

# 2021-2025 ASELSAN'S STRATEGY

ASELSAN's technology development, R&D competence and scientific approaches position ASELSAN as the leading defense technology company in Turkey; on the other hand, these also enable ASELSAN to play a pioneer role in foreign markets. We have ensured the trust of our stakeholders in all of our operation fields by focusing on product perfection since the day we were established. In order to prepare ASELSAN for the future, we are reflecting our half-century long experience in the defense field on the non-defense fields and helping Turkey to have a global voice in health, security, transportation and smart systems. Last year, in return of our efforts, we became the first Turkish company to enter the top 50 of Defense News Top 100 by ranking 48<sup>th</sup>.

ASELSAN's Strategic Plan, which serves as a road map that will carry ASELSAN beyond the era, is prepared with a focus on value creation for our stakeholders in the global markets and it is in line with the goal of reducing Turkey's dependency on external markets. Increasing brand awareness is an indispensable element of the plan creation process that places the strategy map in its core. Strategy map enables us to focus on strategic goals that will prepare us for the future, while our operational activities are carried out successfully in the meantime. The strategic goals were defined based on 4 perspectives (financial, customer, internal processes and learning/development) and 5 themes within the strategy map. Numeric "Corporate Performance Indicators" were defined to quantify the strategic goals and "Strategic Initiatives" were defined to achieve them. The 5 themes which form the basis of the strategic goals are explained below.



## Customer Centricity

The trust of our customers is our strong suit. As ASELSAN, we have been close to our customers through the journey that reaches almost half a decade; we have stood behind our products, systems and solutions during this time. With the promise of support throughout the product lifecycle, we assisted our customers wherever we could. In order to maintain this trust and fulfill the demands of our customers in the utmost level, "Customer Centricity" receives top priority within our strategic approach.



## Export Centricity

Our customers are currently using our products/solutions in 70 countries worldwide. We are working relentlessly to maintain the success trend in our export performance and enhance the activities in target markets. With this export centricity, we are developing strategies to gain speed in our journey of becoming a global brand.



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## National Industry Ecosystem Leadership and Development of the Solution Partner Portfolio

As ASELSAN, we lead a large ecosystem and contribute to the national technology move via our subcontractors and over 4000 suppliers. In order to strengthen our relations with the existing suppliers, bring new suppliers to our ecosystem and accelerate our nationalization study, we have adopted "Gücümüz Bir (Powerful Together)" platform last year. As one of the important pillars within our strategies, we aim to become stronger through new business partners joining the ASELSAN family and enrich the national industry ecosystem through national and local solutions.



## Efficiency

The secret underlying the success of our solutions is having a corporate structure that is based on continuous development. For the development of our valuable human capital nearing 9000 people, we keep the learning organizational structure alive and establish collaborations with the universities. In addition to these, we adopt approaches that strengthen our organizational structure and we act with an efficiency approach focusing on innovativeness. By this means, we are focusing on simplification, agility and efficiency improvement in our strategies, processes, the ways we operate our business models and the systems that we established.



## R&D Collaborations for High Technology Acquisition

ASELSAN, Turkey's largest R&D base, is the top R&D spender in the country. We have made significant progress in reducing technological dependency on external markets and fulfilling the needs with national and local technologies by establishing R&D collaborations with our universities, SMEs, subcontractors and business partners. We aim to expand our R&D collaborations with new stakeholders in order to develop high value added, unique technological products and solutions. We build our strategies within this framework.

