Participants:
Kaan Gür, CEO
Türker Tunalı, CFO
Ebru Güvenir, SVP IR & Sustainability

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- **Dear Friends, this is Kaan speaking.**

- **Thank you for joining us, I hope you are all well.**

- **Today, we will first walk you through our financial performance, underpinned by disciplined balance-sheet management, strong fee momentum, resilient capital metrics, and continued progress across our strategic priorities.**

- **Our earnings reflect not only the current operating environment, but also the structural strengths of our business model.**

- **Building on this performance, we will share our guidance for the years ahead, shaped by a prudent assessment of the operating environment.**

- **Our focus remains on risk-adjusted returns reflecting our commitment to sustainable profitability and prudent risk management.**

- **At the same time, we will frame these near-term priorities within our 3-year outlook, where we see clear opportunities to reinforce earnings durability, enhance efficiency, and deepen customer penetration.**

- **Our direction remains centered on executing today, while positioning the Bank for consistent and profitable growth over the coming years.**

Banking sector: Improved operating outlook with ongoing progress

Global Macro Outlook: Supportive with lingering risks

- Global financial conditions are supportive for EMs
  - Fed's rate cuts to extend into 2026
  - Tight spread environment: TR 5Y CDS is at ~220 bps (lowest since 2018)
- Stable growth outlook [1]
  - 2026: US 2.4%, Europe 1.3%, World 3.3%
- Key commodity prices are anticipated to stay subdued
  - EIA brent oil: ~$56/bbl for 2026
  - Major risk: Geopolitical developments
- Political and economic policy uncertainties remain high
  - Bilateral international relations, Fed policy, trade policies

Turkish Banks: Easing profitability pressure

- While macroprudential rules continue to limit flexibility in ALM,
- Prospective easing in funding costs to provide NII relief and
- Fee income growth to continue, albeit at a moderate pace,
- Whereas asset quality evolution remains a key priority

Turkish Economy: Macro rebalancing resumes

- Mild external deficit & strong FX buffers
  - CAD 2026E: 1.7% of GDP
  - Gross reserves: $218 bn
- Inflation to continue its downtrend
  - CPI 2026E: 22-25%
  - GDP 2026E: ~4%
- Rate cuts to be measured, macroprudentials to remain in place
  - Policy rate 2026E: 28-31%
- Fiscal adjustment underway
  - Budget deficit 2026E: 3.5% of GDP
  - Lower revaluation rate (19% vs 26% PPI)
  - Lower domestic roll-over (106% in 2026 vs → 130% last 3 yrs)

2 (1) IMF WEO Update forecasts, January 2026

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- **Before moving onto our Bank, I'd like to briefly touch upon the operating environment.**
- **Global financial conditions and risk appetite are expected to remain favorable for EMs, supported by continued FED rate cuts along with a tight spread and subdued commodity price environment.**
- **World growth remains resilient despite trade policy uncertainties, driven by AI and technology investments and more supportive financial conditions.**
- **In Türkiye, domestic demand and economic activity continue to grow, albeit at a more moderate pace.**
- **Consumer inflation is on a gradual downward trend.**
- **CBRT is expected to be attentive to inflation risk with cautious and measured rate cuts, while macroprudential regulations are set to remain in place and fiscal consolidation is underway.**

- **Against this backdrop, we expect the banking sector's profitability to continue in a gradually improving trend, while asset quality deterioration is likely to proceed in a contained and orderly manner.**

Akbank: Well-positioned to deliver sustainable & profitable growth

Robust capital buffers underpin resilience

Solid solvency (**16.8% CAR** & **13.6% Tier 1**) [1] creates competitive advantage for long-term profitable growth

Agile balance sheet management

Well-structured balance sheet, **secures margin enhancement** as disinflation unfolds

Flexible balance sheet thanks to low TL LDR

Low TL LDR [2] of **92%** offers room for funding cost optimization and strong loan growth

Leading fee coverage of opex

106% fee/opex ratio (+48pp in the last 3 yrs), solidifies operational resilience & efficiency

Prudent approach in provisioning

Stage 2+3 loans / total loans is limited at **10.8%**, gross coverage remains strong at **3.7%**

Strong market share gain in business loans

100 bps market share gain in business loans (TL+FX) [3,4] in 2H25, builds the foundation for 2028 strategic ambitions

Dominant positioning in GPLs

19.1% market share [4] in general purpose loans (excl. overdraft) supports sustainable revenue growth

Higher plateau of fee income market share

17.8% market share [5] in fees (+3.9pp since 2022), reflects strong momentum in all business lines & enhanced customer base

(1) w/o forbearances. Forbearances: Fixing MtM losses of securities & FX rate for RWA calculation to 28.06.2024 FX rate for 2025
(2) Bank-only TL LDR includes domestic TL bond issuances and merchant payables
(3) Including non-cash loans and excluding credit cards
(4) Market share data based on bank only BRSA weekly data as of 26.12.2025, among private banks
(5) Based on bank only BRSA monthly data as of December 2025, among private banks

3

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- **Now, let's move onto our Bank.**

- **On this slide, you can see how our core strengths have translated into tangible financial outcomes.**

- **Our strong capital position with 16.8% total capital and 13.6% Tier 1, actively enable growth, providing the flexibility to manage the balance sheet with agility and dynamically allocate assets and liabilities across cycles.**

- **This disciplined approach is supported by prudent provisioning, with further increase in gross coverage to 3.7%.**

- **While growing, effective risk management has kept Stage 2 + Stage 3 loans limited, below 11% of total loans, preserving earnings stability as we grow.**

- **At the same time, operational discipline is reflected in our leading 106% fee-to-opex performance.**

- **As a result, we continue to deliver strong market share gains in our priority segments, such as business banking loans, where we added 100 bps in second half of the year, while maintaining our dominant positioning in general purpose loans with over 19% market share.**

- **Supported by our continued focus on customer acquisition and deepening relationships, we have sustained strong momentum in fee income market share, reaching 17.8% by the end of 2025.**

- **All of these position us to further scale a resilient earnings platform and unlock sustained long-term growth potential in the period ahead.**

2025 targets: Solid progress supported by focused execution

3YR Targets		3YR Achievements	
+5 mn	Net active customer base Digital active customer base	+4.4 mn +4.5 mn	Customer acquisition/activation reflects strong franchise and digital capabilities
~300 bps market share gain (1)	Consumer loans SME loans (2)	+440 bps +280 bps	Strong footprint in retail loans secures recurring revenue base
~300 bps market share gain (1)	TL time deposits (3) TL demand deposits	–130 bps +240 bps	Optimized deposit mix provides cost-disciplined funding strategies
>80%	Fee / OPEX ratio	106%	Full coverage of opex underlines scale-driven efficiency

4 Market share data based on bank only BRSA weekly data as of 30.12.2022 & 26.12.2025
(1) Among private banks
(2) SME: According to BRSA definition, based on bank only BRSA monthly data as of December 2025, among private banks
(3) Widespread consumer only

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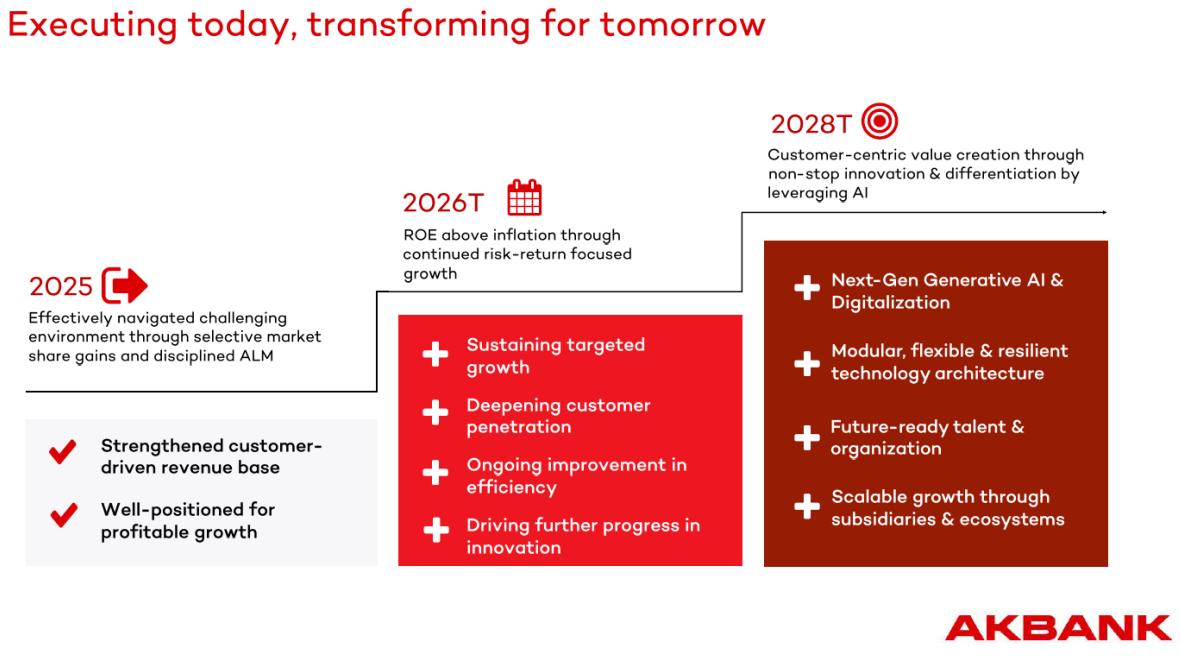
- **We have made solid progress against the three-year targets we have shared with you on a regular basis.**

- **The achievements delivered to date are clear proof of what we are capable of executing going forward.**

- **This progress provides a strong and credible foundation for the next three years as we continue to build sustainable, customer-driven revenue streams.**

- **Importantly, this three-year period is not a destination, but a stepping stone, positioning us for an even stronger and more ambitious journey ahead.**



- **On this slide we have summarized our roadmap.**

- **We are committed to further strengthen our innovation capabilities by developing differentiated offerings across the Group that enhance our value proposition and support scalable, AI-enabled operating models.**

- **Innovation will be accelerated by rapidly testing and scaling AI, blockchain and hyper-personalization.**

- **We will leverage generative AI to provide proactive self-service recommendations across our channels, and equip our frontline teams with tools to provide seamless services to our customers.**

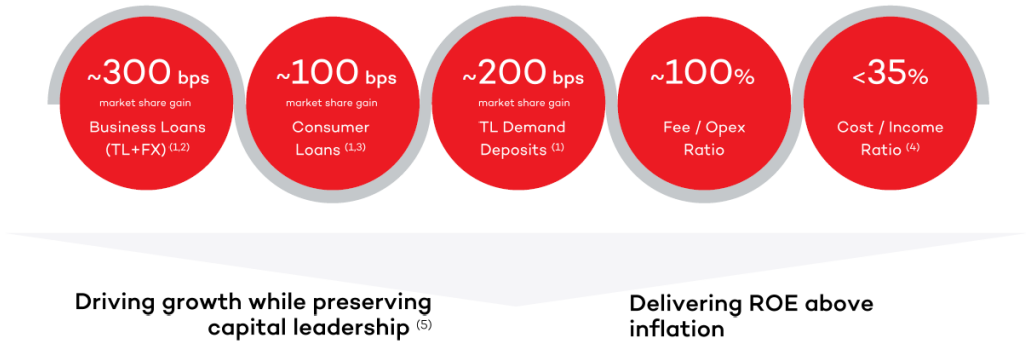
- **We aim to expand integrated solutions together with our subsidiaries and broader ecosystem, that will further deepen customer engagement and unlock new scalable growth opportunities in targeted areas.**

- **In parallel, we will continue to invest in future-ready talent to reinforce execution and sustain innovation momentum.**

- **Ongoing efficiency gains, alongside deeper customer penetration reinforced by value-chain network, will remain key priorities across our franchise.**

- **Collectively, these factors will enable the consistent delivery of ROE above inflation on a sustainable basis, starting this year.**

What's next: Building on 3YR achievements, strategic ambitions on the road to 2028



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(1) Among private banks
(2) Including non-cash loans and excluding credit cards
(3) Excluding credit cards
(4) CIR calculation excludes FX gain from hedge position related with stage 1&2 provisions
(5) Among major private banks

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- **Here, we outline our financial KPIs for the next three years, translating our strategic plan into measurable targets.**

- **The strong dynamism and motivation felt across the Bank at every level continues to support execution and momentum.**

- **First, over the next three years in total business banking loans we aim to increase our market share by another 300 bps.**

- **We target to grow in cash as well as non-cash loans in both TL and FC.**

- **We already started to build the foundation last year, by gaining 100 bps market share in this segment, during the second half of the year.**

- **Second, our ambition in consumer loans also continues.**

- **On top of last 3 years market share gains of 440 bps in consumer loans, we aim to gain further 100 bps until 2028.**

- **Customer deposits will remain the primary source of funding for our growth, while demand deposits will continue to reinforce balance sheet strength.**

- **Accordingly, moving onto our third ambition, we aim to gain 200 bps market share in TL demand deposits, building on top of the 240 bps gained over the last three years.**

- **Forth, after achieving over 100% of fee-to-opex ratio, our homework is to maintain full coverage of opex going forward.**

- **This will support us to reach our fifth ambition, which is a cost-income ratio below 35%.**

- **These targets will feed into our leadership positioning in capital while driving solid growth, at the same time delivering an ROE above inflation, starting this year.**

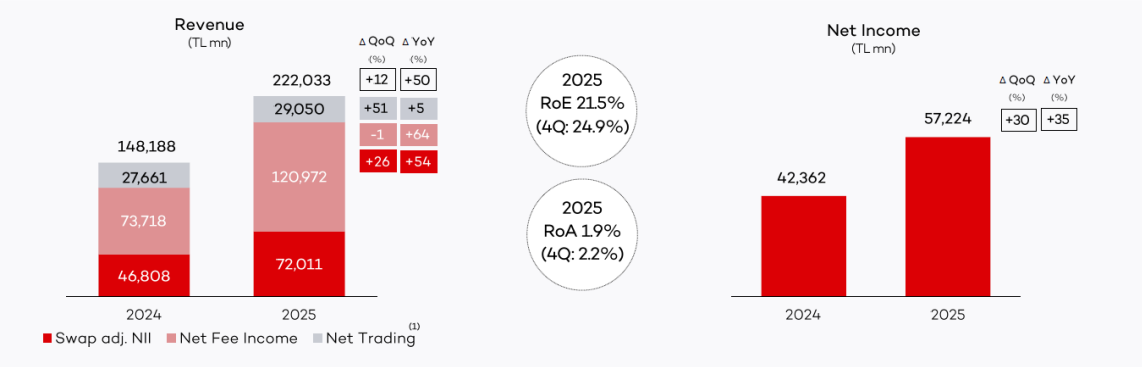
- **Having navigated multiple cycles, I have full confidence in our people's capabilities and execution.**

- **I would like to sincerely thank our teams for their outstanding dedication, as well as our stakeholders for their continued trust and confidence.**

- **I'll now pass it over to Ebru to walk you through our results and guidance. Following that, Türker and I will be happy to answer any questions you may have.**

- **Ebru, over to you.**

Renewed NII support & strong fee income reinforced core revenues



Key highlights of 2025:

- Strong fee income generation and NII recovery, building momentum since 3Q25, drove 50% YoY increase in revenue
  - Fee income surged by 64% YoY, exceeding the guidance, led by continued market share gain among private banks
  - NII advanced by 54% YoY, reflecting agile ALM & margin-accretive loan growth

2026 Profitability Outlook:

- Well-structured balance sheet & risk-return focused growth to support further NII enhancement in the anticipated rate cut cycle, leading to RoE above inflation

7 (1) Excluding ECL hedge gain (loss)

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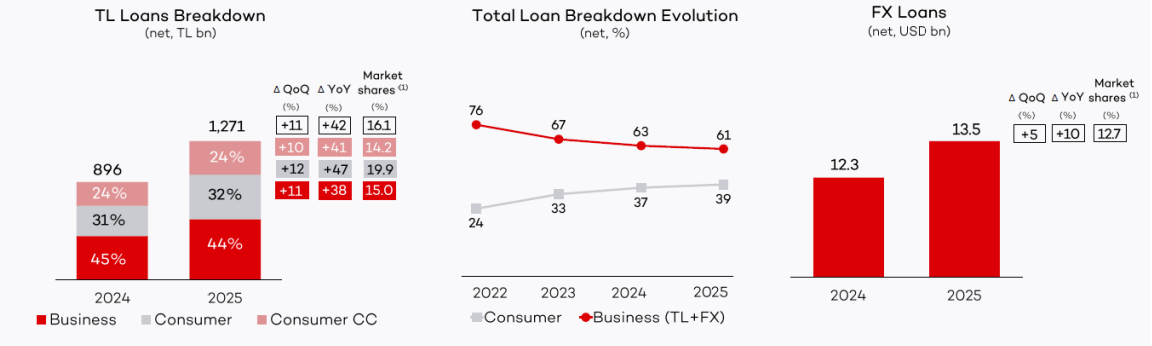
- **Thank you Kaan Bey. Moving further into details.**
- **Our NI was up by 35% YoY to 57 billion 2 hundred and 24 million, resulting in an ROE of 21.5% and ROA of 1.9% for the full year.**
- **During the same period, we achieved a solid revenue growth, up by 50% YoY to TL 222 billion and 33 million, thanks to robust fee income generation and NII building momentum in the second half of the year.**
- **Our quarterly NI was up by 30% to TL 18 billion 3 hundred and 17 million, leading for our quarterly ROE to show a sequential improvement to 24.9%, up from 21% in 3Q25.**
- **The quarterly ROE improvement was underpinned by our focus on deepening client relationships and strong cross-sell execution which continued to fuel fee income, while agile ALM and margin-accretive growth has been reflected in our solid NII evolution.**
- **As we move ahead, our sustainable growth mindset, sound balance sheet, and analytical capabilities will drive further NII enhancement in the anticipated rate cut cycle, leading to an ROE above inflation, starting this year.**

Broad-based loan growth underpins sustainable profitability



- Loan growth strategically accelerated in 2H25, through strong market share gains in business loans
  - Captured 80 bps market share gain (1) in FX loans in 2H25 driven mainly by blue-chip companies, government institutions and government-backed infrastructure projects while solid pipeline indicating continued momentum
  - Achieved 110 bps market share gain (1) in TL business loans in 2H25
- Maintained leading positioning in consumer loans (19.1% in GPLs, 29.5% in mortgage) (1)
- Exceeded loan growth guidance in both TL & FX loans while preserving robust solvency, reflecting strong risk-reward discipline

2026 Outlook:

- Committed to strengthen positioning in consumer loans & accelerate market share gain in business loans (TL+FX)

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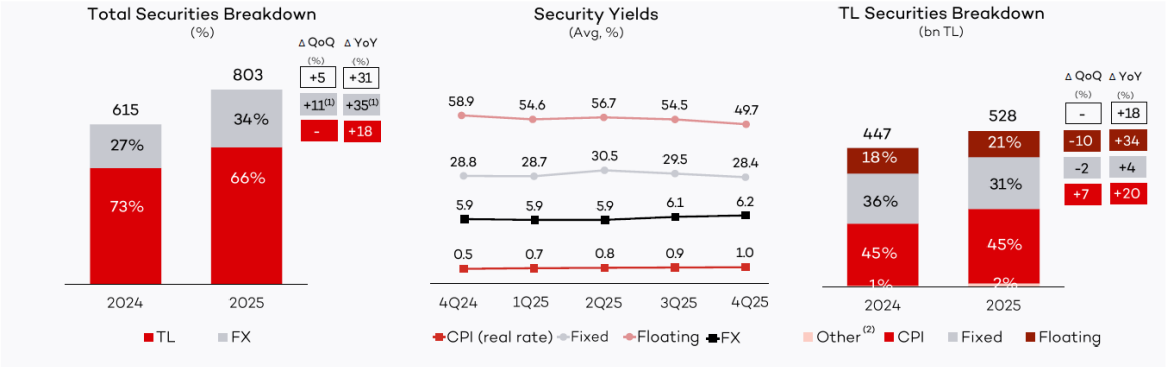
8

(1) Market share data based on bank only BRSA weekly data as of 26.12.2025 among private banks

- **Moving onto the balance sheet.**
- **Last year, our TL loan growth reached 42%, surpassing our FY guidance of over 30%.**
- **FC loan growth of 10% also came in well above our mid-to-single digit FY guidance.**
- **We strategically accelerated our loan growth in 2H25, delivering strong market share gains in both FC & TL business loans, while supporting NII evolution.**
- **To put in numbers, we captured 80 bps market share in FC loans and 110 bps in TL business loans during this period, among private banks.**
- **At the same time, we maintained our already solid position in consumer lending.**
- **This performance illustrates the effectiveness of our targeted growth strategy, laying a strong foundation for our 2028 targets while preserving risk-return discipline.**

Proactive securities positioning focused on yield maximization



- Well balanced TL securities portfolio supports margin evolution & book value growth amid ongoing disinflation
  - Comperatively higher yielding & longer-duration TL fixed rate investments create long-term support to NIM
  - Leading position in high-yielding corporate bonds (6% of TL securities, 51% yield) contributes positively to margin
  - TLREF-indexed bonds with decent spreads provides positive carry
  - Share of CPI linkers (with a positive real yield) in total TL securities strategically decreased by 31 pp to 45% since 2022
- FX securities increased by 35% YoY, driven by timely build-up of NIM accretive eurobond investments

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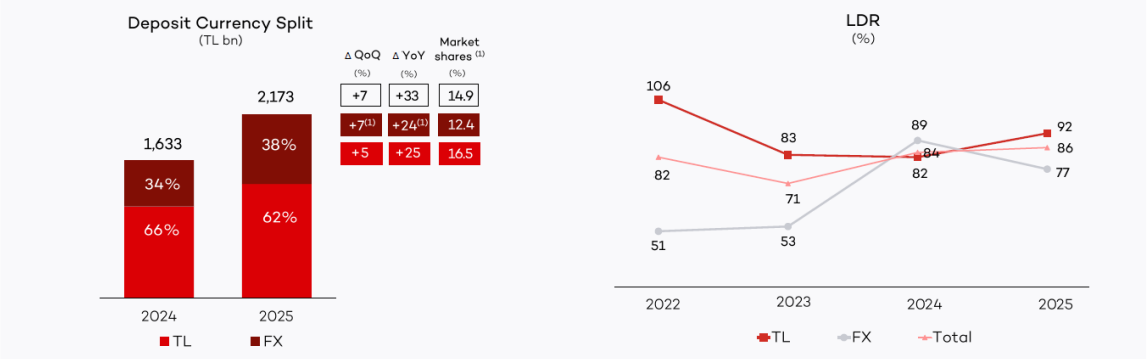
(1) In USD terms
(2) Equity products related with our brokerage company's daily transactions

- **Moving onto securities.**
- **The share of securities in total assets remained stable around 23%, while the composition reflects our balanced approach, maximizing yields.**
- **We selectively increased FC securities exposure, supported by timely build-up of NIM accretive eurobond investments.**
- **FC securities grew by 35% YoY in USD terms, lifting their share in total by 7 ppt to 34% YoY.**
- **On the TL side, we are well-positioned in long-duration, and higher-yielding fixed-rate securities complemented by TLREF-indexed bond portfolio with decent spread, providing potential for further book value growth through MtM gains.**
- **As highlighted before, share of our CPI-linkers has been strategically reduced by 31 ppt since 2022, reflecting a deliberate shift in portfolio composition.**
- **Active, yield focused portfolio management has enabled timely repositioning of our securities and reinforces margin resilience going forward.**

Well-executed funding mix contributes to cost optimization



- Funding cost optimization through flexible B/S, solid deposit franchise
  - Demand deposit share in total deposit increased by 5 pp YoY to 33%
  - Sticky & low cost TL time deposits share in TL time deposit is at 58%
- Low TL LDR partly utilized to capture growth opportunities, supporting cost-efficient funding, while still remaining below normalized levels

10 (1) In USD terms
(2) Market share data based on bank only BRSA weekly data as of 26.12.2025, among private banks

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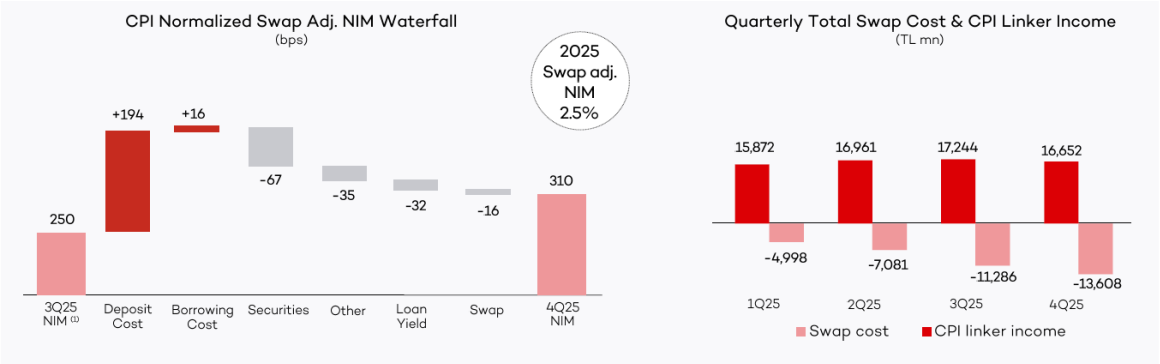
- **On the funding side, our low TL LDR and strong deposit franchise have allowed us to optimize funding cost while selectively advancing growth.**
- **Our demand deposit share in total deposits increased by 5 ppt to 33% YoY, supporting further margin improvement.**
- **Sticky & low-cost TL time deposits share in TL time deposit remains solid at 58%.**
- **Looking ahead, our well-structured balance sheet combined with sound deposit mix provides a solid foundation for continued NIM enhancement.**

Margin recovery set to continue



- NIM recovery restarted in 3Q25 and continued in 4Q25
  - Margin recovery underpinned by positive trajectory in TL spread backed by improving funding dynamics & well positioned loan portfolio
  - Strategically designed B/S led to 40 bps QoQ improvement in swap adjusted NIM (CPI normalized NIM:+60 bps QoQ) (1)

2026 Outlook:

- Focused growth and funding adaptibility to sustain further NIM improvement
  - Disinflationary phase, magnitudes of rate cuts, and macroprudential rules will impact the extend of the improvement

11 (1) Reported Swap Adj. NIM was 2.7% for 3Q25

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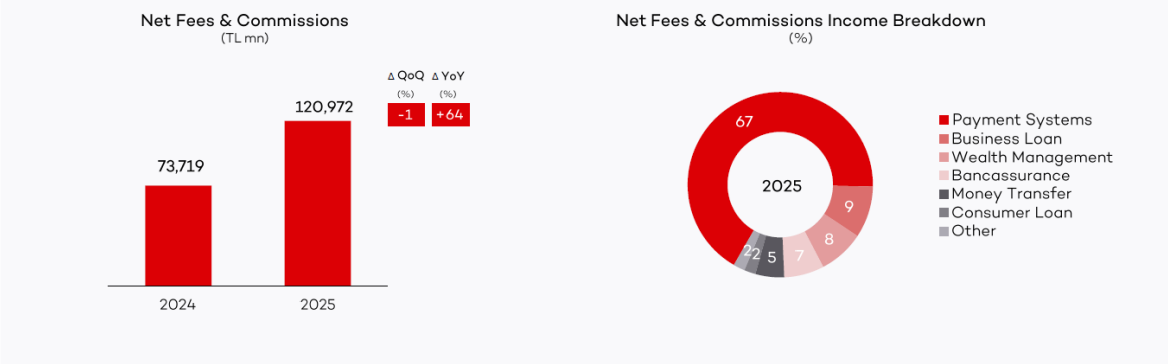
- **Moving onto the P&L.**
- **As you know, our NIM had started to recover during third quarter, thanks to improved funding dynamics.**
- **This trend was sustained during the fourth quarter, backed by disciplined balance sheet management.**
- **Our swap adjusted NIM expanded by 40 bps QoQ.**
- **On a CPI-normalized basis, quarterly NIM performance was even stronger at 60 bps. This is adjusted for the one-off valuation impact in the third quarter.**
- **Looking forward, our unwavering focus on profitable growth and effective funding strategies will remain key drivers supporting the anticipated gradual NIM expansion throughout this year.**
- **Accordingly, the quarterly evolution will remain sensitive to both the pace of disinflation and the magnitude of rate cuts.**

Robust fee performance underpins future delivery



Bancassurance (+75% YoY) [1]
c.80% of sales through digital channels

Payment Systems (+72% YoY) [1]
Pricing, strong customer acquisition & new product innovations

Money Transfers (+58% YoY) [1]
Increased volume & effective pricing

Consumer Loans (+47% YoY) [1]
Solid customer acquisition & market share gains

Wealth Management (+50% YoY) [1]
AK Asset Management #1 with TAuM of TL 1,448 bn [2]

12 (1) Net fees & commissions income breakdown growth
(2) Among private institutions

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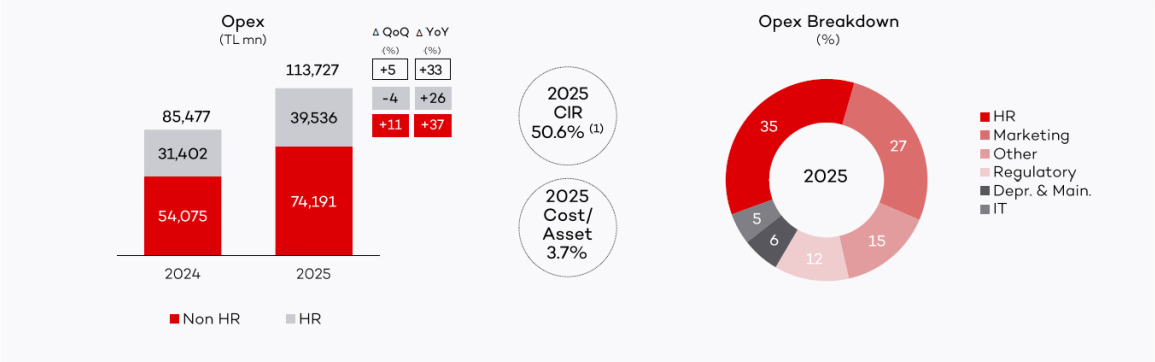
- **Last year, our net fees recorded a robust growth of 64%, ending the year above our guidance of around 60%.**
- **The growth was broad based across all business lines, reflecting strong customer engagement, continued innovation, and diversified product portfolio.**
- **Sector-wide fees have benefited from the high interest rate environment.**
- **However, our diversified fee structure and growth in customer base positions us well to mitigate the cyclicality of the payment system fees in a lower interest rate environment.**

Cost discipline sustained, opex growth contained



- Opex growth already stabilized at inflation levels amid disciplined cost management
  - Opex increased by 33% YoY in 2025, resulting better than our revised guidance of ~ 40%
  - Cost control & operational efficiency limited expense growth
- CIR remained at ~ 50% as NII pressures persisted in tight monetary and regulatory backdrup

2026 Outlook:

- Improving NII dynamics and resilient fee income base to translate into a gradual improvement in CIR toward low-40%'s
- Mid to long-term ambition is at < 35% CIR, in line with historical averages

13

(1) CIR calculation excludes FX gain from hedge position related with stage 1&2 provisions

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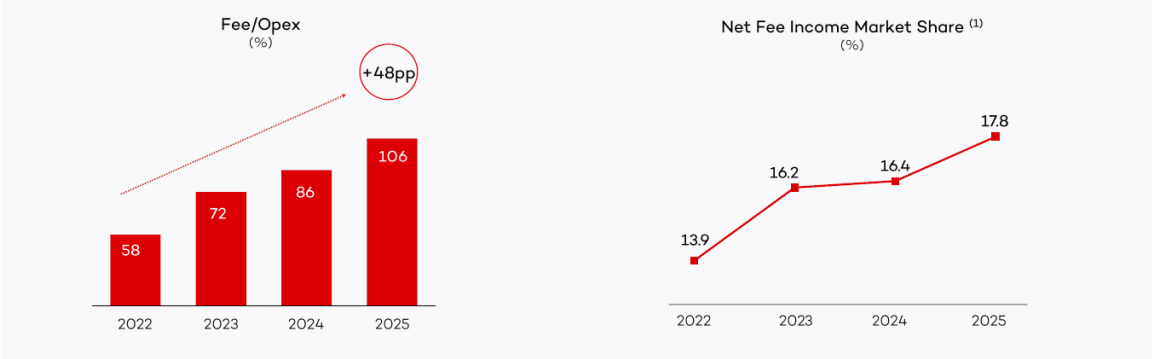
- **Cost increase remained well contained last year, with YoY opex growth limited to 33%, better than our FY guidance of around 40%.**
- **Having stabilized cost increase around inflation levels we had the lowest opex base among our peers as of third quarter last year.**
- **This is a reflection of our disciplined cost management and operational efficiency.**
- **However, our FY CIR remained around 50%, reflecting continued pressure on NII.**
- **As for this year, improving NII dynamics along with resilient fee income base are expected to drive a gradual improvement in CIR towards low- 40s.**
- **As Kaan Bey just shared, our mid-to-long term ambition remains unchanged, with CIR targeted below 35% by 2028.**
- **Cost discipline embedded across our workforce and branch network, alongside a targeted application of AI to enhance efficiency and scalability, will be instrumental in achieving our targets.**

Scale & customer penetration driving fee market share gain



- Outstanding fee/opex ratio demonstrates strategic focus on enhancing customer driven revenues and disciplined cost management
  - Fee/opex ratio reached 106% in 2025, up from 86% in 24YE & 58% in 22YE
- Fee income market share (1) continued to improve (+1.4pp YoY), reaching 17.8% (+3.9pp since 2022), reflecting strong momentum in all business lines & enhanced fee chargeable customer base

2026 Outlook:

- Resilient fee income engine combined with cost discipline to deliver opex coverage of ~ 100%

14 (1) Based on bank only BRSA monthly data, among private banks

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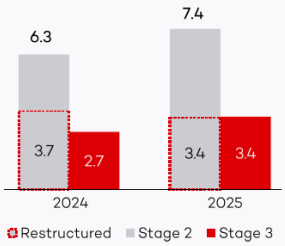
- **On that note, let's move onto our superior fee coverage of opex.**
- **Starting from an already high level, our broader operating footprint and deeper customer penetration, alongside disciplined cost management, translated into a stronger fee coverage.**
- **Our strong momentum in fees across all business lines led for our market share gain among private banks to advance by 1.4 ppt to 17.8% last year.**
- **More importantly, the total market share gain in fees among private banks since end of 2022 has reached 3.9 ppt.**
- **At the same time, the fee-to-opex ratio increased by 20 ppt to 106% in just one year.**
- **With full coverage of opex now firmly in place, our aim is to sustain this level through this year and beyond.**

Prudent risk approach reflected in strong coverage ratios

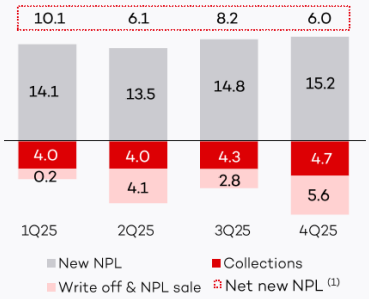
Provision Build & Coverages

(%)	2024	2025
Stage 1 Coverage	0.9	0.7
Stage 2 Coverage	14.6	11.8
Stage 3 Coverage	58.8	63.7
Stage 2+3 Coverage	**28.0**	**28.1**
Gross Coverage	**3.4**	**3.7**
Total Provision Build (TL bn)	46.3	70.7
Net CoC (excl. ccy impact)	128	214

Stage 2 & 3 Share in Gross Loans
(%)



New NPL Evolution
(TL bn)



- Strong underwriting standards & proactive risk oversight mitigate credit risk across the portfolio
  - ~ 90% of GPLs, business banking installment & micro SME loans sold through digital channels: AI based & fully-automated processes
  - ~ 85% GPLs pre-approved & ~ 30% are to salary customers
  - Less than 4% market share in bankruptcy applications, below our natural sector market share
- NPL market share (2) has been on a decreasing trend since 1Q25, down further ~ 150 bps in 4Q25

2026 Outlook:

- Retail led NPL migration to continue, with flattish CoC trend

15

Stage 2 FX provisions are fully hedged
NPL ratio by segment: business: 2.6%, consumer: 4.2%, credit cards: 4.8%
(1) Excluding write off & NPL sale
(2) Market share data based on bank only BRSA weekly data as of 26.12.2025 among private banks

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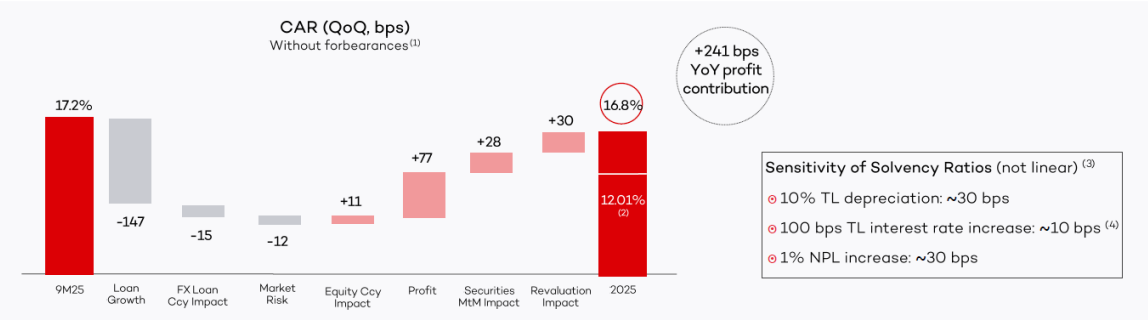
- **Moving onto asset quality.**
- **Retail-led NPL inflows continue to be the persistent trend across the sector, as a reflection of the macro environment.**
- **Despite this backdrop, our NPL market share among private banks has continued to decline, extending the trend observed since early 2025, with a further 150 bps improvement in 4Q25.**
- **The share of Stage 2 + 3 loans remains contained at 10.8% of gross loans, underscoring the sound quality of our portfolio.**
- **Please also note that restructured loans represent only 3.4% of the total loan portfolio.**
- **Meanwhile, our share in bankruptcy applications stand at less than 4%, which is below our natural market share, mirroring our disciplined underwriting and proactive risk management.**
- **Supported by prudent provisioning, our total provisions increased to nearly TL 71 billion, reflecting the continued build-up of our reserve buffers.**

- **As a result, our coverage ratios remained solid with gross coverage at 3.7% and Stage 2 + 3 coverage at 28.1%, reinforcing balance sheet resilience.**

- **Excluding currency impact, net COC ended the year at 214 bps, slightly above our guidance, while NPL ratio was fully in line at 3.4%.**

- **Looking ahead, as we continue to grow, our disciplined risk framework, supported by advanced analytics, AI-driven credit decisions in retail, together with diligent tracking of our corporate & commercial loan portfolio position us well to preserve asset quality and contain potential cost-of-risk pressure this year.**

Growth delivered, solvency preserved, future advantage secured



(%, TL bn)	CAR	Excess Capital (5)	Tier 1	Excess Tier 1 (5)	CET-1	Excess CET-1 (5)
Without forbearances (1)	16.8%	114.5	13.6%	85.1	12.5%	95.0
With forbearances	19.0%	151.1	15.5%	117.2	14.3%	123.8

(1) w/o forbearances. Forbearances: Fixing MtM losses of securities & FX rate for RWA calculation to 28.06.2024 FX rate for 2025
(2) Min Basel III required: Including buffers (Capital Conservation Buffer: 2.50%, D-SIB Buffer: 1.50% Countercyclical Capital Buffer: 0.01%)
(3) Diminishing sensitivity for higher amount of changes
(4) Sensitivity calculation includes 20 bps real rate change for CPI-linkers (FVOCI)
(5) Basel III min. requirements: CAR: 12.01%, Tier-1: 10.01%, CET-1: 8.51%

16

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- **Moving onto capital.**

- **Our total capital, Tier 1 and CET 1 ratios remain robust at 16.8%, 13.6% and 12.5%, excluding regulatory forbearances.**

- **This reflects prudent capital allocation driving profitable growth.**

- **As for the sensitivity, 10% depreciation in TL results in around 30 bps decrease in our capital ratios while the impact diminishes for larger FC movements.**

- **Similarly, 100 bps increase in TL interest rate would lead to an impact of approximately 10 bps on our solvency ratios, demonstrating limited sensitivity and the strength of our capital.**

- **Overall, our strong capital buffers continue to anchor balance sheet resilience and support long-term profitable growth.**

2025: ESG performance at a glance

SUSTAINABLE FINANCE	ECOSYSTEMS MANAGEMENT	CLIMATE CHANGE	PEOPLE & COMMUNITY
Supporting a more sustainable economy	Enhancing financial health & inclusion	Reducing our impact on environment	Empowering our people and communities
TL 681 bn sustainable finance provided since 2020YE (1)	USD 238 mn resource via international funding organizations for Women SMEs	2030 sectoral targets prioritized carbon intensive sectors (4) and continued to track customers in 4 groups (5)	Chief Diversity Officer Treasury EVP appointed as the new DEI Leader
46% sustainability wholesale funding (2)	Responsible AI Manifesto committed to leveraging AI for innovation & efficiency with a responsible and ethical framework	90% reduction of absolute Scope 1 & 2 GHG emissions by 2030 from 2019 base year	345K students reached by Akbank Youth Academy since 2020
TL 36 bn total ESG-themed and ESG rated funds (3)	21K SMEs reached by Akbank Transformation Academy since 2022	100% electricity sourced from renewables	~50% women in CEO's direct reports
Sustainable Finance Framework in line with international standards	USD 2 mn invested in 4 startups founded by Akbank intrapreneurs	83% reduction in operational emissions as of 2024YE since base year 2019	Women's Empowerment Principles, 30% Club, Valuable 500, Bloomberg Gender Equality Index member

(1) Based on bank-only MIS data, includes: Granted SME loans (e.g. access to essential services, women-owned SMEs) & renewable loans, other green and social loans in line with Sustainable Framework & ESG Eurobond & syndicated loan purchases
(2) As of 31 December 2025 (Additional Tier 1 is not included in this calculation due to its capital status)
(3) 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 Life 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
(4) Power, Cement, Iron-Steel and Commercial Real Estate
(5) 4 groups: climate solutions, aligned, aligning and managed phase-out

17

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- **Before moving onto Q&A, I'd like to share a few highlights regarding our non-financial performance.**

- **As highlighted in our ESG video, we continue to advance in our Sustainable Action Plan with measurable results.**

- **As a result of our non-stop dedication, we are happy to be among one of the few institutions globally to receive CDP's highest 'A' rating in Climate Change, Water Security, and Forests, reinforcing our leadership in sustainability.**

- **In this context, we are excited and proud that COP31 will be taking place in Türkiye this year.**

- **It reflects Türkiye's growing commitment to climate action and highlights the increasing importance of sustainable finance and climate risk management for our region.**

- **We will continue to support the transition to a low-carbon and inclusive economy in line with our long-term objectives.**

2025: Effectively navigated challenging environment through selective market share gains and disciplined ALM

	2025G	2025
TL Loan Growth	> 30%	41.8%
FX Loan Growth (in USD)	Mid-single digit	10.1%
NIM (swap adj.)	3-3.5%	2.5%
Net fees & com. growth	~ 60%	64.1%
Opex growth	~ 40%	33.1%
Cost/ income (1)	High-40%'s	50.6%
NPL	~ 3.5%	3.4%
Net total CoC (excl. ccy impact)	150-200 bps	214 bps
ROE	> 25%	21.5%

4Q25
Cheat sheet

18 (1) CIR calculation excludes FX gain from hedge position related with stage 1&2 provisions

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- **This slide highlights the snapshot of our 2025 financial performance.**

- **As shared throughout the presentation, main deviation was related with pressures on NIM due to tighter than expected monetary policy and the divergence between deposit costs and policy rate.**

2026: Strategically positioned for ROE above inflation

2026 Guidance	
TL Loan Growth	> 30%
FX Loan Growth (in USD)	> 10%
NIM (swap adj.)	~ 4%
Net fees & com. growth	> 30%
Opex increase	Low-30%'s
Cost/ income [1]	Low-40%'s
NPL	~ 3.5%
Net total CoC (excl. ccy impact)	~ 200 bps
ROE	High-20%'s

19 (1) CIR calculation excludes FX gain from hedge position related with stage 1&2 provisions

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- **Looking forward, as shared at the beginning of our presentation, we are committed to strengthen further our already robust positioning in consumer loans while accelerating market share gains in TL & FC business loans, including non-cash loans.**

- **Our focused growth and funding adaptability will sustain further NIM improvement this year.**

- **Accordingly, our NII will be supported by both volume growth and further improvement in margins through ongoing disinflation.**

- **Our resilient fee engine combined with cost discipline will continue to contribute to full coverage of opex.**

- **Improving NII dynamics and resilient fee income base is expected to translate into a gradual improvement in CIR toward low-40%'s.**

- **Asset quality will continue to be priority area in the sector, while our disciplined risk framework will limit cost pressure, leading flattish COC trend.**

- **So to sum up, our well-structured balance sheet, along with risk-return focused growth to support further NII enhancement in the**

anticipated rate cut cycle, leading to an ROE above inflation starting this year.

Thank you for your continued interest and engagement.

To conclude, we enter the period ahead with confidence in our strategy and our ability to deliver.

Our guidance reflects a balanced outlook, grounded in prudent assumptions, disciplined execution, and a strong focus on sustainable profitability.

With our solid capital position, resilient balance sheet, and diversified business model, we are well positioned to navigate the evolving macro environment while continuing to create long-term value for all stakeholders.

Technology remains a key enabler of our strategy, supporting deeper customer engagement, operational efficiency, and scalable growth.

We will continue to invest selectively in digital capabilities and process transformation, as well as our people, while maintaining a disciplined approach to risk and capital allocation.

We look forward to meeting many of you in the coming period and continuing our dialogue in more detail.

Thank you for joining us today. We appreciate your trust and continued engagement.

Bye for now.