

2025 Integrated Annual Report
Executive Summary

AKBANK





Content

<u>About the Report</u>	5
<u>Messages from Top Management</u>	6
<u>Built Upon Your Trust</u>	17
<u>Our Integrated Governance</u>	38
<u>Our Sustainability Journey</u>	44
<u>Climate Change</u>	52
<u>People and Community</u>	54
<u>Sustainable Finance</u>	58
<u>Ecosystem Management</u>	62



About the Report

As the first depository bank in Türkiye to make a long-term commitment to sustainable finance, we transparently demonstrate our contributions to the Sustainable Development Goals (SDGs) in all our activities.

Through the 2025 Integrated Annual Report Executive Summary, we present our stakeholders with a holistic perspective of the value we generated throughout the year, our progress in line with our strategic priorities, and our advancements in sustainability.

As Akbank T.A.Ş. (Akbank), we have been publishing sustainability reports in accordance with the Global Reporting Initiative (GRI) Standards every year starting as of 2009. In 2020, we took a step forward by presenting our first Integrated Report, and in 2021, we presented our first Integrated Annual Report covering both financial and non-financial performance to our stakeholders. Continuing our integrated reporting approach in 2025, we presented our financial and non-financial performance to our stakeholders through our 2025 Integrated Annual Report.

Standards and Initiatives Utilized and Referenced in Our Integrated Annual Report

- GRI Standards
- Integrated Reporting Framework (IIRC) of the Value Reporting Foundation (VRF)
- Borsa Istanbul Sustainability Index Banking Sector Criteria
- United Nations Environment Programme Finance Initiative (UNEP-FI)
- Principles for Responsible Banking (PRB)
- United Nations Global Compact (UNGC)
- Women's Empowerment Principles (WEPs)
- Task Force on Climate-Related Financial Disclosures (TCFD)

For more detailed information, please refer to our 2025 Integrated Annual Report, which can be accessed [here](#). In our 2025 Executive Summary Report, which provides a concise overview of this report, we share the key results of our sustainability strategy and our financial and non-financial performance throughout the year.



Financial Capital



Manufactured Capital



Intellectual Capital



Human Capital



Social and Relational Capital



Natural Capital



Message from the Chairman

2025 was a year marked by volatilities driven by uncertainties created by global trade tariffs and geopolitical developments. Precious metals such as gold and silver reached historically high levels due to safe-haven demand. Recent developments indicate that uncertainties will remain on the agenda in 2026 as well. Despite all these developments, global economic growth proved resilient. According to the IMF's Global Economic Outlook Report published in January, global growth in 2025 is estimated at 3.3%, at a level similar to the previous year. In particular, artificial intelligence and technology investments concentrated in the US and Asia, along with more supportive financial conditions, have positively affected growth. Growth is expected to carry the same momentum into 2026.

The impact of tariffs on inflation also remained limited. As of the end of 2025, annual consumer inflation stood at 2.7% in the US and 1.9% in the Euro Area. While inflation in the Euro Area has returned to its medium-term target, it continues to remain above target in the US. A gradual decline in global inflation is expected in the coming period.

Developments in trade policies and the course of inflation have influenced central banks' monetary policies. While the ECB completed its rate-cut cycle in the first half of the year, the Fed resumed rate cuts in September, bringing its policy rate down by a total of 75 basis points over the course of the year to the 3.50–3.75% range.



In 2026, trade wars and geopolitical developments are expected to continue to shape global financial markets and macroeconomic policies. Markets expect the Fed to make at least two rate cuts in 2026. However, the increasing disagreement among Fed members increases uncertainty on this issue. Developments regarding the monetary stance of the Fed Chair who will take office in May will also be closely monitored by the market.

The domestic economy remained strong in the first nine months of the year, with an annual growth of 3.7%. Domestic demand continued to be the main driver of growth. Growth spread across sectors, and excluding agriculture, growth was stronger at 4.5%. Overall, we estimate growth to be around 3.5% in 2025.

A significant deterioration was observed in the foreign trade balance in the last quarter of the year. Increases in both gold and core imports were the main drivers. The trend in the last quarter points to a continued deterioration. As of November, the 12-month cumulative current account deficit increased by USD 10 billion to USD 23.2 billion compared to the end of 2024. The rise in the current account deficit pushed the current account deficit-to-GDP ratio to 1.5%, which remains manageable.

Annual consumer inflation declined from 44.4% at the end of 2024 to 30.9% at the end of 2025. However, high inflation expectations, stickiness in services inflation, and price increases in food due to drought and frost slowed the pace of disinflation. We expect annual inflation to remain well above the CBRT's medium-term target (16%) and to be around 25% at the end of 2026.

The CBRT resumed its rate-cut cycle in July and reduced the policy rate by a total of 900 basis points over five meetings to 37.0%. Overnight lending and borrowing rates were also reduced to 40.0% and 35.5%, respectively, maintaining the width of the asymmetric interest rate corridor. Due to stickiness in inflation, we expect the easing cycle in 2026 to proceed gradually and in a measured manner.

The budget deficit in 2025 ended significantly below the level projected in the Medium-Term Program. While the central government budget deficit reached TRY 1.799 trillion by year-end (2.9% of GDP), the primary balance posted a surplus of TRY 255 billion (0.4% of GDP). We believe it is important to maintain fiscal discipline within the MTP framework in order to support the disinflation process.

Along with rate cuts, deposit and loan interest rates declined, and credit growth accelerated. According to weekly data, in 2025 TRY loans grew annually by approximately 44.0%, while FX loans grew by 19%. In the banking sector, the non-performing loan ratio increased from 1.8% at the end of 2024 to 2.5% as of December 2025, but remains at low levels. The capital adequacy ratio (CAR) stood at 19.7% in December, well above the legal minimum. The core CAR is 15.1%.

Following the CBRT's simplification steps and the decision to terminate all FX protected deposits (KKM), the KKM balance fell to USD 0.1 billion as of January 23. Since March 18, 2025, the FX deposits had increased by USD 45 billion to around USD 250 billion, fuelled by rise in gold prices. Excluding gold price and exchange rate effects, the FX deposit increase was limited to around USD 14 billion.

In 2025, CBRT reserves increased significantly due to valuation effects from rising gold prices. Gross reserves reached USD 216 billion as of January 23. For the full year, Turkey recorded inflows of USD 2.3 billion in equities, USD 2.9 billion in bonds, and USD 18 billion in swaps. The country's risk premium, as measured by 5-year CDS, declined from 380 basis points at the beginning of the year to 204 basis points by the end of the year.

In 2026, the effects of trade wars and geopolitical developments will continue to be monitored. While reciprocal tariff policies pose risks to the external balance, economic recovery in major trading partners may help offset these effects. In line with inflation forecasts, the CBRT is expected to continue gradual rate cuts in 2026. In addition, de-dollarization, reserve management, and capital flows will remain important factors in determining monetary conditions.

The banking sector enters 2026 with uncertainties both domestically and globally. However, banks have the capacity to manage these risks through prudent policies. The rapid resolution of uncertainties and reduction of risks are of critical importance for the sector. Re-establishing a disinflation environment, declining country risk premium, expanding financing opportunities, and improving the investment climate will support the financial sector's long-term growth potential.

Suzan Sabancı
Chairman



Message from the CEO

We are in a period where global dynamics are rapidly being reshaped and banking is undergoing major changes. While digitalization, technology, and sustainability are emerging as the main themes of this new era, at Akbank, we place people at the very heart of the transformation. As much as we monitor how advanced our financial and technological power is, we also consider how we manage this power for the benefit of people and the future. This vision forms the basis of Akbank's financial strength and stable growth.

In 2025, we continued to create value for our stakeholders with our strong balance sheet and focus on sustainable profitability. By providing resources for the potential of tomorrow, we have reaffirmed our confidence in the future of Türkiye. The loan support we provided to the economy increased to a total of TRY 2 trillion 467 billion with TRY 1 trillion 921 billion in cash loans. Our deposits reached TRY 2 trillion 173 billion, while our assets reached TRY 3 trillion 559 billion. With our strong capital adequacy ratio of 19%, we continued to support the growth and development of the real sector. In 2025, Akbank reported a consolidated net profit of TRY 57 billion 224 million, after TRY 19 billion 525 million tax expenses.



Technology is one of the most important areas that makes our financial strength sustainable and lasting. One of the most significant reflections of Akbank’s distinctive technology vision this year has been the introduction of our Responsible Artificial Intelligence Manifesto. Our Manifesto outlines both our use of AI and the future we aim to create with it. The six guiding principles at its core; social benefit and sustainability, fairness, transparency, accountability, resilience and data privacy, establish a shared framework of values that defines Akbank’s approach to AI. In line with these principles, we address artificial intelligence within a framework that places people at its centre, aligns fully with ethical standards, and is shaped by a strong sense of long-term responsibility. Through this approach, we demonstrate our belief in and commitment to a banking approach that balances technological progress with prudence, addressing today’s needs while building trust for tomorrow.

Today, at Akbank, approximately 500 advanced analytics models and close to 100 cognitive models are actively deployed across our operations. From credit allocation and cash operations to customer segmentation and risk scoring, artificial intelligence solutions are firmly embedded at the core of our business processes. This capability enables us to complete credit rating assessments in an average of just 1.2 seconds, a level of speed and efficiency that reflects the maturity of our data and analytics infrastructure. At the same time, our Akbank-specific large language model, trained on billions of tokens, has transformed our document-processing capacity, with the ability to interpret even handwritten text. Over the past year, the number of documents processed through AI has increased by 75 per cent, while the volume of written requests handled without human intervention has reached 1.6 million per month. We are now transforming artificial intelligence from a system that only thinks into one that takes action. Through our Agentic AI approach, we are developing systems capable of autonomous decision-making, action planning and end-to-end process execution. With Agentic AI applications spanning from our People and Culture functions to our Customer Communication Centre, we are laying the foundations of autonomous banking.

Beyond enhancing the customer experience, artificial intelligence is also significantly amplifying the capabilities of our colleagues. Akbanklı Assistant, developed using generative AI technology, enables our employees to access information within seconds. It responds to more than 30,000 queries each month with an accuracy rate exceeding 90 per cent. As of 2025, our colleagues are also able to enrich the system with information repositories specific to their areas of expertise and create tailored assistants aligned to their respective functions. As a result, more than 20 teams across 35 distinct areas of specialisation are now able to operate with greater efficiency and agility, supported by AI-driven knowledge and insight.

Through artificial intelligence, we simplify complex processes, automate repetitive tasks and, most importantly, create time. We consciously reinvest that time in the most valuable domain of all: people. This enables us to develop a deeper understanding of our customers, analyse their needs with greater precision, and deliver genuinely bespoke financial roadmaps instead of standardised solutions. AI-supported analytics allow us to gain a holistic view of each customer’s lifecycle, expectations and long-term aspirations. In doing so, we move beyond transactional engagement towards a more individualised partnership, working with our customers in a truly one-to-one manner and building meaningful, enduring relationships grounded in insight and trust.

As a reflection of this approach, this year we launched an unprecedented chapter at Akbank through the ‘Joining Forces’ initiative. Working side by side with our leaders in branches, we experienced first-hand the pleasure of getting closer to our customers, collaborating shoulder to shoulder with colleagues, and creating value together. We welcomed customers alongside our branch teams, conducted joint visits, and elevated both the employee and customer experience to a new level. At every interaction and along every journey, we shaped the future of our people-centred banking vision. While artificial intelligence allowed us to see the whole picture, our people focus ensured that we interpreted it correctly. As a result of these efforts, Akbank was recognised as the “World’s Best Consumer Bank in Artificial Intelligence” by Global Finance at this year’s inaugural AI in Finance Awards.

At the heart of our determined and visionary AI initiatives which we have been pursuing since 2017 and which have brought us to today’s achievements, lies the strength of our technology. We see technology as a means to strengthen our connection with customers and foster closer relationships. In this respect, 2025 marked a new pinnacle in Akbank’s technological journey. Over the past five years, our technology investments exceeding USD 1 billion have transformed both our systems and the entire Bank. One of the most significant milestones of this transformation journey this year was the launch of our Başkent Data Center. Established in Ankara with an investment of USD 30 million, the centre has become a technological hub that serves in extraordinary circumstances as well as enhancing daily customer experience. It enables us to operate our core processes simultaneously from two separate locations and has tripled our Disaster Recovery Center capacity.

At Akbank, we believe that the value of every initiative we undertake is measured not only by its immediate financial impact but also by the contribution it makes to future generations. This perspective positions sustainability as a guiding principle that shapes our decision-making, operational practices, and long-term value creation. For us, sustainability is a holistic concept encompassing economic, environmental and social dimensions. This approach, which focuses on managing today effectively while also considering tomorrow, and aims to create lasting and measurable impact instead of short-term projects, forms an integral part of our strategy.

As part of our commitment to becoming a Net Zero Bank by 2050, we set emission reduction targets across four priority sectors, becoming the first deposit bank in the Turkish banking industry to announce such a strategy. In 2025, our focus was on enhancing our calculation methodology. Strategically, we maintained the scope of our targets while deepening our engagement within the priority sectors. To monitor progress and ensure alignment with our objectives, we launched the ‘Green Transition Score’ initiative. With this initiative, we have integrated the green transition scores of our credit portfolio customers, which fall within the scope of our 2030 targets, into the Board of Directors-level credit committee processes. Also in 2025, we subjected our credit portfolio emission targets, prepared in accordance with the PCAF (Partnership for Carbon Accounting Financials) methodology, to independent audit.

External verification of our data demonstrates the accuracy of the commitments we make to our stakeholders, while underscoring our determination to align our Net Zero target-tracking performance with international best-practice standards. This comprehensive approach enables us to manage our own targets effectively, while acting as a trusted financial partner for customers seeking to set Net Zero targets, access climate-transition financing, and plan carbon-reduction investments, supporting them throughout their transformation journeys.

Türkiye is at a strategic crossroads in terms of regulatory compliance, energy transition, and the critical need for decarbonization in industry, as well as the integration of supply chains with global low-carbon markets. Within this framework, we can position the financial sector as the most fundamental catalyst and driving force behind this major transformation. In line with this vision, we at Akbank see the real opportunity in being a pioneer on this journey with our transformation-oriented financing models, sectoral decarbonization solutions, and digital infrastructure. We are taking our vision further by combining financing provision with ecosystem transformation via advisory frameworks that integrate knowledge, technology, and the right stakeholders, making green transition both scalable and standardised.

As a tangible outcome of this strategic approach, by the end of 2025 we had provided a total of TRY 681 billion in sustainable financing. On the green finance side, we increased our volume by approximately 19% compared with 2024.

With the implementation of the EU Carbon Border Adjustment Mechanism in 2026, transition financing and supply chain transformation are set to accelerate, particularly in high-carbon sectors. In Türkiye, the forthcoming adoption of TSRS and ISSB standards into legislation, the release of the Green Taxonomy draft, and the formalisation of a national emissions trading system under the Climate Law all signal that rapid developments in this area are imminent.



In light of these developments, at Akbank we do not regard Sustainable Finance as being confined solely to credit products. Instead, we have implemented a holistic ecosystem approach that combines financing with technical support, digital solutions, and capacity building. Accordingly, the sustainable finance products and services we offer are reinforced through strategic collaborations with international development finance institutions, technology providers, and sector stakeholders, ensuring that our solutions are both comprehensive and impactful.

We have implemented this holistic ecosystem approach with the same commitment across our own operations. As part of our Integrated Management System, the certification of all our locations with international accreditations has served as a clear demonstration of institutional ownership of this approach. The Akbank Data Centre achieving LEED Gold certification, and the Sabancı Center Akbank Tower attaining LEED CI Gold, have embedded our sustainability strategy at the very heart of our corporate culture and physical workspaces.

Furthermore, our performance in the climate and environment has received strong international recognition. We were awarded the highest grade of “A” by CDP in all three areas; Climate Change, Water Security, and Forestry, placing us among only a select few institutions worldwide to achieve this success.

At Akbank, we are not limiting our sustainability approach to financing solely to climate-focused projects; we are expanding it with inclusive solutions that extend from women entrepreneurs and SMEs to young people and the entrepreneurial ecosystem. Our products and services for women-owned SMEs, the support ecosystem we have created through the ‘Akbanklı Kadınlar Platform’, our digital insights to increase financial literacy, and the mentoring and investment support we offer to entrepreneurs are among the leading areas where we combine sustainable finance with social impact.

Our collaborations with the United Nations within the "AI for Good" ecosystem are among the global reflections of our vision to combine the transformative power of technology with social benefit.

Another initiative we launched to advance Türkiye’s sustainable finance and green transition objectives regionally is the Sustainable Finance Ambassadors programme. To ensure that every Akbank employee takes an active role in accelerating Türkiye’s green transformation and to strengthen their competencies in the field of sustainable finance, we have appointed 19 Sustainable Finance Ambassadors in our 19 Regional Directorates. These ambassadors provide timely and high-quality responses to green transition requests in their regions, supporting companies in accessing green finance and helping translate our strategic vision into tangible local impact.

In 2025, we combined our capability to deliver innovative financial solutions with our focus on inclusivity and equality to issue the world’s first digitally issued, blockchain-based gender equality bond. Through this landmark initiative, we brought Akbank’s sustainability approach to global visibility.

On the social dimension, our people-centred sustainability approach prioritises delivering long-term, meaningful contributions to societal development. Through Transformation Holds the Future Project, one of the largest upcycling initiatives in Türkiye and Europe, we continue to generate value across education and environmental sustainability. In parallel, strategic social investments such as the Akbank Youth Academy and the Good State of the City programmes empower young people to realise their potential, fostering the development of a more skilled, capable, and future-ready generation.

This approach entails a responsibility to enhance societal impact through culture and the arts, fostering human creativity, expression, and collective memory. In 2025, we celebrated the 35th edition of the Akbank Jazz Festival, cultivating a cultural platform that harnesses the unifying power of music and establishes enduring intergenerational connections. Simultaneously, we marked the 20th anniversary of Contemporary Istanbul as its principal partner. This platform, which has developed in partnership with Akbank for twenty years, has contributed to the strengthening of contemporary art in Türkiye and to the international visibility of Turkish contemporary art.

For Akbank, art represents a journey that gains meaning through continuity. We firmly believe that, like any endeavour that touches people, investment in the arts deepens with time and delivers enduring impact. Just as we are advancing our financial contribution to the economy with stability and continuity, we are determined to continue our support for the arts with the same long-term vision.

Navigating the present with an eye on the future requires courage, a courage we draw from our deep-rooted history and strong corporate culture. We also believe in the power of being an organization that is open to change, eager to learn, and constantly renewing itself.

Looking forward, we remain committed to further advancing our technology investments, refining our sustainable finance solutions, and deepening our people-centred approach. We express our heartfelt appreciation to all our stakeholders for their continued trust on this transformative journey.

Kaan Gür
CEO



Built Upon Your Trust

About Akbank

Established in Adana in 1948 with private capital, our Bank today operates with a comprehensive service portfolio encompassing Corporate, Commercial, SME and Consumer Banking, as well as Payment Systems, Private Banking, Wealth Management, and Treasury Operations.

In 2025, our lending portfolio increased to

TRY 2,467 billion,
with **TRY 1,921 billion**
provided in cash, to support
our economy.



Employees

12,591



Total Customers

15.2 million



ATMs

6,351

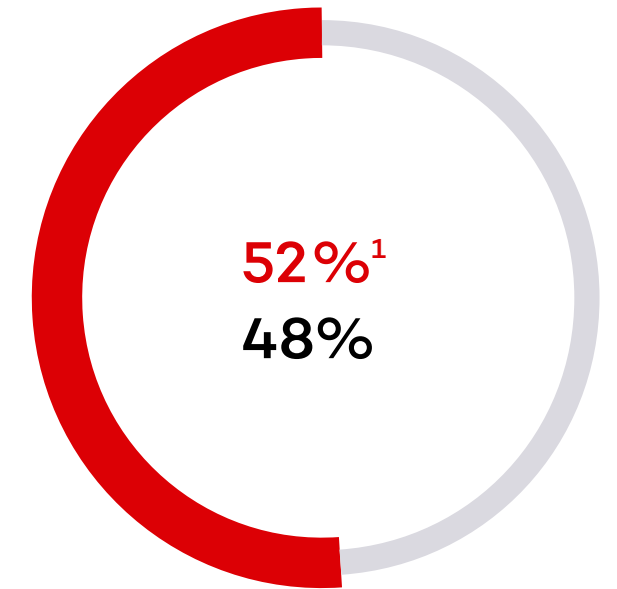
For detailed information, please refer to the [Built Upon Your Trust Section](#) of our Integrated Annual Report.



Our Shareholder Structure

We started operations as a privately-owned commercial bank established on January 30, 1948. As we been celebrating our 78th anniversary by 2026, we have continued to take innovative steps toward our corporate goals, supported by our strong partnership structure.

As of 2025, our shares continue to be traded on Borsa Istanbul (BIST) with a free float ratio of 52%. Our Level 1 Depository Receipts also continued to be traded on the US OTC Market in 2025. You can find our shareholder structure in the chart as of December 31, 2025.

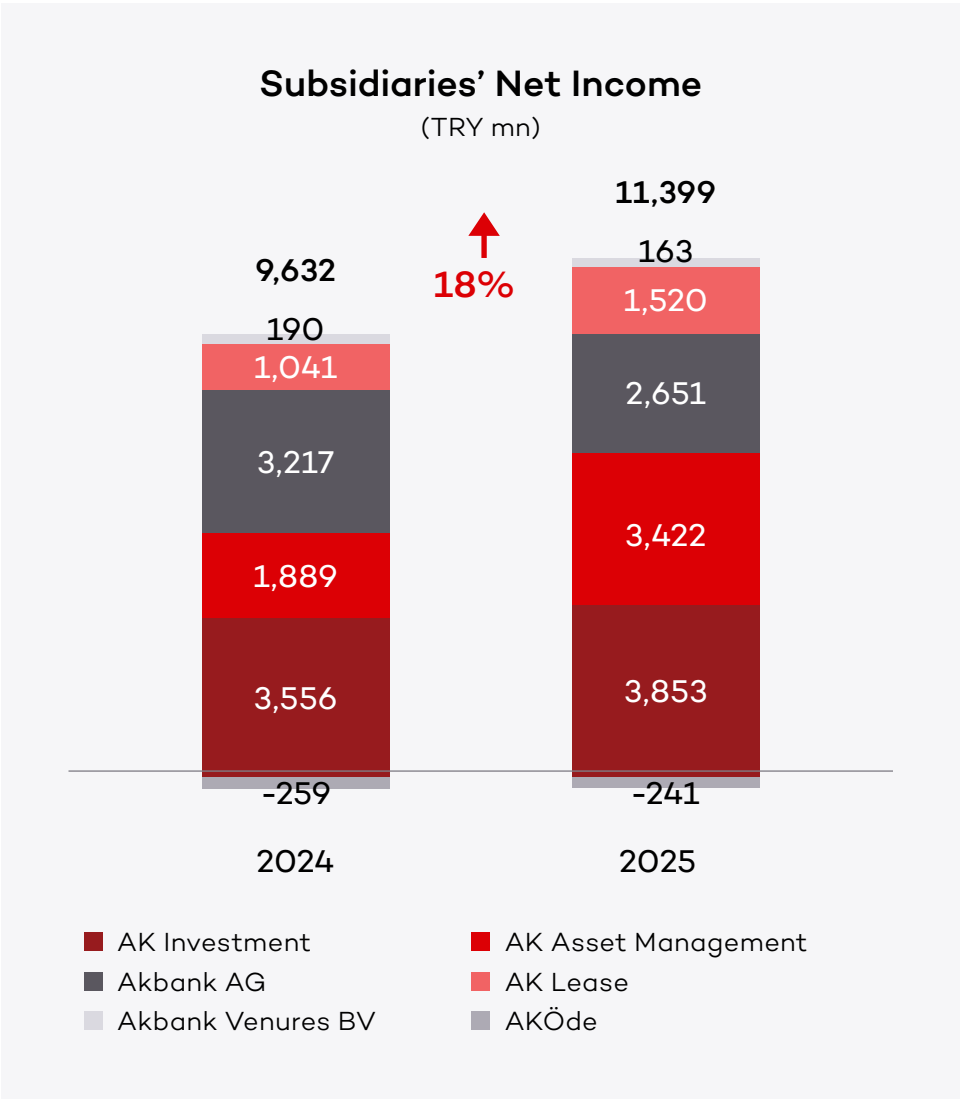


- Publicly held shares
- Sabancı Holding A.Ş., affiliated companies and individuals²

¹ The foreign investor shareholding ratio within the total outstanding shares is 25%.

² The shareholder structure is calculated based on the "List of Shareholders" from the "Ordinary General Assembly Meeting" held on March 24, 2025.

Our Subsidiaries



- AKBANK AG** / Banking **100%**
 - Akbank Group's European flagship with a robust **33.6%** CAR as of 2025
- AKLease** / Leasing **100%**
 - Net lease receivables market share of **12.4%**¹
- AKYatırım** / Brokerage **100%**
 - Leader in corporate bond issuances² with **33%** market share in 4Q25
 - Leader in equity public offerings with lead managed offerings size³
- AKPortföy** / Asset Management **100%**
 - Leader in total AuM⁴ with **TRY 1.448 billion**
 - Leader in pension fund management with **TRY 411 billion** AuM⁴, **19.0%** market share
- AKÖde** / E-Money **100%**
 - Tosla, a digital platform, targets individuals, providing inclusive financial services
 - Tosla İşim, a payment service provider, targets commercial users & SMEs providing virtual POS, pay by link, cash register & credit gateway
- AKBANK VENTURES** / Corporate Venture Capital **100%**
 - Focused on investing in high-growth, next-generation businesses
- AKTech** / Information Technologies **100%**
 - Innovative technological solutions

¹ As of Nov'25
² Excluding issuances of banks and affiliated financial companies. All data are based on BIST
³ Totaling USD 2.7 bn since 2010 resulting a market share of 12.7%, excluding privatization transactions
⁴ Among private institutions

For detailed information, please refer to the [Our Subsidiaries Section](#) of our Integrated Annual Report.



Our Core Values, Our Vision, Our Mission, Strong Foundations, Strategic Goals

We are working with the vision of being the pioneering bank that carries Türkiye into the future, creating lasting and high value.

Our Vision

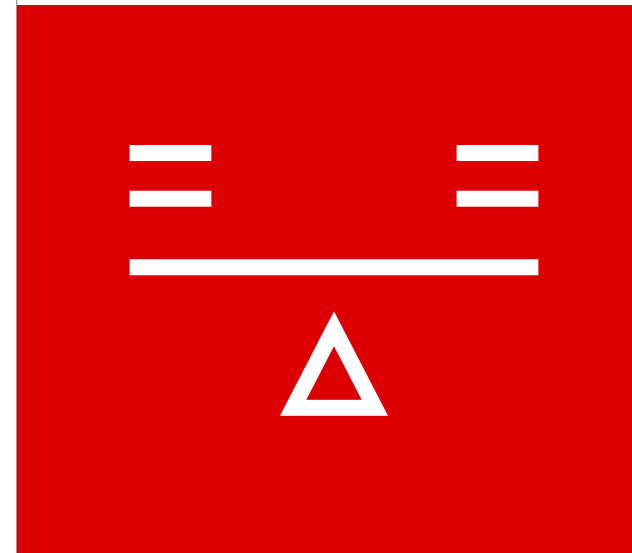
To be the leading bank that brings Türkiye into the future

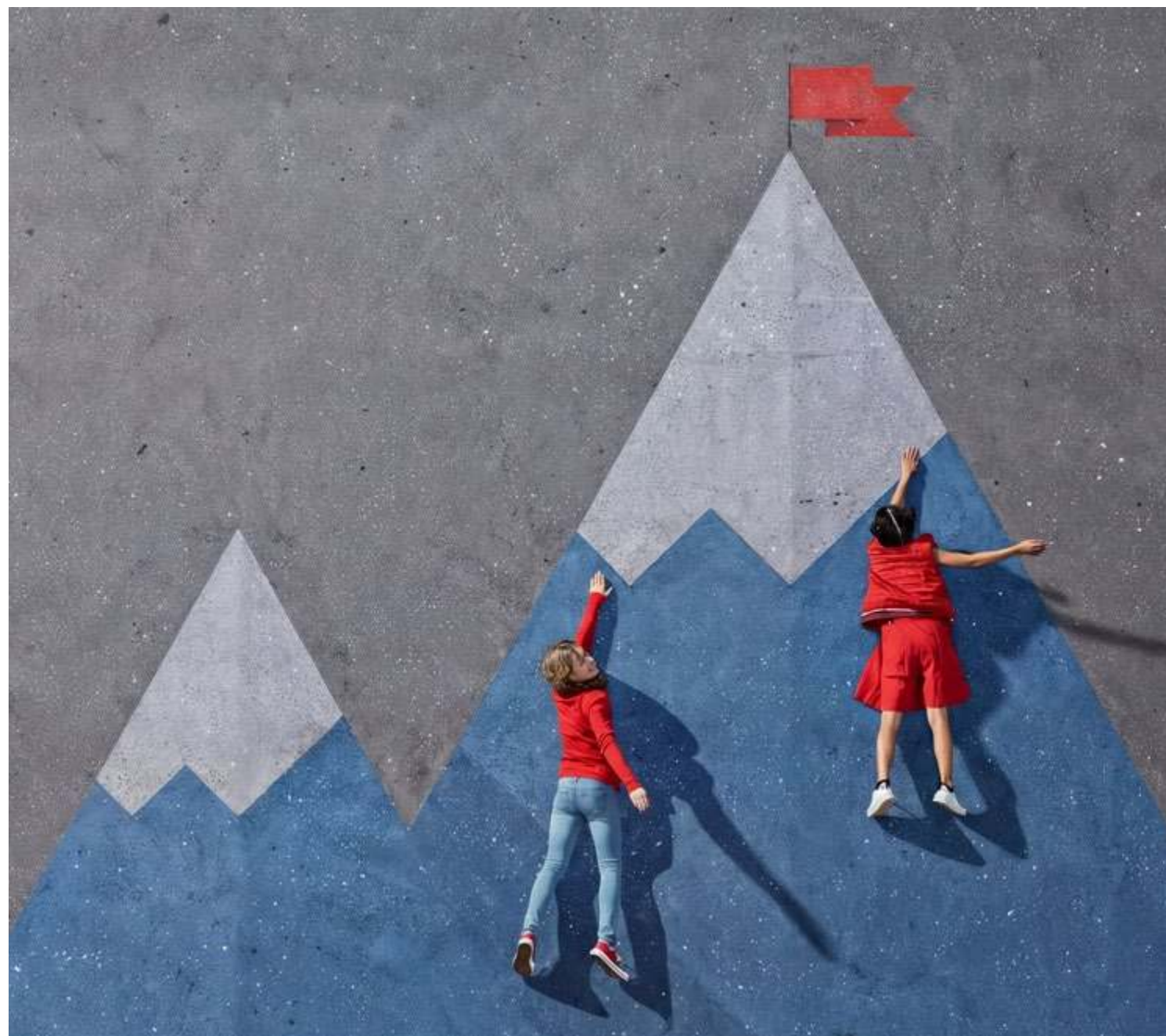
Our Mission

Creating superior and sustainable value for all our stakeholders through innovative solutions and reliable services

Our Core Values

- We are built upon your trust
- We exist with our clients
- We do what's right
- We stand out through innovation
- We give back to society





Our Strong Foundations

- Strong, local majority shareholder
- Solid capital
- Highly qualified team
- Prudent risk management and robust asset quality
- Proactive ALM and strong liquidity
- Favorable cost base and high efficiency
- Stable and broad-based funding mix
- Well-diversified and sustainable revenue generation
- Innovative initiatives supporting the future of banking mindset

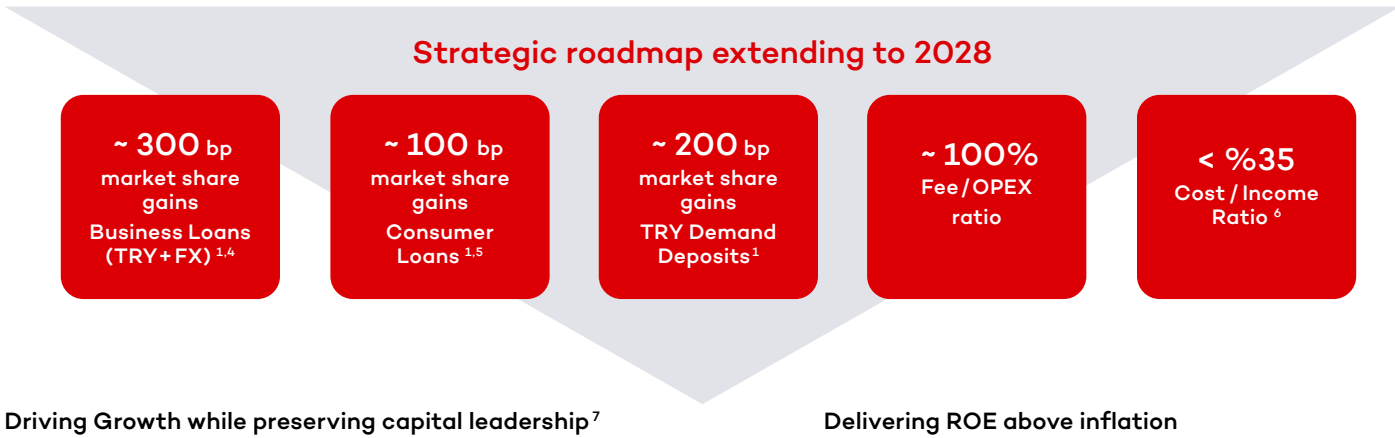
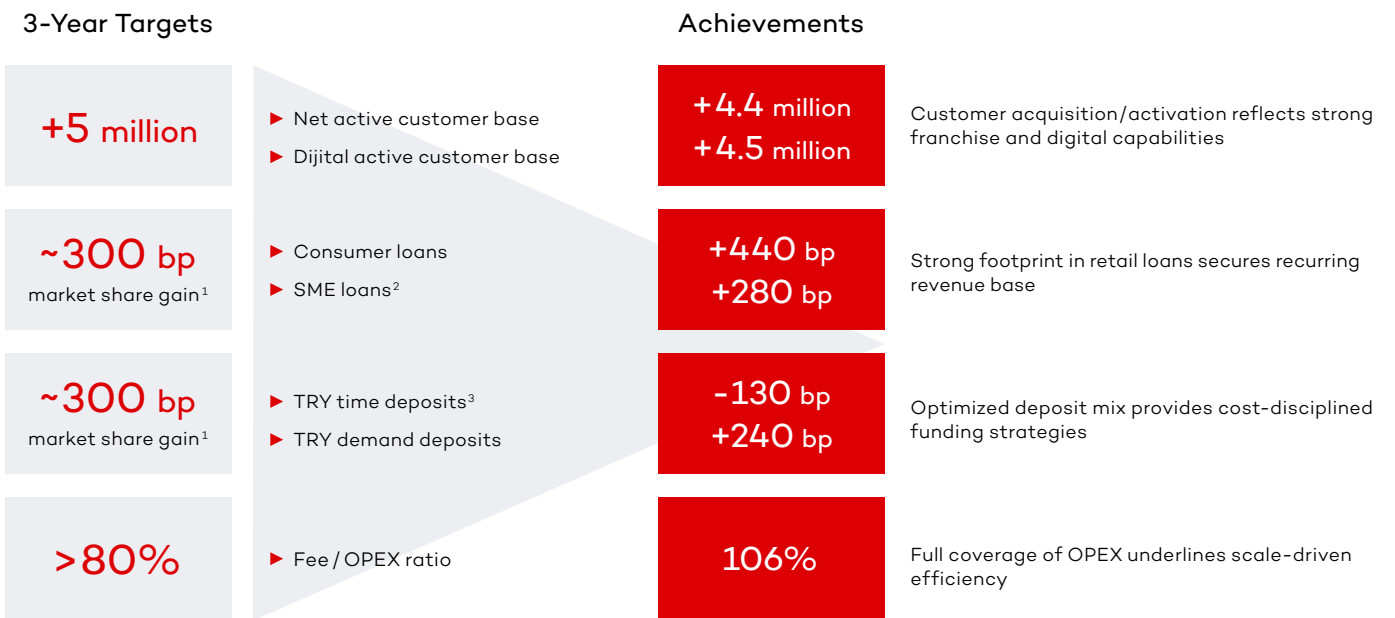
Our Strategic Goals

- Being the trusted advisor of our customers in every aspect
- Increasing customer value through innovative and differentiating solutions that transform the sector
- Being the best bank in Türkiye in terms of customer experience and satisfaction
- Supporting diversified revenue generation through global and local growth opportunities
- Maintaining strong asset quality through efficient risk management
- High resilience and strong operational efficiency through a technology infrastructure for the future
- Being the most preferred employer in the sector through continuous investment in people.



Our Target-Oriented Progress

Strong Results Aligned with 2025 Targets



Market share data are based on bank-only BRSA weekly data as of 30.12.2022 and 26.12.2025.

¹ Among private banks

² According to BRSA definition, based on bank only BRSA monthly data as of December 2025, among private banks

³ Widespread consumer only

⁴ Including non-cash loans, excluding credit cards

⁵ Excluding credit cards

⁶ OCIR calculation excluded FX gain from hedge position related with stage 1&2 provisions.

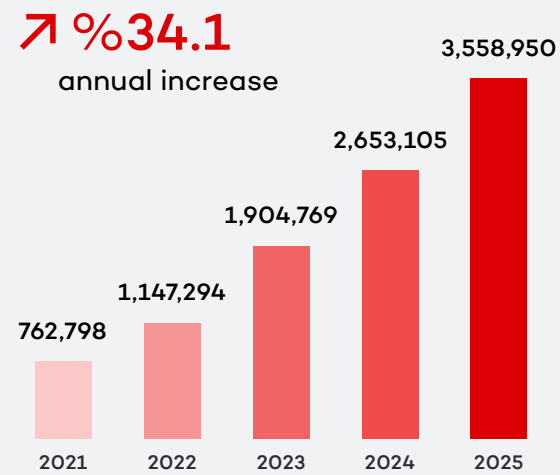
⁷ Among major private banks



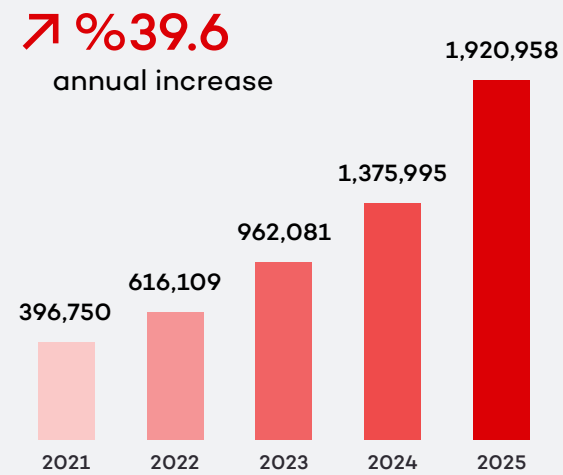
Highlights and Our Sectoral Position in 2025

2025 Highlights

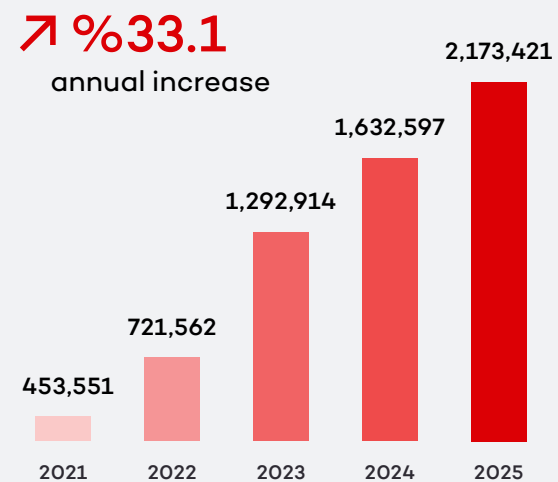
Total Assets (TRY million)



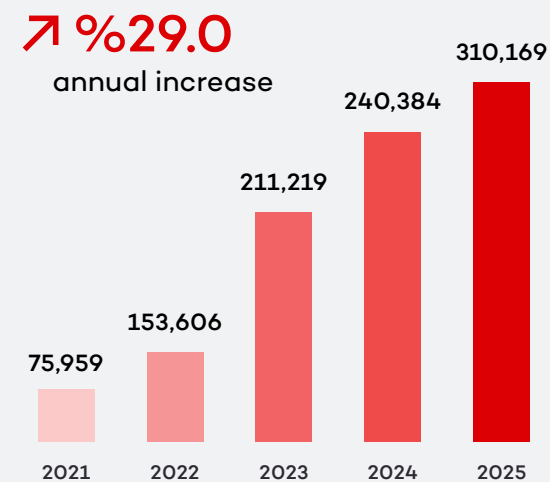
Total Loans (TRY million)



Total Deposits (TRY million)



Equity (TRY million)



19.0%
capital adequacy
ratio¹

¹ It has been shared in accordance with the BRSA regulations, and the differences in the fair value assessment of securities and the calculation of risk-weighted items have taken into account the exchange rate as of 28 June 2024. The capital adequacy ratio, excluding regulations, is 16.8%.



15.2 million
total active customers
(80% increase since the end of 2021)



57.2 TRY billion
net profit



13.2 million
digital customers
(99% increase since the end of 2021)



2025 Highlights

12,591 ✓

employees

21.5%

return on equity

87%

digital penetration
(8+ points since end of 2021)

647

branches

1.9%

return on assets

>95%

transactions moved to digital channels³

~30x

average monthly customer logins to the mobile application

106%

fee / opex ratio

~80%

time deposit accounts opened through digital channels

¹ Market share data: Bank-only BRSA weekly data as of 26.12.2025 among private banks.
² Bank-only BRSA monthly data as of December 2025 among private banks.
³ Including financial transactions such as money transfers, payments, and investments, excluding viewing and cash transactions.

>95%

business banking installment loans sold through digital channels

29.5%

market share in mortgage loans¹

17.8%

market share of net fee income²

~90%

GPLs sold through digital channels

19.1%

market share in GPLs¹

10.8%

Stage 2 + 3 loans / total loans

~80%

bancassurance products sold through digital channels

15.0%

market share in TRY business loans¹

3.7%

gross coverage ratio



2025 Highlights

Sustainable Finance	Climate Change
TRY 681 billion Sustainable finance provided since 2020YE¹	1.21 tonCO₂e / Employees ✓ Greenhouse gas emission intensity
26 ✓ Sustainable finance products and services	100% ✓ Electricity sourced from renewables
USD 100 million First gender equality digital bond in the world issued to IFC with a 5-year maturity	516 Number of firms evaluated within the Green Transition Score
46% Sustainability wholesale funding	90% Reduction of absolute Scope 1 & 2 GHG emissions by 2030 from 2019 base year
TRY 36 billion Total ESG-themed and ESG-rated funds²	79% Reduction in our operational emissions as of 2025YE since base year 2019
USD 500 million Sustainability Tier-2 Eurobond	2030 sectoral targets Continued to track our customers in 4 priority carbon-intensive sectors³ across 4 groups⁴

¹ These are data based on non-consolidated management reporting. It includes green loans (e.g., renewable energy, clean transportation, etc.) and social loans (e.g., access to essential services, women-owned SMEs) extended in line with the Sustainable Finance Framework, as well as ESG Eurobond and syndication issuances.

² ESG-themed and ESG rated funds by Ak Asset Management are New Technologies Foreign Equity Fund, Health Sector Foreign Equity Fund, Alternative Energy Foreign Securities Fund, Electric and Autonomous Technologies Variable Fund, Agricultural and Food Technologies Variable Fund, Metaverse and Digital Technologies Variable Fund, Robotics Technologies Variable Fund, Fintech and Blockchain Technologies Variable Fund, Travel and Leisure Variable Fund, First Renewable Energy Venture Capital Investment Fund, JEC Renewable Energy Private Venture Capital Investment Fund and ESG-themed fund by Agesa Sustainability Equity Pension Fund.

People and Community	Ecosystem Management
47 ✓ Average training hours per person	USD 470 million Resources through international funding organizations for Women SMEs
CDO New Diversity, Equity, and Inclusion Leader: Executive Vice President of Treasury and Financial Institutions	21 thousand SMEs reached by Akbank Transformation Academy since 2022
345 thousand Students reached by Akbank Youth Academy since 2020	USD 2 million Total investments in 4 start-ups founded by Akbank intrapreneurs
50% Ratio of women employees reporting directly to the CEO	11% ✓ Increase in number of Women SME customers
WEPs signatory, 30% Club and Valuable 500 member	Responsible Artificial Intelligence Manifesto Responsible and ethical framework for innovation and efficiency
Updated Diversity, Equity and Inclusion (DEI) and Zero Tolerance to Violence guidelines	Corporate Digitalization Partnerships with leading e-commerce companies

³ Power, Cement, Iron-Steel, and Commercial Real Estate

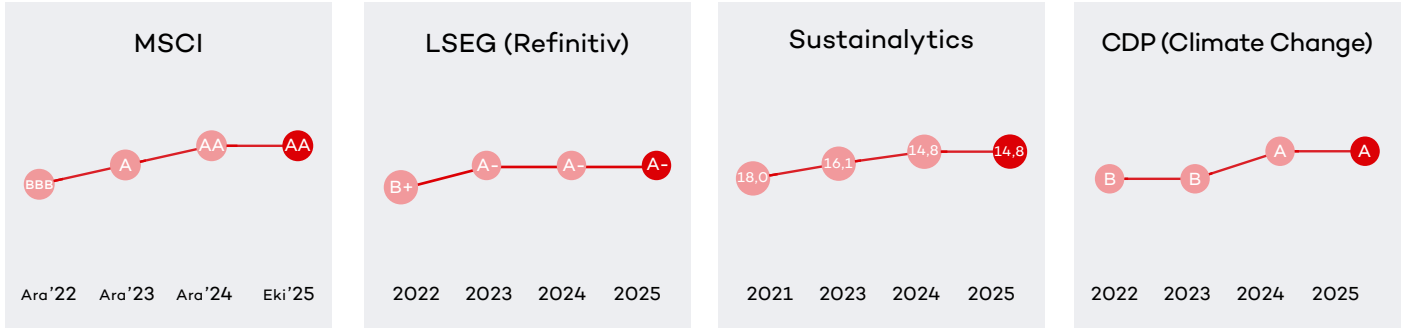
⁴ 4 groups: climate solutions, aligned, aligning and managed phase out



ESG Rating Score

Indices				
Range	AAA/CCC	A+/D-	0-40+	A/D-
Score	AA	A-	14,8 (Low Risk)	A

Progress



The Economic Value We Create

As of the end of 2025, the economic value we generated amounted to TRY 798,041 million. This result demonstrates our commitment to sustainable growth despite challenging global conditions. We aim to strengthen our economic performance in the coming period.

Economic Value Generated and Distributed (million TRY)	2022	2023	2024	2025
Direct Economic Value Generated	164,962	316,677	601,657	798,041
a. Earnings	164,962	316,677	601,657	798,041
Economic Value Distributed	97,210	233,151	539,939	691,281
b. Operating Costs	12,734	28,469	48,628	66,638
c. Employee Compensation and Additional Benefits	6,894	17,003	31,402	39,536
d. To Shareholders and Investors	56,170	170,925	448,514	572,028
e. Payments to Government	21,385	15,979	11,311	13,018
f. Social Investments	27	774	83	60
Remaining Economic Value	67,753	83,526	61,718	106,760

Our 2025 Awards

In 2025, we were honored with a total of 26 awards in Turkey and globally across prestigious programs organized by three reputable international organizations, including Global Finance, Euromoney, and PWM.

For detailed information, please refer to the [Additional Information - 2025 Awards Section](#) of our Integrated Annual Report.

Awarding Institution	Program	Number of Awards
Euromoney	Awards for Excellence 2025	4
	Private Banking Awards 2025	1
	Transaction Banking Awards 2025	1
PWM	Wealth Tech Awards 2025	1
Global Finance	Sustainable Finance Awards 2025	9
	Best Investment Bank Awards 2025	1
	Best Bank Awards	1
	The Innovators 2025 - World's Best Financial Innovation Labs	1
	The Innovators 2025 – Top Financial Innovations in Finance	1
	AI in Finance Awards 2025	6
TOTAL		26



Global Trends and Their Impact on Akbank

Macroeconomic and Geopolitical Developments	Digitalization and Technology
Economic developments continue to be shaped by inflation, monetary policies, and financial conditions. While the CBRT's change in direction regarding interest rates caused volatility and tightening in the markets, it also exerted pressure on funding costs, profitability, and asset quality. Looking ahead to 2026, domestic inflation and CBRT steps, along with global trade wars and geopolitical developments, will be the key determinants. While the disinflation process supports the normalization of profitability, the sector is expected to transition into a more balanced growth phase. Banks with strong capital structures and customer-centric strategies will be well-positioned to succeed.	Digitalization in banking has evolved beyond accessibility and speed, which have now become baseline expectations. Competition is shaped by approaches that holistically understand the customer experience within their life context and moments of need. Value creation has become highly dependent on data and analytical capabilities that can deliver meaningful recommendations at the right time. Artificial intelligence and data analytics are elevating banking beyond transactional operations, transforming it into a business partner model that truly understands the customer. This transformation reshapes business models in Turkey around the axes of digitalization, collaborations, and data-driven value. While blockchain, tokenization, and digital assets deliver speed and efficiency, CBDCs and stablecoins are gaining prominence in payment systems.
Our Approach to the Trend	Our Approach to the Trend
At Akbank, we supported our profitability in 2025 through disciplined balance sheet management and customer-centric revenues. Leveraging our strong capital structure, we achieved selective loan growth and strengthened our revenue performance. While our asset quality and risk management approach supported our balance sheet resilience, our capital ratios maintained their strong trajectory. By closely monitoring geopolitical risks, we aim to safeguard operational continuity and financial stability.	At Akbank, we leverage artificial intelligence through digital channels, offering our customers a personalized experience while accelerating decision-making processes. We drive efficiency and value creation through our hybrid workforce model and GenAI projects. Following the acquisition of Stablex, we are enhancing our digital asset capabilities and implementing its integration into Akbank Mobile alongside custody infrastructure.
Our Related Capitals	Our Related Capitals
 Financial Capital	 Intellectual Capital  Manufactured Capital

Changing Regulatory Environment	Talent Management
Changing regulations directly impact banking business models, risk appetite, and profitability; they are no longer viewed merely as compliance requirements, but as structural drivers of transformation that shape balance sheets, risk management, and value creation. Regulatory changes aligned with monetary policy instill discipline in balance sheet management, while reinforcing the focus on capital, liquidity, and asset quality. Banks with agile compliance capabilities, strong capital, and advanced risk management secure a competitive advantage and support financial stability. Capital and liquidity regulations focus on risk sensitivity, asset quality, and portfolio composition; the Basel framework places capital quality and risk-weighted assets at the heart of growth strategies. Sustainability and climate regulations integrate environmental and social risks into credit, capital, and reporting processes, while CBAM and ETS create green transformation compliance costs and competitive advantages. Parallel to digitalization, regulations redefine the competitive structure and customer relations, mandating compliance and resilience in technology architecture across open banking, data sharing, cybersecurity, cloud computing, AI, and blockchain.	The acceleration of digital transformation processes, uncertainties in skill requirements, and structural shifts in the workforce place talent management as one of the most critical and prioritized areas for organizations. According to the World Economic Forum's Future of Jobs Report, 39% of current skill sets are projected to transform in the 2025–2030 period. This trend necessitates that professional development becomes a natural component of daily workflows, rather than a separate activity distinct from business processes. Accordingly, learning and development activities are positioned not merely as standalone programs, but as an integral component of the entire employee experience, extending from recruitment to daily operations and feedback mechanisms.
Our Approach to the Trend	Our Approach to the Trend
We conduct all our business processes in alignment with international banking regulations and local statutory legislations. By structuring our operations within frameworks of transparency, accountability, and ethical principles, we prioritize achieving full compliance with regulatory authorities' expectations. In line with this approach, we continuously review and update our risk management and internal control mechanisms. Through our robust compliance culture, we aim to contribute to supporting financial stability and sustainably strengthening stakeholder trust.	Guided by our vision to be the leading bank that brings Türkiye into the future, we have conducted our activities since our inception with a human-centric approach. We structure our human and culture strategy within a holistic framework centered around competency development, continuous learning, inclusivity, and sustainability. Supporting our training and development activities with our initiatives in culture and arts, we aim to contribute not only to our employees but also to the cultural development of society, expanding our efforts in this area annually with new projects and events.
Our Related Capitals	Our Related Capitals
 Financial Capital  Natural Capital	 Human Capital

For detailed information, please refer to the [Global Trends and Impact on Akbank Section](#) of our Integrated Annual Report.



Our Integrated Governance

As one of Türkiye's leading and well-established institutions, we are pleased to develop trust and sustainability-based communication with our stakeholders while continuing our activities with the goal of full compliance with corporate governance principles. We focus on creating long-term value with our strong corporate governance structure and practices; we support our financial success with responsible banking principles. We aim to offer high returns to our investors and shareholders by complying with national and international legal regulations.

2003

We became the first bank to publicly announce its dividend policy.

2004

We became the first bank to announce its Corporate Governance Principles on its website.

2005

We became the first bank to buy back its founding shares.

2007

We signed the UNGC.

2010

- We published the UNGC Report.
- We became the first among deposit banks to publish its sustainability report according to GRI standards.
- We supported the implementation of the Carbon Disclosure Project (CDP) in Türkiye.

2018

We were among the pioneer banks that published the Digital Trust Principles.

2019

We were selected as “The World’s Best Digital Bank” within the scope of “Awards for Excellence 2019 - Excellence Awards 2019” by Euromoney, one of the world’s reputable financial publishing groups.

2020

We issued the first Green Bond during the COVID-19 pandemic.

2021

- We were one of the founding members of the UNEP FI Financial Health and Inclusion Commitment.
- We announced our commitment of becoming a “Net Zero Emissions Bank” by 2022 - 2050.

2023

We had already reached the target of providing TRY 200 billion in sustainable financing for the period from 2023 to 2030.

2024

We became the first deposit bank in Türkiye to announce a net-zero sectoral strategy in alignment with the framework of the Net-Zero Banking Alliance (NZBA).

2025

We ranked among global sustainability leaders by receiving an “A” score in three areas; Climate Change, Water Security, and Forests - in the Carbon Disclosure Project.

Our Board of Directors

Chairman

Suzan Sabancı

Vice Chairman of the Board

Hakan Binbaşgil*

Board Members

Ahmet Fuat Ayla*

Eyüp Engin
(Independent Member)

Yaman Törüner

Emre Derman

Orhun Köstem

Tuğrul Belli
(Independent Member)

Levent Demirağ
(Independent Member)

Kaan Gür

Board Committees

Corporate Governance Committee

Hakan Binbaşgil**
Yaman Törüner**
Türker Tunalı

Executive Risk Committee

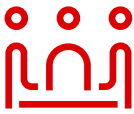
Hakan Binbaşgil
Ahmet Fuat Ayla
Kaan Gür

Credit Committee

Ahmet Fuat Ayla
Hakan Binbaşgil
Kaan Gür

Audit Committee

Eyüp Engin
Levent Demirağ



Average attendance rate at Board meetings
90%

* Hakan Binbaşgil and Ahmet Fuat Ayla are Executive Members of the Board of Directors.
** Hakan Binbaşgil and Yaman Törüner are Members of the Remuneration Committee.



Our Committees

To support the oversight function of our Board of Directors, strengthen decision-making processes, and enhance our corporate governance practices, various committees have been established. In this context, our Bank has four Board-level committees: the Corporate Governance Committee, the Executive Risk Committee, the Credit Committee, and the Audit Committee.

In addition to our Board Committees, other committees operating within the Bank carry out their activities within the scope of their defined responsibilities, contributing to the efficiency of operational processes while also supporting the strengthening of our corporate structure in areas such as risk management, customer experience, compliance, and sustainability. Through regular reporting and evaluation mechanisms, these committees ensure a steady flow of information to the Board of Directors, thereby contributing to the establishment of an effective and transparent governance framework.

Our Board Committees



Corporate Governance Committee

Executive Risk Committee

Credit Committee

Audit Committee

Other Committees Operating Within the Organization



Remuneration Committee

Corporate Credits Committee

Commercial Credits Committee

Sustainability Committee

Information Security Committee

Customer Experience and Clean Banking Oversight Committee

For detailed information, please refer to the [Our Corporate Governance Section](#) of our Integrated Annual Report.

Integrated Risk Management and Legal Compliance

We approach risk management from a holistic perspective within the framework of our Bank's strategic targets, risk appetite and regulatory requirements, and position it as one of the fundamental elements of our corporate governance structure.

Within the framework of our integrated risk management system, we determine our actions by conducting forward-looking analyses of risks and opportunities through our Risk Management System, which is carried out under the oversight of our Board of Directors in cooperation with the Audit Committee and the Executive Risk Committee.

Our integrated risk management system;



Data Privacy and Security

Ensuring information security, managing information risks, and protecting our customers against fraud are among our top priorities. In this context, we aim to go beyond the framework set by laws and regulations, striving for excellence.

Through our Information Risk Management Strategy, we ensure cybersecurity and manage external fraud risk.

We conduct our operations in compliance with frameworks such as ISO 27001 and COBIT mandated by the BRSA and regularly receive audit

services from independent international audit firms.

In order to maximize our ability to fulfill our responsibilities toward our customers in a timely manner, we proactively manage our capital and liquidity adequacy. Within this context, the potential impacts of risks are assessed through the Internal Capital Adequacy Assessment Process (ICAAP), alongside other risk-type specific stress tests, scenario analyses, and early warning indicators.



Customer Data Privacy

In the increasingly globalized and digitalized world, we, as Akbank, prioritize the management of external fraud and cyber risks. We adhere to the principle of effectively managing these risks across the Bank, shareholders, business partners, customers, and the sector. We comply with all applicable laws on our digital platforms, particularly concerning the Personal Data Protection Law and the BRSA requirements. To ensure the secure storage of customer data, our technology is periodically assessed by control teams and certified independent auditors. Furthermore, we provide our customers with secure banking services through the highest level of security measures, guided by best practices.



In 2025;

9.845 employees
in total received

5.302 hours
of training on personal data protection.

Our Internal Audit Infrastructure

Through our internal control application, we ensure that our operations are conducted effectively, efficiently, and in compliance with legal regulations.

Within the scope of internal control activities carried out through our Board of Inspectors, Internal Control Department, and Compliance Department, we maintain our operations in an effective, efficient, and fully compliant manner with applicable legislation through our established framework.

Under the coordination of our Compliance Department, we conduct a comprehensive compliance program within the scope of anti-bribery and anti-corruption efforts. We aim to ensure full compliance with applicable regulations and ethical principles in all countries where we operate; we proactively manage bribery and

corruption risks through conflict of interest management, prevention of financial crimes, and our risk-based assessment processes.

For more detailed information, please refer to our **Anti-Bribery and Anti-Corruption Policy** [here](#) and **Conduct Risk Policy** [here](#).

For more detailed information, please refer to our **Ethical Principles** [here](#).

Our employees and stakeholders can report any suspected ethical violations through our dedicated email address at etik@akbank.com or by calling our ethical banking hotline at 212 385 77 77 during business hours. Reports received through the Ethical Banking Hotline are reviewed and, when necessary, directed to the appropriate teams for further action.





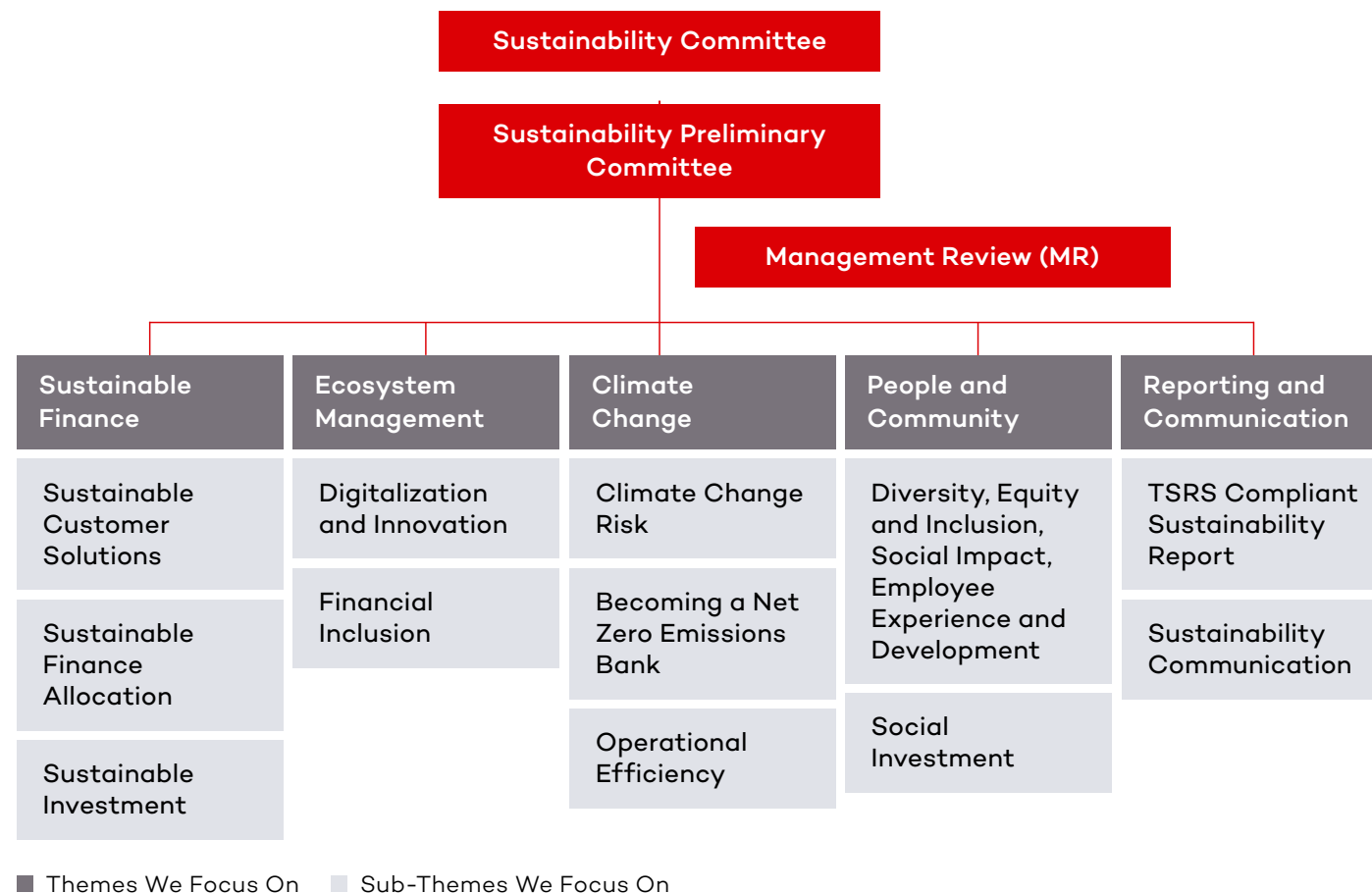
Our Sustainability Journey

We have two strategic priorities: **Core Banking Focus** and **Next Generation Game Plan**.

Our Sustainability Strategy

- The Core Banking Focus addresses evolving customer needs, seamless digitalization, and investment in people.
- In the scope of Next Generation Game Plan, we prioritize capital-efficient and high-yield new business models, enhancing corporate resilience by investing in future technologies, and pursuing sustainable growth opportunities.

Our Sustainability Governance



Strategic Vision

- Customers' bank of advisors in all matters
- Solutions and initiatives transforming the industry
- Global footprint
- Sound financial structure
- Technology to compete with BigTech
- The most desired organization to work for

Strategic Priorities

- | | |
|------------------------------------|--|
| A Core Banking Focus | 1 Redesign of business models according to transforming customer needs |
| | 2 Seamless digitalization, seamless customer experience and high operational efficiency |
| | 3 Investment in people and strong organizational synergy |
| B Next Generation Game Plan | 4 Capital light, high return new business models |
| | 5 Investment in future technologies and resilience |
| | 6 Sustainability-focused growth opportunities |

Sustainable Finance

Responsible Products & Services
Impact Investing

Ecosystems Management

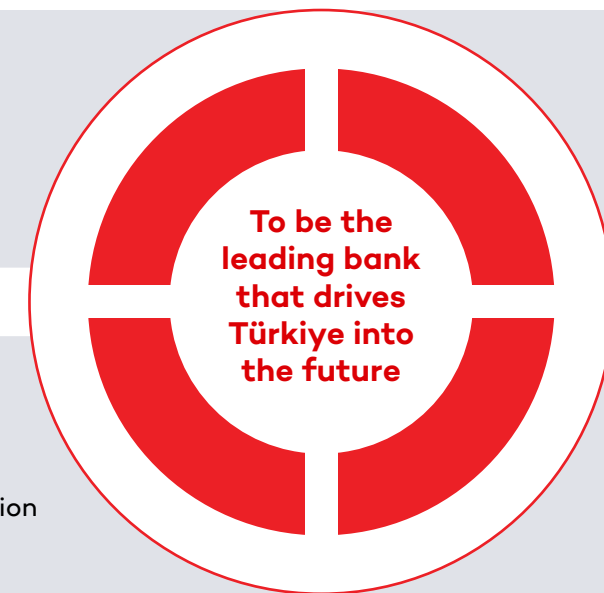
Digitilazition
Financial Inclusion

People & Community

Future of Work
Diversity, Equity and Inclusion
Community Investment

Climate Change

Operational Emissions
Portfolio Impact
Portfolio Exposure



Integrated Governance

Financial Performance



Akbank Value Chain



* Critical activity / stakeholder



Our Double Materiality Analysis

In 2025, in line with the CSRD requirements and the European Sustainability Reporting Standards (ESRS), we updated our Double Materiality Analysis. Within this framework, we identified the impacts, risks, and opportunities related to sustainability topics for our Bank through a holistic approach that also takes into account the views of our stakeholders.

Our Bank evaluates a sustainability topic as “material” if it meets one or both of these perspectives by considering both impact and financial materiality together.

Our Double Materiality Analysis comprises the following five main steps.

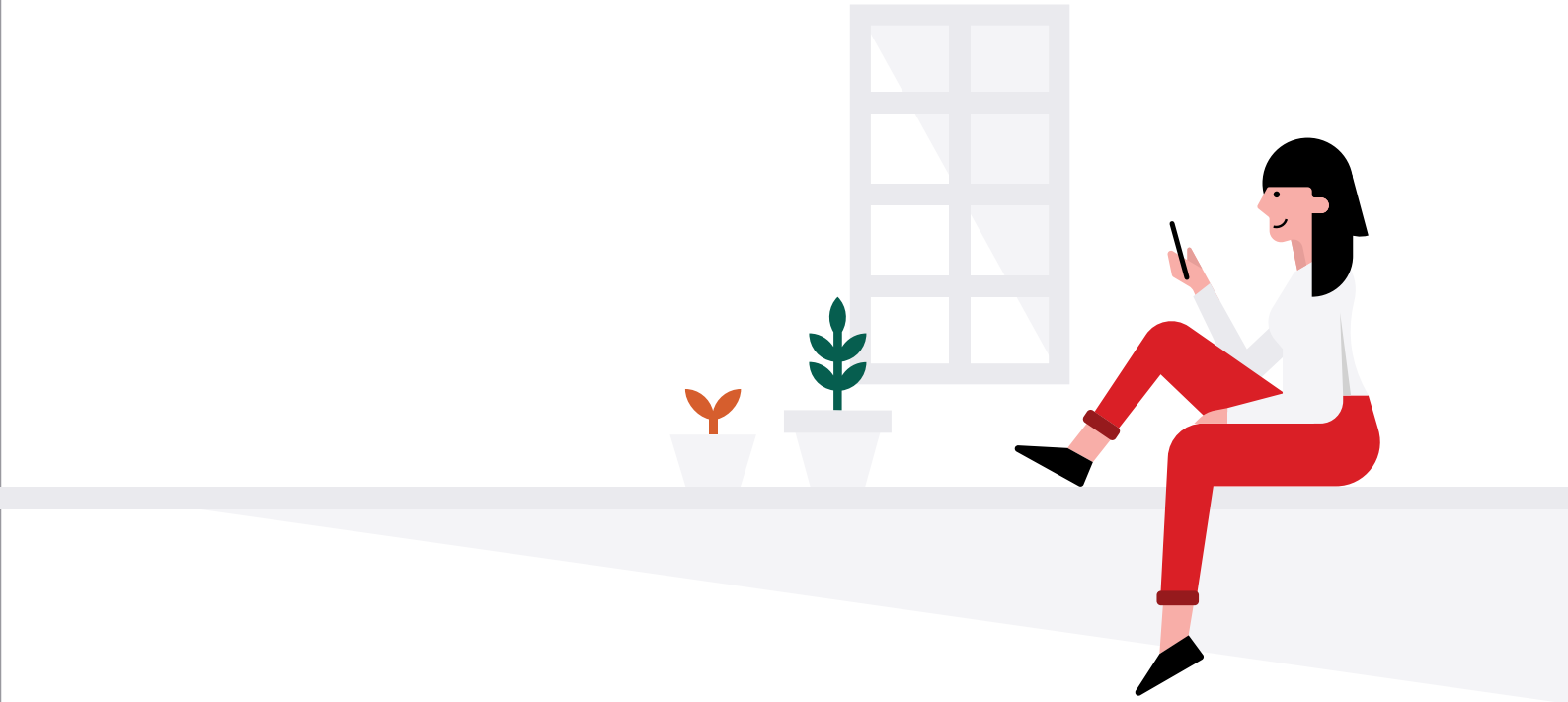


ESRS Topics	Impact Materiality	Financial Materiality	Result
E1 Climate Change	Material	Followed	Material
E2 Pollution	Followed	Negligible	Followed
E3 Water	Followed	Negligible	Followed
E4 Biodiversity and Ecosystems	Material	Negligible	Material
E5 Resource Use and Circular Economy	Followed	Negligible	Followed
S1 Own Workforce	Material	Followed	Material
S2 Workers in the Value Chain	Negligible		
S3 Affected Communities	Followed	Negligible	Followed
S4 Customers and End Users	Material	Followed	Material
G1 Business Ethics	Material	Followed	Material

■ Negligible ■ Followed ■ Material

In our 2025 Double Materiality Assessment, we conducted comprehensive analyses of impacts, risks, and opportunities based on the topics defined under the ESRS.

As a result of these analyses, we identified the matters deemed material to our Bank.





Our Value Creation Model

Capitals	Material Topics	Inputs	Our Operations	Outputs	Created Value	SDGs
Financial Capital Our Bank's financial assets and strong governance structure	G1 Business Ethics	• TRY 310,169 Million in Equity • TRY 3,558,950 Million in Total Assets • TRY 5,200 Million in Total Capital	In line with our vision, mission and values, we conduct our operations by taking into account global trends as well as economic and sectoral developments. Our Strategic Priorities: Core Banking Focus Next Generation Game Plan Our Activities: Corporate and Investment Banking Commercial Banking Consumer Banking Digital Solutions and Strategy SME Banking Private Banking and Wealth Management Banking > AKBANK AG Leasing > AKLease E-Money > AKÖde Brokerage > AKYatırım Asset Management > AKPortföy Corporate Venture Capital > AKBANK VENTURES Information Technologies > AKTech	• 21.5% Return on Equity • 1.9% Return on Assets • 19.03% Capital Adequacy Ratio • TRY 1,920,958 Million (Consolidated) Total Cash Loans (Including Non-Performing Loans) • TRY 546,374 Million (Consolidated) Non-Cash Loans • TRY 11,399 Million Net Profit of of Affiliates	• Robust Equity and Strong Financial Foundation • Sustainable and Widespread Funding Base • Economic Value Created by High Credit Volume	
Intellectual Capital Our practices in the field of digitalization and innovation, and our intellectual assets	S1 Own Workforce S4 Customers and End Users	• Over 75 Years of Deep-Rooted Corporate Experience • Digital and Technological Infrastructure • >95% Transactions Moved to Digital Channel • Responsible AI Manifesto: • Akbank Assistant with Artificial Intelligence Infrastructure • Extensive Range of Digital Products and Services • Investments in Value-Creating Technology and Innovation • A Dedicated Team Specializing in Data Science		• 13.2 Million Digital Customers • 87% Digital Penetration • 3 out of 4 New Customer Acquired Digitally • 24 Projects Launched within Akbank LAB • 2 Million USD Investment Support through the Akbank+ Corporate Entrepreneurship Program • Over 257 Million Messages Exchanged via Akbank Assistant • 560 APIs Available (Including 35 APIs Supporting Collaboration and Revenue Generation)	• Expansion in Retail and Corporate Digital Banking • Strong R&D and Innovation Culture	
Manufactured Capital Operational assets such as ATMs, branches, headquarters and data centers	S4 Customers and End Users	• 647 Total Branches • 598 New Generation Akbank Branches • 818 Thousand POS Terminals (Including Virtual POS) • 6,351 ATMs • Financial Inclusiveness Approach and Studies • Modern, Widespread Branch and ATM Network Initiatives • Loan and Deposit Options Tailored to Each Customer Group • Akbank Mobile Serving with 100+ Functions		• 10,973 Million Number of Individual Credit Cards • Accessible Service Applications Implemented in 646 Branches • 18.4% Market Share in Installment Commercial Loans (including Commercial Installments) • 29.5% Market Share in Housing Loans	• 24/7 Uninterrupted Banking Services • Modern, Widespread Branch and ATM Network Ensuring Strong Financial Accessibility	
Social and Relational Capital Relations we have established with our stakeholders, culture and arts projects and social activities	S4 Customers and End Users	• 15.2 Million Active Customers • Transformation Academy Studies for Customers • More than 1,400 Akbank Volunteers • 2,402 Local Suppliers • Strategic Stakeholder Collaborations • Enhancing Customer Experience • Contributions to Education, Volunteering, Culture, and Arts		• High Brand Awareness • 92% First Contact Resolution Rate • 11% increase in the number of women SME customers • 52 thousand young people reached through Akbank Youth Academy • Over 200 with Akbank Jazz Festival Performance by the Artist • Supporting Financial Literacy and Financial Health	• Strong Relationships with Stakeholders • Impact-Driven Projects Based on Collaboration	
Human Capital Our employee-oriented corporate culture	S1 Own Workforce	• 12,591 Total Number of Employees • Encouraging Employee Well-being and Career Development Through Innovative Practices • Supporting Gender Quality and Fostering a Positive Work Environment • Hybrid Working Model		• 35% Senior Management Positions Held by Women • Average 47 Hours of Training per Employee • 5,302 Hours of Total Training • 972 New Hires • 9% Employee Turnover Rate • 2,047 Employees Promoted • 51% Remote and 30% Hybrid Working Rate of Headquarters Teams • Employee Health and Well-Being Initiatives	• A More Inclusive and Diversity-Focused Work Environment • Increased Employee Satisfaction and Loyalty • An Innovative and Learning-Oriented Corporate Culture	
Natural Capital Energy, water and other natural resources	E1 Climate Change E4 Biodiversity and Ecosystems	• Investment Decisions Considering Environmental and Social Risk Framework and ESG Criteria • Risks and Opportunities Management Approach Focused on Sustainability • Coal Phase-Out Commitment • Net Zero Strategy • Efficient Use of Natural Resources in Operations		• 27 Projects with Environmental and Social Impact Assessment • TRY 681 Billion in Sustainable Finance • Greenhouse Gas Emission Intensity: 1.21 tons CO₂e/ Number of Employees • 100% Electricity Obtained from Renewable Sources • Emission Reduction Efforts Targeting Operations and Carbon-Intensive Sectors • MSCI ESG Score: AA	• Environmentally Conscious Banking Approach Contributing to a Low-Carbon Economy	



Climate Change

In 2025, we ranked among the world's sustainability leaders by achieving an “A” rating in three areas: Climate Change, Water Security, and Forests. For more detailed information, please refer to our 2025 CDP Report [here](#).

↓ Our emissions intensity per employee decreased by 7% in 2025 compared to 2024.

In 2025, we reduced our energy intensity by 35% compared to 2024.

While implementing energy efficiency projects in line with our Scope 1 and Scope 2 greenhouse gas emission targets, we also transform the source of the energy we use. As of 2023, we switched to 100% renewable energy for the electricity we consume in our own operations and started to obtain the International Renewable Energy Certificate (I-REC). In 2025, we neutralized our Scope 2 emissions by purchasing a total of 86,873,000 kWh of renewable energy.

In line with our target of becoming a Net Zero Emissions Bank by 2050, announced in 2022, we actively support our customers' in their transition efforts.

We have built our Net Zero Strategy on four main approaches:



Building a sustainable finance culture



From risks to opportunities



Data management



Partnerships

For more detailed information, please refer to our Net Zero Strategy [here](#).

Our Focus Areas and Material Topics	Our Targets	KPIs	2022	2023	2024	2025
CLIMATE CHANGE	• Becoming a Net Zero Emissions Bank by 2050 through reducing our operational and portfolio emissions	Water consumption (m³)	184,583	170,542	168,335	152,007 ✓
		Scope 1 emissions (tCO ₂ e)	30,983	15,499	16,535	15,236 ✓
		Scope 2 emissions (market-based) (tCO ₂ e)	15,415	0	0	0
		Scope 3 emissions* (tCO ₂ e)	11,195	9,971	11,100	17,053** ✓
		Reduction rate in operational emissions (Scope 1 and 2) compared to 2019 (%)***	56	78	77	79
		Percentage of electricity sourced from renewables (%)	80	100	100	100 ✓
E1 Climate Change						
E4 Biodiversity and Ecosystems						

* Scope 3 emissions include indirect emissions from purchased materials and services, fuel and energy, business travel, employee transportation, and afteruse of products sold. The emissions stated here include operational emissions only, while portfolio emissions are specified in the relevant section of the report.

** In 2025, unlike other years, emissions caused by accommodation caused by business trips are also included in the account, as the scope has been expanded and data accessibility has been ensured.

*** In the 2025 reporting year, the greenhouse gas emission inventory was updated and emissions from refrigerant gas were included in the inventory. Decrease rates by recalculating previous years, including the base year 2019 updated.



People and Community

Investing in the Skills and Competencies of the Future

We strengthened the culture of Diversity, Equity and Inclusion (DEI).

- Our Executive Vice President of Treasury took over the role of Diversity, Equity and Inclusion Leader at our bank.
- Through the 4th term of Akbank Role Model Program, we continued to provide training and mentorship to Akbankers, supporting their journey and promoting women’s representation across all areas of society.
- We became the only Turkish bank in the OMFIF¹ 2025 Gender Balance Index and ranked among the top 10 banks globally.

We have updated and published our DEI and Zero Tolerance for Violence guidelines.

- We have updated and published our new DEI Guide reflects our new projects and practices, and our Zero Tolerance Toward Violence Guide as a mobbing circular, in collaboration with BADV².

We have implemented the Climate Ambassador Program for a sustainable and green future.

- We supported Akbankers with training and projects to raise climate awareness and advance solutions aligned with our sustainability goals.

With the Akbank Academy, we reached 52 thousand young people in 2025. (345 thousand since 2020)

- We assisted youth in competency development trainings.

We implemented the Upcycle - Transformation Holds the Future Project.

- Thought upcycling efforts, we has been donated 18 thousand furniture from the Akbank's renovation project to 1,100 schools affected by the earthquake and reached 200 thousand students.

We organized Akbank Sanat's "Contemporary Art and Ecological Experiment" program.

- In the program, which is carried out by a different artist each month, we explored the human-nature

relationship through contemporary art from the lens of political ecology and eco-materialism.

Additionally, we offer tailored development solutions informed by Education Analytics, ensuring they meet the needs of our employees. In 2025, we continued the “**Development Score**” initiative across the entire Bank to support our culture of development, foster a continuous passion for learning, and enhance the overall learning experience. The Development Score reflects our ongoing commitment to cultivating a culture of learning at Akbank.

The Development Score is calculated based on a range of criteria, including employees’ completion rates of mandatory training programs; their participation in career and development trainings throughout their professional journey at Akbank; the time they allocate to resources within the Akbank Academy training catalog and the consistency of this engagement; and their involvement in peer-learning practices such as serving as internal trainers, coaches, or mentors. We observe that this score is directly correlated with Akbank employees’ motivation to learn. Employees can now track their scores via the Academy Portal, with scores being updated daily. Since its launch in February 2024, our employees have enhanced their development journeys, increasing the annual average training hours by 9 hours in 2025 compared to the previous year.



Employees Engaged in Training

12,511

Number of Events Held

6,508

Average Training Hours per Person

47 ✓

¹ OMFIF: Official Monetary and Financial Institutions Forum

² BADV: Business Against Domestic Violence

Our Focus Areas and Material Topics	Our Targets	KPIs	2022	2023	2024	2025
PEOPLE AND COMMUNITY	• To enhance the effectiveness of investments in our employees • Increase the social return on community investments • Enhance the impact of Akbank volunteering in community investments	Percentage of women employees (%)	52	52	53	53 ✓
		Percentage of women in senior management (%)	35	37	38	35 ✓
		Percentage of women directly reporting to the CEO (%)	50	57	57	50
		Training time provided per employee (hours/ person)	33	32	38	47 ✓
		Return rate of employees who have used maternity and parenting leave (%)	100	100	99	99 ✓
		Employee turnover rate (voluntarily resigned) (%)	7.21	6.16	5.76	5.18
		Number of employees participating in internal volunteering activities (#)	Approx- imately 1,000	More than 1,000	400	234
		Number of students reached through the Youth Academy since 2020 (thousand)	74	135	183	345

S1

Employees

S4

Customers and End Users



Our employees;

Average banking sector
experience approximately

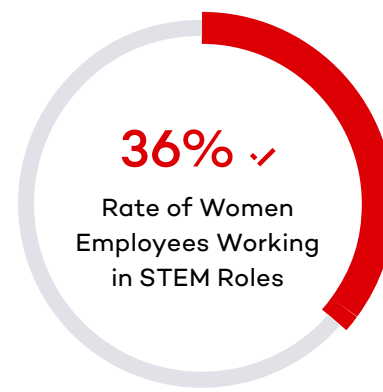
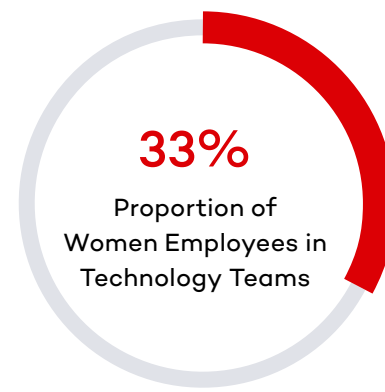
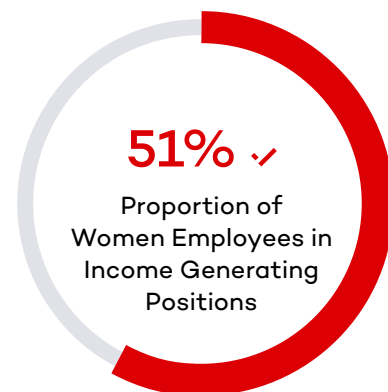
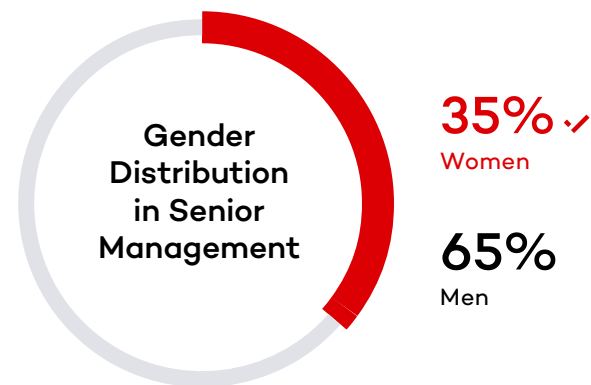
12 years

Average experience at
Akbank

11 years

Average age

38 years





Sustainable Finance

As of 2023, we reached our sustainable financing target of TRY 200 billion by 2030, which we announced at the beginning of 2021, and revised our 2030 target to TRY 800 billion. We provided TRY 265 billion in sustainable finance in 2025, and achieved 85% of our target by providing a total of TRY 681 billion in sustainable finance between 2021 and the end of 2025. We continue our efforts toward the target of increasing sustainability wholesale funding by 2050. In 2025, sustainability share in total wholesale funding transactions is at 46%.

> TRY 36 billion Total ESG-themed and ESG-rated funds



> We issued a sustainability-linked T2 bond worth USD 500 million.

> We issued TRY 3.9 billion sustainability-linked/green mortgage-backed covered bonds.

> In total, we issued USD 203 million across 6 sustainability private placements allocated to qualified investors.

> We issued a USD 100 million gender equality-themed digital bond.

> We set a target to achieve 100% sustainable funding by 2050.

> We secured loans totaling USD 130 million to support women and young entrepreneurs, as well as the digital transformation of SMEs.

> We secured a total of USD 1.1 billion in sustainable syndicated loans, with USD 750 million in the first half and USD 344 million in the second half of 2025.

Our Focus Areas and Material Topics	Our Targets	KPIs	2022	2023	2024	2025
SUSTAINABLE FINANCE E1 Climate Change E4 Biodiversity and Ecosystems S4 Customers and End Users	• Providing TRY 800 billion in sustainable finance by 2030 • Achieve 100% sustainability wholesale funding by 2050	Amount of sustainable finance provided since 2021 (TRY billion)	87	276	416	681
		Sustainability share in total wholesale funding transactions (%)	48	59	69	46
		Number of projects with environmental and social impact assessment (#)	10	16	19	27
		Number of projects rejected due to environmental and social impact assessment (#)	20	18	17	22
		Number of site visits to projects due to environmental and social impact assessment (#)	24	25	29	10
		Project financing renewable energy portfolio volume (million USD)	1,097	1,039	784	654
		Installed capacity we finance according to renewable energy project types (MW)	HPP 3,163 WEP 1,037 GEP 320 SEP 181 Biomass 21 Total 4,722	HPP 3,163 WEP 1,682 GEP 320 SEP 190 Biomass 21 Total 5,376	HPP 3,179 WEP 2,692 GEP 320 SEP 225 Biomass 21 Total 6,437	HPP 3,179 WEP 2,698 GEP 320 SEP 248 Biomass 21 Total 6,466
		Share of renewable energy in the project finance energy portfolio (%)	83	82	91	77



Our Awareness Activities for Sustainable Finance

As part of our commitment to cultural and human-centered sustainability, we continued our efforts throughout 2025 to protect and promote cultural and social values, while improving quality of life, aiming to leave a more livable world for our employees, customers, and the wider community.

For our employees:

- Sustainable Finance Ambassadors Program,
- Sustainable Finance Training for Branches,
- Green Transition Score Training Programs.

For our customers:

- Together for the Future Meetings,
- Entrepreneurial Women Program,
- Industry Transformation Meetings,
- Sustainable Finance Mini MBA,
- Beyond Borders in Export.

For Our Future – For Students:

- We delivered various awareness programs for students through: Sustainable Finance Youth Academy Case Club,
- Microphone 101 Project.

For detailed information, please refer to the [Sustainable Finance Section](#) of our 2025 Integrated Annual Report.

Sustainable Finance Ambassadors Program

To support the regional dissemination of Türkiye's sustainable finance and green transformation targets, we developed the **Sustainable Finance Ambassadors Program**. Within this framework, we appointed 19 Akbank employees (one sales coach from each of our 19 regional directorates) as Sustainable Finance Ambassadors. Following the completion of the initial training sessions, the program was launched. Throughout 2025, our Sustainable Finance Ambassadors played an active role in delivering sustainable finance solutions tailored to local and seasonal customer needs, raising awareness of climate finance and promoting the Bank's sustainability initiatives in their regions.

The Sustainable Finance Ambassadors Program has made a tangible contribution to expanding sustainable finance by strengthening Akbank's capacity to implement customer and stakeholder solutions at the local level. In the coming years, we aim to further expand this strategically valuable program across the Bank as an innovative initiative supporting our sustainable financing target of TRY 800 billion by 2030 and becoming a Net Zero Emissions Bank by 2050, while accelerating the green transformation and strengthening the sustainable finance ecosystem.

Our Collaborations Supporting the Sustainable Finance Ecosystem

We establish sectoral collaborations to advance the sustainable finance ecosystem.

- Collaboration with the Banks Association of Türkiye Sustainability Working Group
- Digital Innovation Partnerships
- Akbank: First Financial Partner of the UNDP Türkiye Cool-Up Programme
- GEFF Türkiye II Within the Scope of Sustainable Finance Strategy
- Collaboration with EBRD under the Sustainable Supplier Financing Programme

For detailed information, please refer to the [Sustainable Finance Section](#) of our 2025 Integrated Annual Report.



Akbank: First Financial Partner of the UNDP Türkiye Cool-Up Programme

In parallel with our efforts to support sustainable cooling solutions, which represent a critical transformation area in both climate change mitigation and adaptation, we became the first financial partner in Türkiye of the Cool Up Programme, implemented in collaboration with the United Nations Development Programme (UNDP). Within the scope of this partnership, we initiated activities aimed at capacity building and awareness raising in the field of sustainable cooling.

Considering the high energy consumption of cooling systems and the impact of refrigerants with high global warming potential on emissions and energy demand, we recognize that transformation in this area represents a priority need for both emissions reduction and climate resilience. Within the scope of the Cool-Up partnership, we aim to strengthen the role of the financial sector in this transition by supporting knowledge sharing and capacity building on sustainable cooling technologies, energy efficiency, and solutions based on natural refrigerants.

In 2026, we will continue to position this partnership as a thematic and impact-oriented component of our sustainable finance approach, aligned with our target of directing the real sector toward lowcarbon and climate-resilient investments.



Ecosystem Management

Women's SME Package

As of 2022, through the “**Women's SME Package**”, which we established with **USD 470 million** in funding obtained from international financial institutions and our own equity, we continue to support women entrepreneurs in line with the SDGs and Türkiye's 12th Development Plan. Since the establishment of the Women's SME segment, we have increased our customer base by 125% and expanded our credit balance eightfold. In this context, in 2025, we have exceeded our annual 10% growth target in financial inclusion, increasing the number of our women-owned SME customers by 11%.

Entrepreneurship

To date, we have **conducted 50 proof-of-concept studies** from **hundreds of ideas** generated by Akbank LAB and our business units. Following these studies, we have implemented 24 successful projects. As part of our latest innovation cycle, we have **implemented 4 new proof-of-concept** studies that have been approved, while continuing our research for new projects



By 2025, the total investment for start-ups developed by Akbank employees reached USD 2 million, and 31 Akbank employees earned the title of Innovation Ambassadors as part of the program. As of the end of 2025, we have introduced four start-ups to the ecosystem.

21 thousand

SMEs reached by Akbank Transformation Academy since 2022



We increased the number of our women-owned SME customers by 11%.



We continued to empower women SMEs.

- We achieved an 11% increase in women-led SME customers in 2025 (outperformed our financial inclusion annual target of 10%).
- Since the launch of our efforts in the women SME segment in 2022, we have increased our customer base by 125% and increased our loan balance eightfold.

We have enhanced our support for our women customers.

- Through the Akbanklı Kadınlar Platform, we pioneered a tailored banking program offering both financial and social benefits to women customers.

We continued to expand our financial and non-financial support for tech start-ups.

- In collaboration with an investment platform, we held our Mentor Check-Up event with 25 start-ups and 25 mentors.

We have enriched financial insights to empower our customers' financial literacy.

- We launched new insight and recommendation scenarios on Akbank Mobile, offering personalized financial insights based on spending habits to support their financial well-being.

We contributed to the Web3 literacy of young professionals.

- As part of the ReFi Türkiye program, “Web3 Economics Training” was carried out in cooperation with Sabancı University Center of Excellence in Finance.
- More than 50 young professionals were introduced to Web3 and explored the use cases of blockchain technology in the 5-week training.

We strengthened the sustainable entrepreneurship ecosystem.

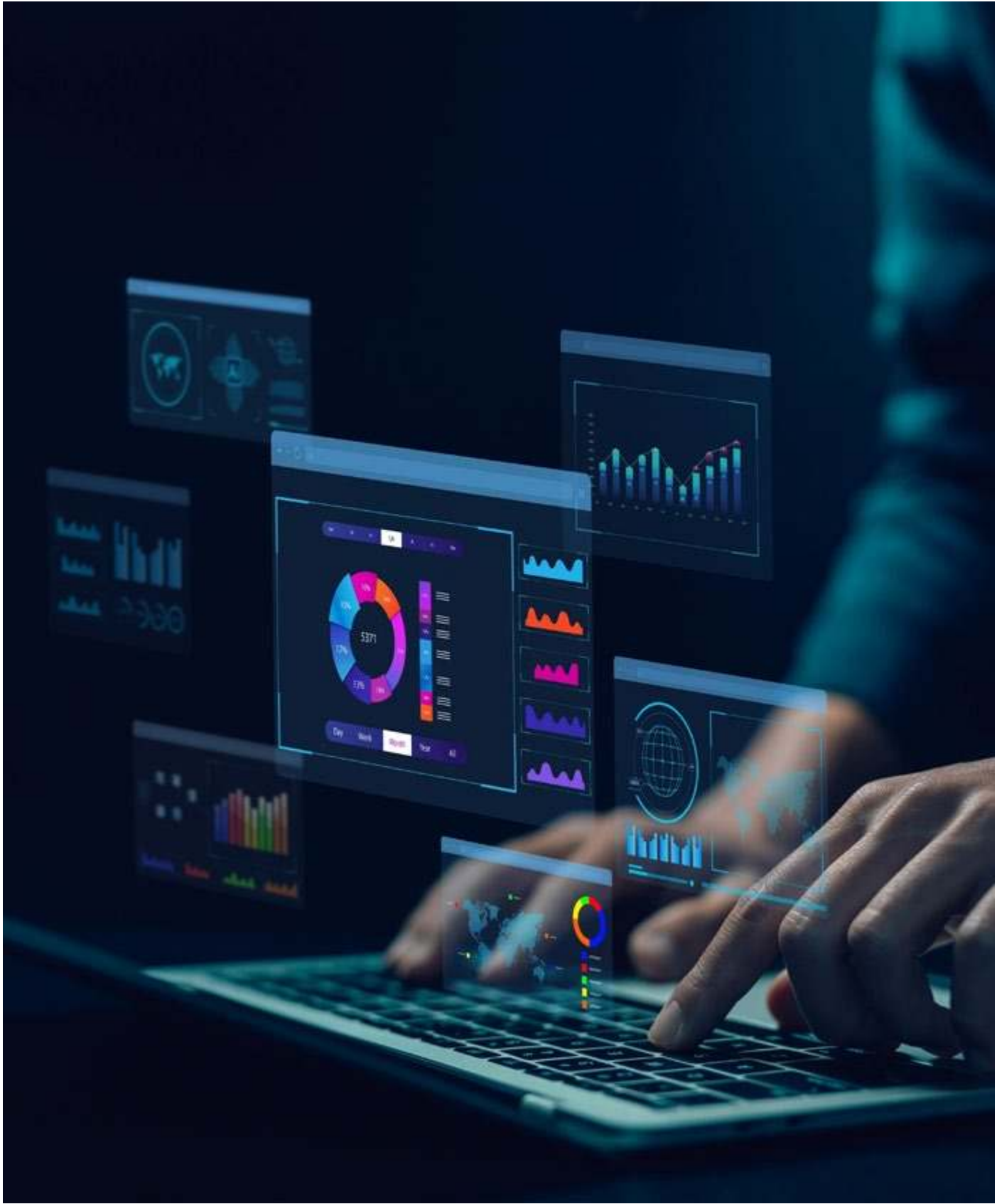
- We have invested a total of 2 million USD in 4 start-ups founded by Akbank intrapreneurs in Akbank+ spin-off program since 2023.

In cooperation with the UN, we supported the "AI for Good" ecosystem in Türkiye.

- As 1st Turkish partner of AI for Good Innovation Factory, Akbank LAB, in collaboration with UN, organized a demo day where start-ups competed to develop AI-based solutions addressing SDGs.
- The selected start-up represented Türkiye at the AI for Good Global Summit in Geneva.



Our Focus Areas and Material Topics	Our Targets	KPIs	2022	2023	2024	2025
ECOSYSTEM MANAGEMENT S4 Customers and End Users G1 Business Ethics	- To popularize digital and innovative products and services - Increase the number of financially empowered individuals by 2030 - Increase the number of women-owned SME customers who gain access to at least one new financial product by 10% each year through 2030	Number of digital banking users (million people)	8.7	11.2	12.5	13.2
		Percentage of personal loans provided through mobile channels (%)	82	90	92+	90
		Share of credit cards sold through digital channels (%)	54	90	66	70
		Number of start-ups connected and evaluated (#)	197	745	985	1,065
		Total investment amount in start-ups founded by Akbank intrapreneurs at since 2023 (USD millions)	—	1	1.4	2
		Number of SMEs reached by Akbank Transformation Academy since 2022 (thousand)	14	16	20	21
		Rate of increase in active women-led SMEs compared to the end of the previous year (%)	—	23	19	11 ✓



**HEADQUARTERS**

Sabancı Center, 4. Levent 34330 İstanbul

Phone : (0212) 385 55 55

Fax 1 : (0212) 319 52 52

Fax 2 : (0212) 269 77 87

<https://www.akbank.com/tr-tr/genel/Sayfalar/Akbank-iletisim-Bilgileri.asp>