management of the Company and the members of the Board of Directors regarding matters that the Company's Articles of Association explicitly require to be resolved by the Board of Directors. In addition, the meeting agenda is also set when any member of the Board of Directors specifically notifies the Senior Management of the Company regarding the need to adopt a resolution on a particular subject. In principle, calls for and attendance at the Company's Board of Directors meetings occur as necessitated by the Company's business operations, upon which the Board convenes.
The Board of Directors meets whenever business affairs require and adopts its resolutions by a majority of the members present at the meeting, without prejudice to the provisions of Article 390/4 of the Turkish Commercial Code (TCC). The validity of Board of Directors resolutions is subject to their being reduced to writing and duly signed. Since no dissenting opinions, opposing votes, or objections were expressed during the Board of Directors meetings, no related public disclosures were made. During the period, no related party transaction or material transaction occurred that required submission to the General Assembly for approval due to a lack of approval by independent members. There are no administrative or judicial sanctions imposed on the members of the Company's Board of Directors due to practices contrary to legislative provisions.
The number of Board of Directors meetings held during the period is 26. In principle, convening and calling meetings are conducted as required by the Company's business affairs, upon which the Board of Directors convenes. All material matters resolved by the Board of Directors are announced to the public via material event disclosures.

The members of our Company's Board of Directors are as follows:

Name-Surname	Title
Alişan ARIKAN	Chairman of the Board of Directors
Burak ARIKAN	Vice Chairman of the Board of Directors
Mehtap İLKMEN	Member of the Board of Directors
Hüseyin Cüneyt AYATA	Independent Member of the Board of Directors
Vecih YAMANYILMAZ	Independent Member of the Board of Directors

The members of the Company's Board of Directors were elected to serve until the date of the Ordinary General Assembly Meeting in which the operations of the year 2027 will be reviewed.

Number, Structure, and Independence of the Committees Established Within the Board of Directors:

The members of the Board of Directors possess all powers and authorities defined and set forth in the Turkish Commercial Code (TCC) and other relevant legislation. To ensure the sound fulfillment of its duties and responsibilities, the Board of Directors establishes an adequate number of committees, primarily those mandated by the relevant legislation, taking into account the Company's operational requirements. Committees conduct their activities independently and submit recommendations to the Board of Directors. The committees have no executive decision-making authority regarding Company operations. The authority to adopt decisions on matters recommended by the committees rests with the Board of Directors.

Audit Committee;

Name-Surname	**Title**
Vecih YAMANYILMAZ	Chairman
Hüseyin Cüneyt AYATA	Member

The Audit Committee regularly conducts its activities as stipulated under Capital Markets Legislation and the CMB Corporate Governance Principles. It oversees the Company's accounting system, the audit and examination of financial information, the verification of whether prepared financial statements reflect the true financial position, public disclosure, independent auditing, and the functioning and effectiveness of the Company's internal control and internal audit systems. It carries out evaluations to ensure compliance with generally accepted accounting principles and financial regulations.

The selection of the independent audit firm, the initiation of the independent audit process through the drafting of independent audit contracts, and the work of the independent audit firm at every stage are conducted under the oversight of the Audit Committee. The Audit Committee convenes at least four times a year. The Audit Committee submits its findings and recommendations regarding its duties and areas of responsibility to the Board of Directors in writing.

Corporate Governance Committee;

Name-Surname	**Title**
Hüseyin Cüneyt AYATA	Chairman
Vecih YAMANYILMAZ	Member
Alişan ARIKAN	Member
Ramazan KARATAŞ	Member

The Corporate Governance Committee determines whether corporate governance principles are applied within the Company, identifies the rationale if not applied, and detects any conflicts of interest arising from failure to comply fully with these principles; it advises the Board of Directors on improving corporate governance practices and oversees the activities of the Investor Relations Department. The Committee also assumes the duties of the Nomination Committee and the Remuneration Committee set forth in the Capital Markets Board regulations. Resolutions adopted at meetings are reduced to writing, signed by the Committee members, and archived. The Investor Relations Manager has also been appointed as a member of the Corporate Governance Committee. The Corporate Governance Committee convenes at least four times a year. The Corporate Governance Committee submits its findings and recommendations regarding its duties and areas of responsibility to the Board of Directors in writing.

Early Detection of Risk Committee;

Name-Surname	Title
Hüseyin Cüneyt AYATA	Chairman
Vecih YAMANYILMAZ	Member
Alişan ARIKAN	Member

The duties of the Early Detection of Risk Committee are to submit suggestions and recommendations to the Board of Directors regarding the determination, identification, impact-and-probability calculation, prioritization, monitoring, and review of strategic, financial, and operational risks and opportunities that may affect the Company's activities; managing these exposed risks and exploitable opportunities in alignment with the Company's risk profile; and ensuring they are reported and factored into decision-making mechanisms. Committee meetings are held at least 6 times a year. Resolutions adopted at Committee meetings are reduced to writing, signed by the Committee members, and archived. The Committee submits its determinations and recommendations in writing to the Board of Directors.

40. Strategic Goals of the Company:

Our Company’s shares were offered to the public in 1998 and commenced trading on the Istanbul Stock Exchange (Borsa Istanbul). Our Company’s mission is to expand on a sectoral basis, increasing revenue, profitability, and exports. By conducting market and competitor analyses, our executives define the core strategies and critical success factors required to achieve the Company's vision, aiming to enhance our profitability and corporate performance.

41. Financial Rights:

The remuneration of the members of the Board of Directors of Arsan Holding Anonim Şirketi is determined on a fixed basis for all members at the Ordinary General Assembly Meeting.
Our Senior Executive Remuneration Policy is based on job scope, performance, contribution to business operations, knowledge/skills, and competencies. The Company identifies its senior management personnel as partners, members of the Board of Directors, and senior executives. The short-term employee benefits provided to senior executives comprise salaries, bonuses, social security employer contributions, unemployment insurance employer contributions, and paid leave.

Benefits provided to senior management, including compensation and similar benefits, during the periods ended September 30, 2026, and September 30, 2025, are stated below:

	1 January-30 September 2026	1 January-30 September 2025
Remuneration and benefits paid to the board of directors and senior management	17.101.982	16.578.269
Total	**17.101.982**	**16.578.269**

42. Explanations Regarding the Preparation Process of Consolidated Financial Statements:

During the process of preparing consolidated financial statements, reported financial data are reviewed by the financial reporting department, and following the performance of required controls, they are taken into account in the consolidated financial statements. The prepared consolidated financial statements are reviewed by the Audit Committee and are simultaneously subjected to audit by the independent audit firm.

43. Compliance with Sustainability Principles:

Our Company's Sustainability Policy encompasses the principles of effectively managing risks on an environmental, social, and corporate governance (ESG) basis; operating under a zero-accident principle in occupational health and safety; enhancing corporate performance and operational production efficiency; establishing an open communication environment by encouraging the active participation of employees; ensuring information security and business continuity throughout its operations;

maintaining sustainable customer satisfaction; and supporting suppliers in advancing their sustainability practices.

Maintaining social responsibility activities aligned with the corporate governance approach, alongside disclosure responsibilities and corporate governance practices, and ensuring sustainability in corporate operations constitute core objectives of the Company.

In this context, to implement and advance sustainability and social responsibility activities, these matters are addressed and executed within the scope of Company policies, with developments being systematically monitored.

Our Company attaches great importance to evaluating its social and environmental performance in line with its social and environmental initiatives and operations.

Efforts continue within the scope of sustainability, strictly adhering and responding to principles and procedures in Occupational Health and Safety, which stands as a primary sustainability focus.

Our Business Principles, which form the bedrock of our sustainability management, along with our supporting Business Ethics Principles and related policies, are an integral part of our operational processes.

Under the Sustainability Principles Compliance Framework, our Company closely tracks implementations and conducts its efforts with the objective of achieving maximum compliance in this domain. Within this framework, full compliance has not yet been attained for certain principles due to practical challenges encountered during implementation. Our Company aims to implement practices regarding principles where full compliance has not yet been achieved. The impacts on environmental and social risk management arising from non-compliance with non-mandatory principles are monitored by our Company and evaluated within sustainability assessments.

Under Corporate Governance Principles, the Company exercises utmost care regarding transparency and reliability in the preparation of relevant reports. In disclosures and prepared reports reflecting a balanced approach, all developments concerning prioritized topics are stated objectively.

There are no lawsuits filed against the Company regarding environmental, social, or corporate governance matters.

Prepared by our Company in accordance with the Turkish Sustainability Reporting Standards (TSRS) under the regulations of the Public Oversight, Accounting and Auditing Standards Authority of the Republic of Türkiye (KGK), the 2024 TSRS Report was subjected to mandatory sustainability assurance audit by Tema Bağımsız Denetim A.Ş., and the 2025 TSRS Report was subjected to mandatory sustainability assurance audit by ANY Partners Bağımsız Denetim A.Ş., both of which have been published on the PDP (Public Disclosure Platform) and presented for public information.

44. Key Indicators and Ratios:

A summary of consolidated financial data and key financial ratios calculated on this basis are presented below.

Financial Metric / Ratio	**30.09.2026**	**31.12.2025**
Inventories	60.510.377	96.223.716
Current Assets	3.026.678.574	2.811.380.969
Non-Current Assets	15.102.119.979	13.182.155.188
Total Assets	18.128.798.553	15.993.536.157
Short-Term Liabilities	970.757.690	131.716.407
Long-Term Liabilities	2.395.111.695	1.931.816.762
Total Equity	14.762.929.168	13.930.002.988
Total Liabilities and Equity	18.128.798.553	15.993.536.157
	%	**%**
Current Ratio (Current Assets / Short-Term Liabilities)	3,12	21,34
Liquidity Ratio (Current Assets - Inventories) / Short-Term Liabilities)	3,06	20,61
Total Debt to Total Assets (Total Liabilities / Total Assets)	0,19	0,13
Asset Structure (Current Assets / Total Assets)	0,17	0,18
Non-Current Assets to Equity Ratio (Non-Current Assets / Total Equity)	1,02	0,95
Equity to Total Assets Ratio (Total Equity / Total Assets)	0,81	0,87
Total Equity / Total Liabilities		
Inventories to Working Capital Inventories / Working Capital (Current Assets)	0,02	0,03

According to the Consolidated Statement of Profit or Loss;

	30.09.2026	**30.09.2025**
Net Sales	499,492,887	118,453,560
Gross Profit / (Loss)	262,888,259	16,927,216
Operating Profit / (Loss)	379,181,792	574,450,321
Profit / (Loss) Before Tax	1,573,070,666	(14,577,022)
Profit / (Loss) Before Tax	897,182,264	(175,826,903)
Gross Profit Margin (Gross Profit Margin)	0,65	0,14
Gross Profit Margin (Gross Profit Margin)	0,75	4,85
Return on Assets (ROA) (Net Profit for the Period / Total Assets)	0,07	(0,01)
Asset Turnover Ratio (Net Sales / Total Assets)	0,03	0,01
Return on Equity (ROE) (Net Profit for the Period / Total Equity)	0,09	(0,01)

45. Corporate Information Form and Corporate Governance Compliance Report:

Arsan Holding A.Ş. has adopted the universal tenets of the Corporate Governance Principles, including fairness, transparency, accountability, and responsibility, and strives to achieve maximum compliance in its operations with the Capital Markets Law ("CML"), CMB Regulations and Decisions, the CMB's Corporate Governance Communiqué II-17.1 ("Communiqué"), and the CMB Corporate Governance Principles.

Our Corporate Governance Committee continues its efforts aimed at enhancing our corporate governance practices. During the operating period of the Company ending on 30.09.2026, all "mandatory" principles set forth in the CML, CMB Regulations and Decisions, and the Communiqué have been fully complied with. Utmost care is exercised regarding compliance with non-mandatory principles, and regarding matters where full compliance has not yet been achieved, it is assessed that no material conflict of interest has arisen under current conditions.

The Corporate Information Form (CIF) and the Corporate Governance Compliance Report (CGCR) will be disclosed at year-end.

Sincerely,