

# Corporate Presentation

July 2025

# AKLease

#Worthforfuture





## **01 Akbank Overview**

02 AKLeaseOverview

03 People & Culture

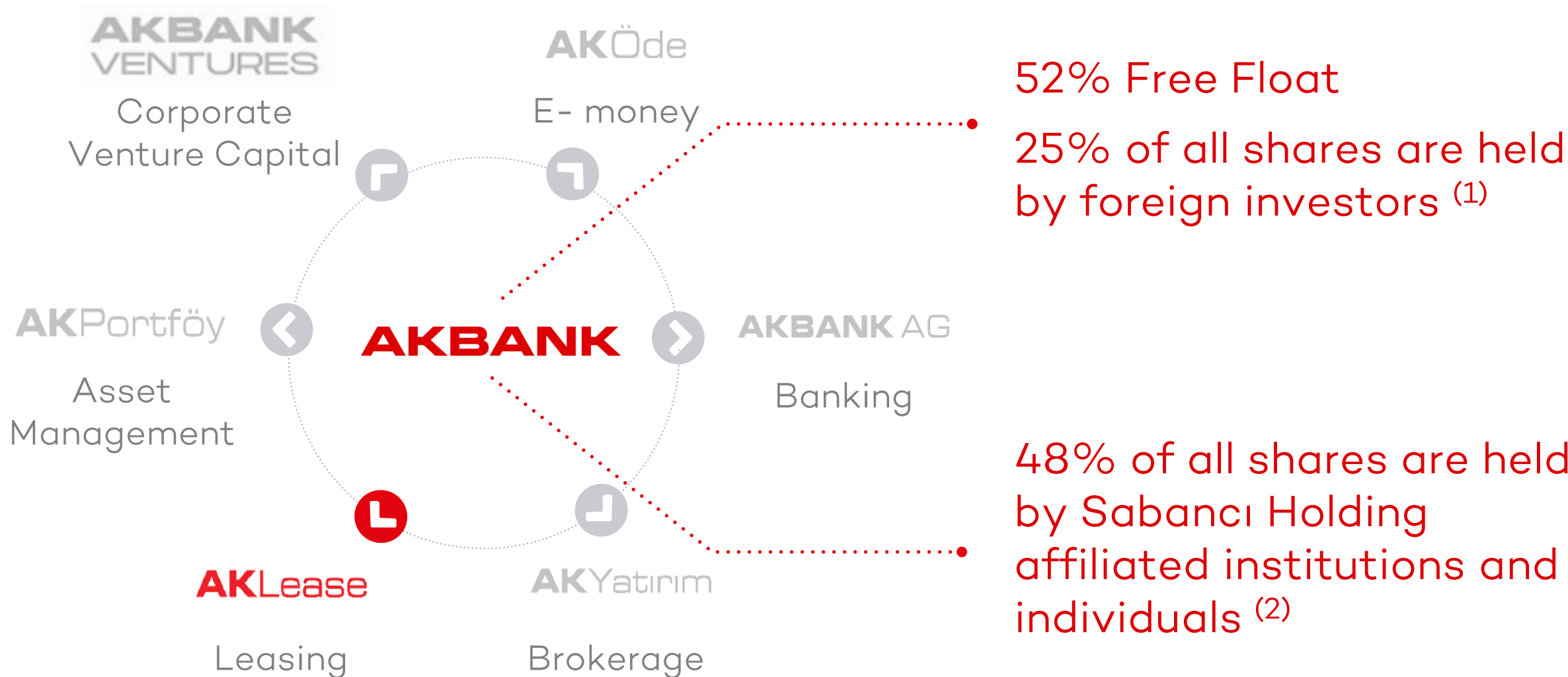
04 Sustainability

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# Strong major shareholder with long term vision

## History and Shareholding Structure



### Established in 1988

AKLease was established as BNP-AK-Dresdner Leasing in November 1988, a joint venture between Akbank, Dresdner and BNP

### Renamed in 2005

Akbank acquired the entirety of AKLease in 2005 and subsequently renamed it AKLease

### Owned by Akbank

AKLease is 100% owned by Akbank

## Sabancı Holding

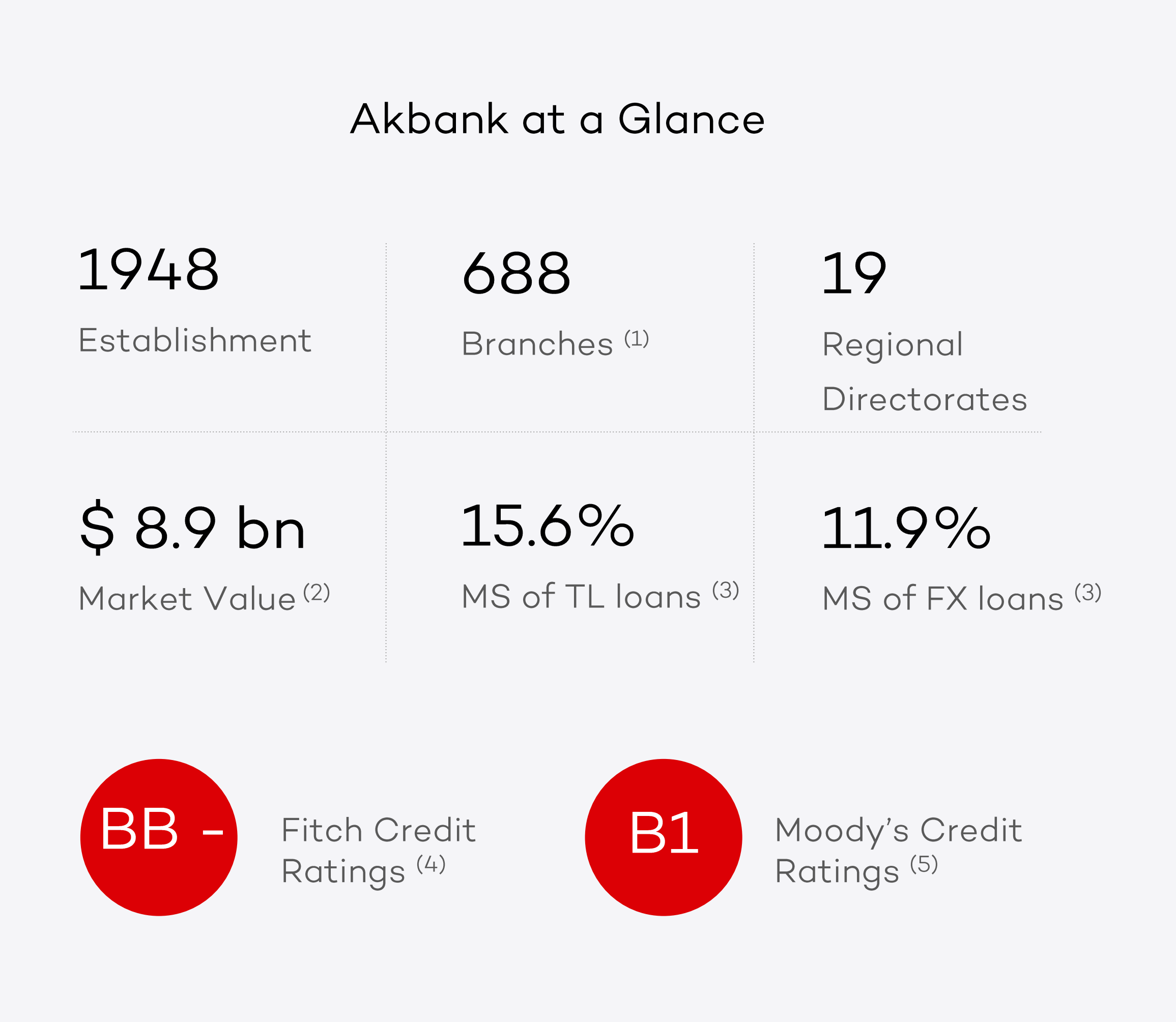
- ▶ 2nd largest multi-business enterprises in Türkiye with total assets of TL **3,303 bn** <sup>(3)</sup>
- ▶ ~**5.0%** of BIST capitalization with 12 public companies including Holding itself
- ▶ Market leaders in most of the sectors they operate in. Mainly operates in **banking, financial services, energy and climate tech, material tech, mobility solutions and digital**
- ▶ Multinational business partners with some of the most well-established companies in the world (**Including; Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials and Skoda**)
- ▶ **Akbank** is the flagship of the Sabancı with the highest share of NAV
- ▶ **New Economy:** Climate Tech, Advanced, Materials Tech & Digital Tech
- ▶ By 2050: **Zero Waste & Net Zero Emissions**

(1) As of the end of Mar. 25

(2) Shareholder composition calculation is based on the "Ordinary General Assembly Meeting Shareholder List" dated 24.03.2025

(3) As of the end of Mar. 25, based on IAS29 (inflation accounting)

# Synergies from relationship with Akbank



- ▶ Active Customer Base: 14.7 mn (as of June 2025)
- ▶ CAR: 17,4% (as of June 2025) <sup>(6)</sup>
- ▶ Tier 1: 13,8% (as of June 2025) <sup>(6)</sup>



4

(1) As of July 2025  
(2) As of July 2025  
(3) Market share data based on bank only BRSA weekly data as of 27.06.2025, among private banks  
(4) As of 17.09.2024  
(5) As of 23.07.2024  
(6) Without forbearance. Forbearance: Fixing MtM losses of securities & FX rate for RWA calculation to 26.06.2023 FX rate for 2024



# Full scale financial powerhouse with subsidiaries leading in their fields



## Banking

**AKBANK AG**

- ▶ Akbank Group's European flagship with a robust 35.2% CAR as of 2024
- ▶ Contribution to net income stands at 6% in 2Q25



## Asset Management

**AKPortföy**

- ▶ Leader in total AuM with TL 1,048.6 bn <sup>(4)</sup>
- ▶ Leader pension fund management with TL 301.2 bn AuM, 19.3% market share <sup>(4)</sup>
- ▶ Mutual fund management with TL 649.8 bn AuM, 10.8% market share
- ▶ DPM with TL 90.7 bn AuM



## Leasing

**AKLease**

- ▶ Net lease receivables market share of 12.0% <sup>(1)</sup>



## Brokerage

**AKYatırım**

- ▶ Leader in corporate bond issuances <sup>(2)</sup> with 32% market share in 2Q25 (38% in 2024)
- ▶ Leader in equity public offerings with lead managed offering size <sup>(3)</sup>



## E-Money

**AKÖde**

- ▶ Tosla targets individuals, providing inclusive financial services
- ▶ Tosla İşim, payment facilitator targets commercial users & SMEs providing Virtual POS, Pay by Link, Cash Register & Credit Gateway



## Corporate Venture Capital

**AKBANK VENTURES**

- ▶ Targeting next generation businesses with high growth potential to support Akbank's strategic investments



## Innovative Technology Solutions

**AKTech**

- ▶ Newly established subsidiary AKTech will offer innovative technological solutions to our subsidiaries and third parties

**AKLease**

(1) As of Apr'25

(2) Excluding issuances of banks and affiliated financial companies. All data are based on BIST

(3) Totaling USD 1.8 bn since 2014 resulting a market share of 14.4%, excluding privatization transactions

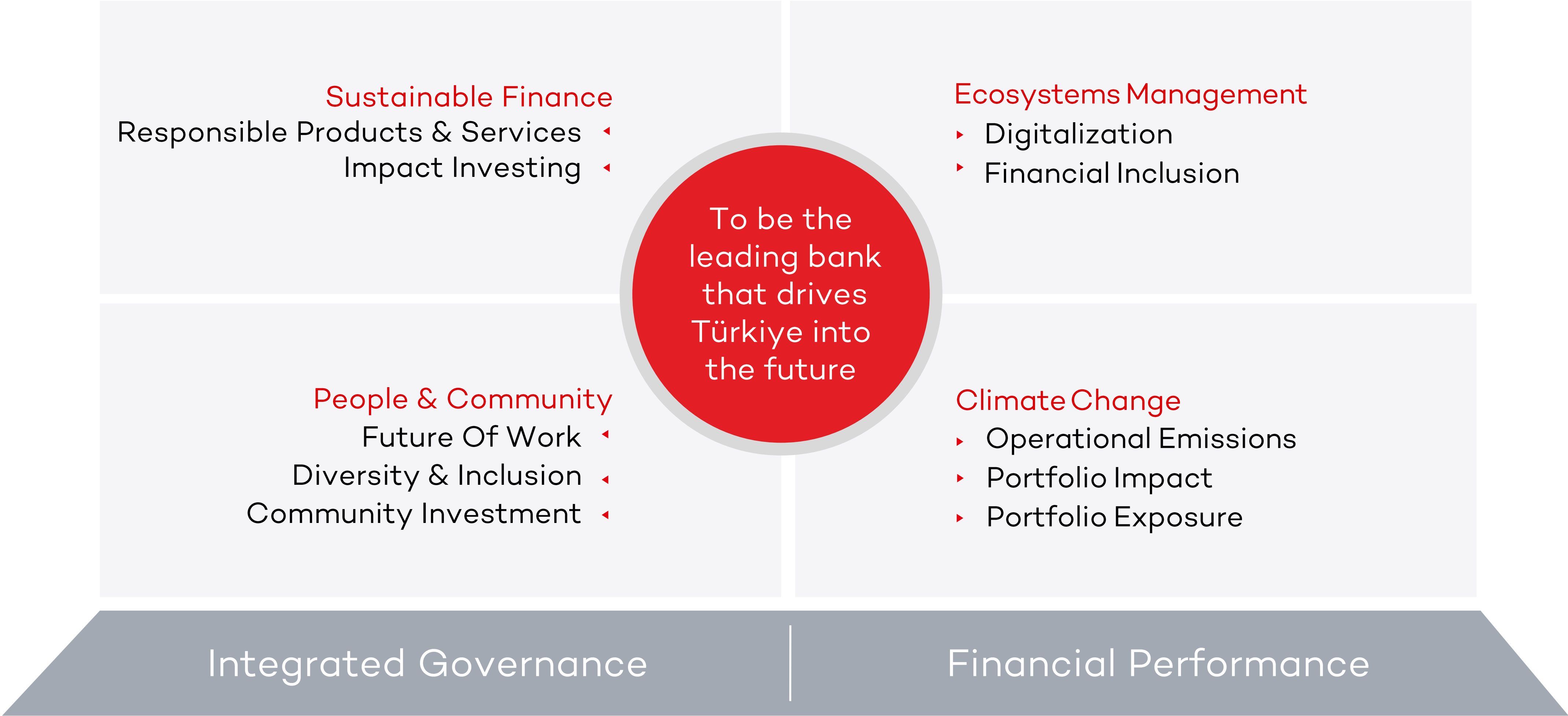
(4) Among private institutions

# Awards over the recent years





# Akbank ESG Strategy: Mitigate environmental footprint while increasing positive impact



# Actionable targets for positive impact

## SUSTAINABLE FINANCE

Supporting a more sustainable economy

TL 800 bn Sustainable finance until 2030



Increase sustainable wholesale funding secured by the bank until 2030

## ECOSYSTEMS MANAGEMENT

Enhancing financial health & inclusion

Extend digital, innovative products & services

Achieve 10% annual growth in # of women SMEs by 2025



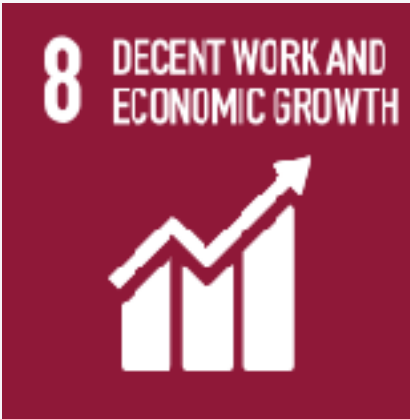
Increase number of financially empowered people until 2030

## PEOPLE & COMMUNITY

Empowering our people and communities

Improve the effectiveness of investment on our people

Increase Social Return on Investments for community investments



Enhance the effectiveness of Akbank volunteerism in community investments

## CLIMATE CHANGE

Reducing our impact on environment





Become a net-zero bank through reducing operational and portfolio emissions by 2050



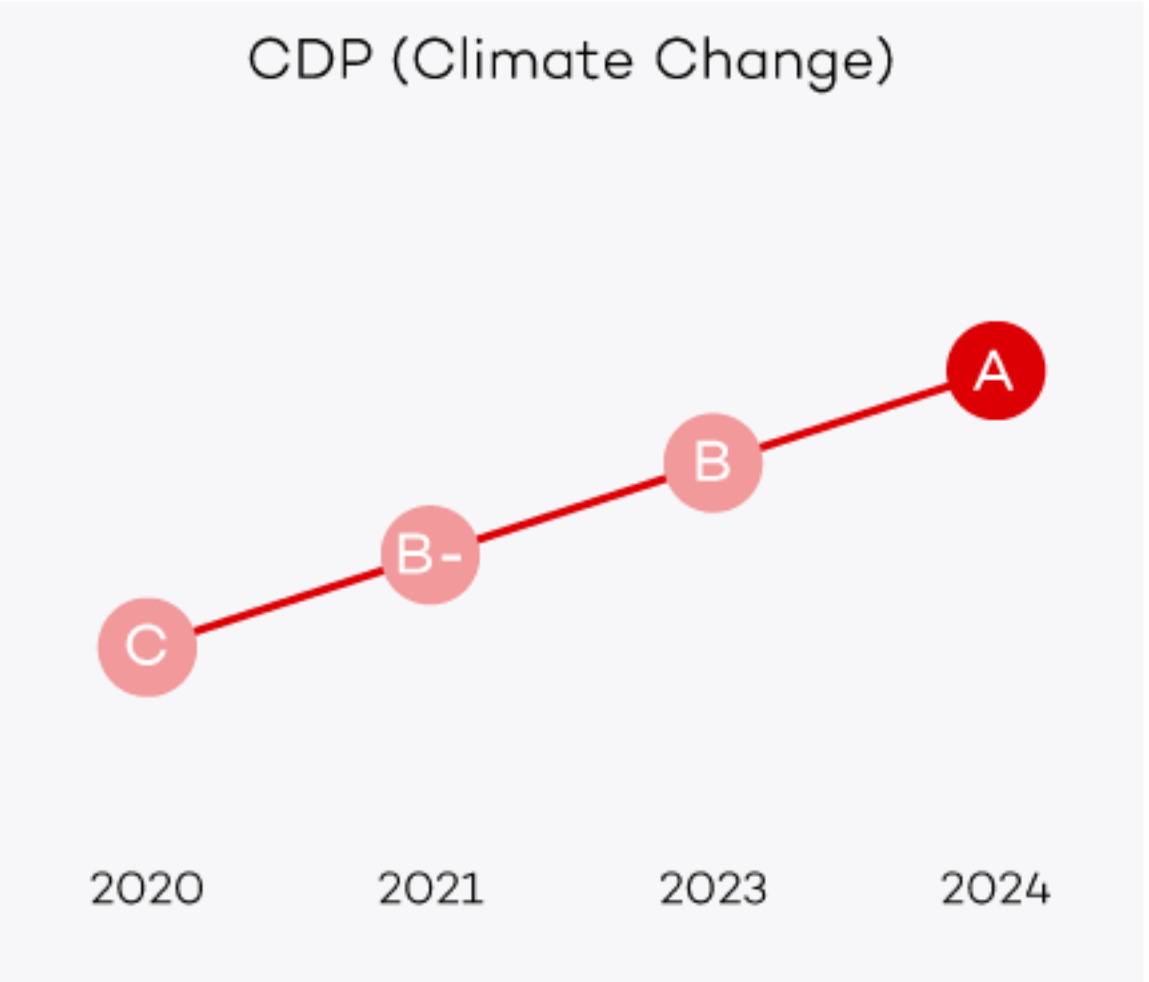
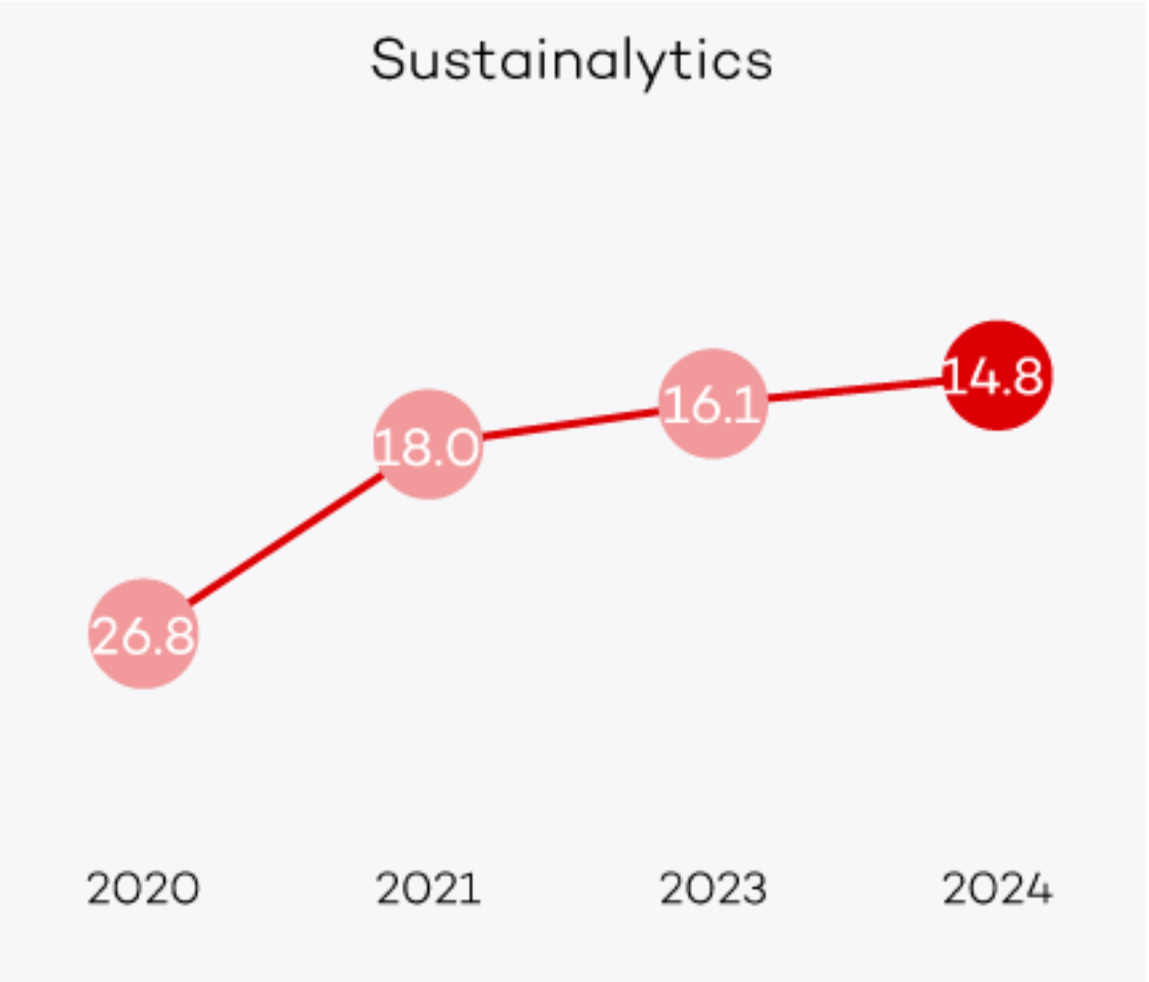
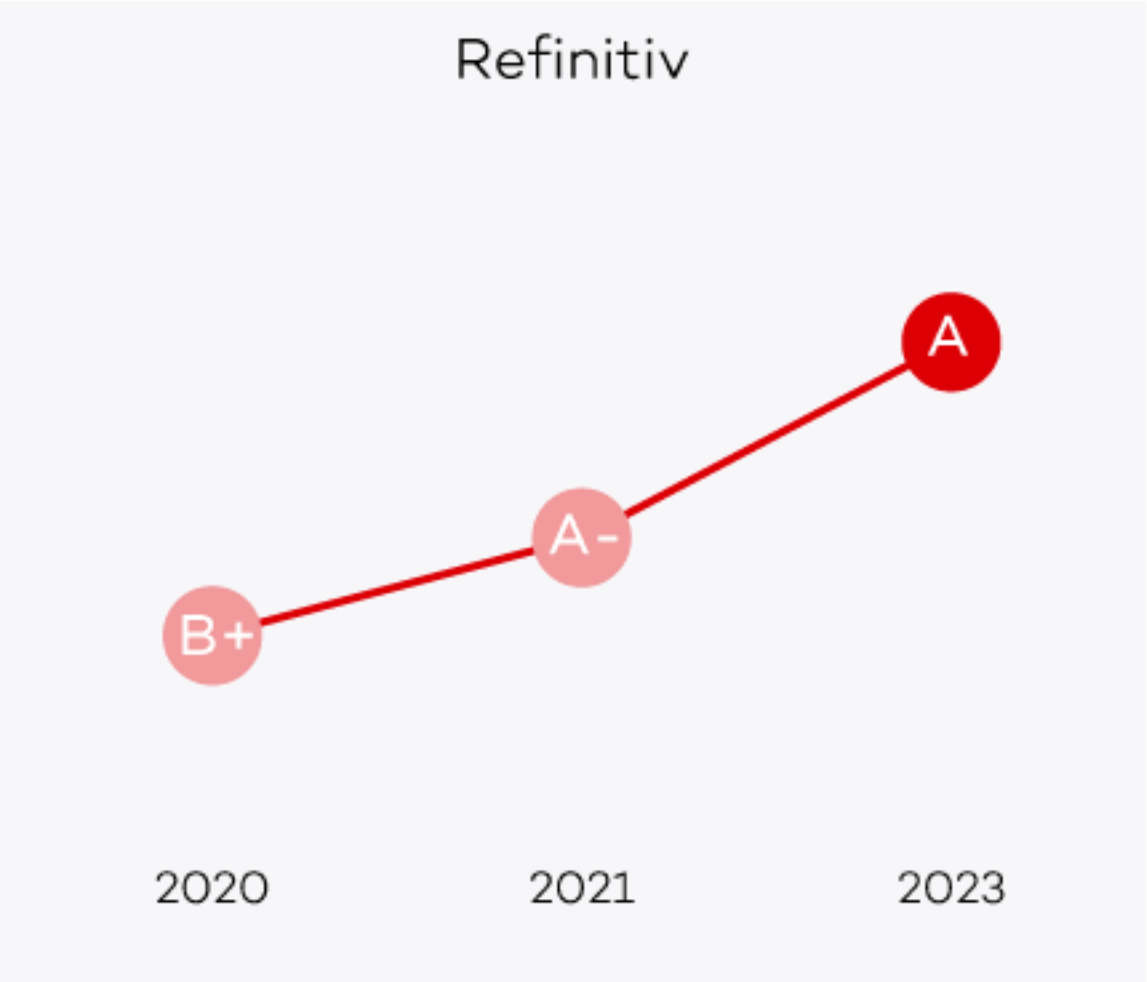
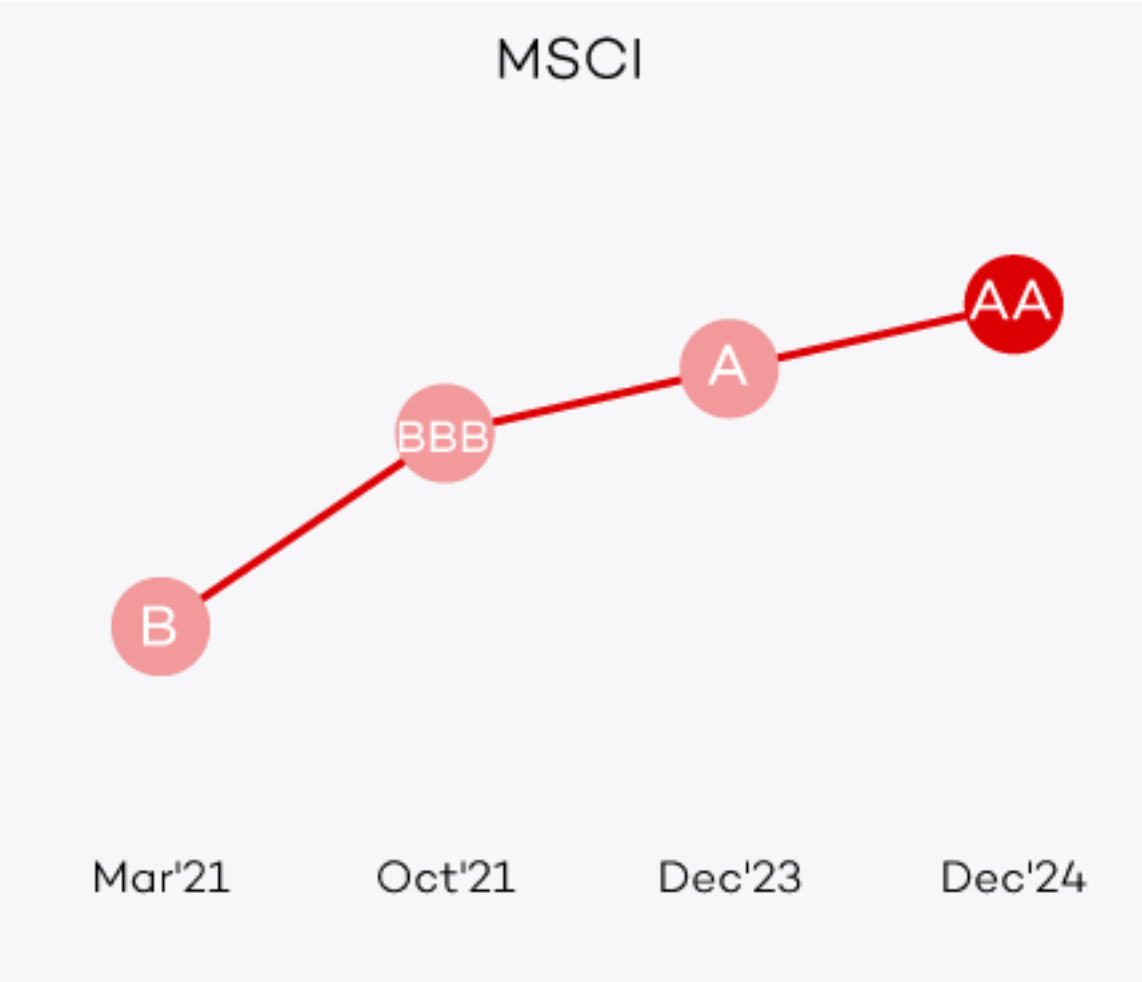
Mitigate climate-related risks & impact on portfolio



# Transparent & holistic approach validated in our ratings

Indices				
Range	AAA/CCC	A+/D-	0-40+	A/D-
Score	AA	A	14.8 (Low Risk)	A

## Progress



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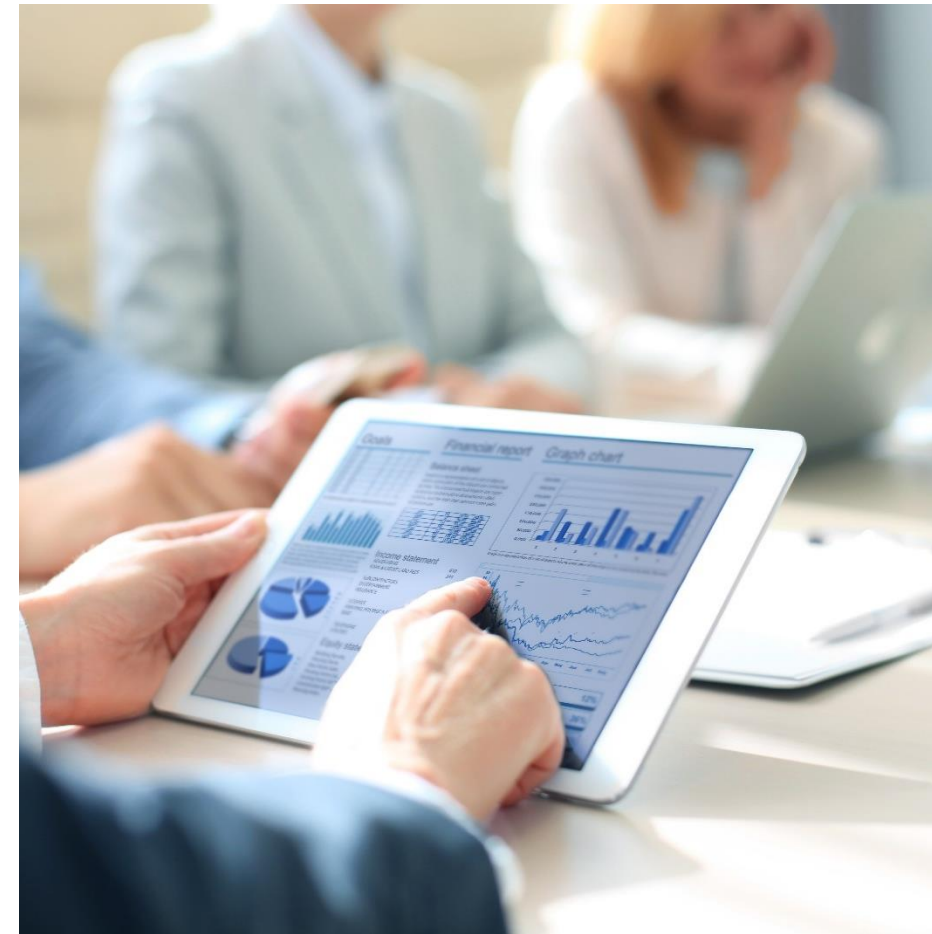


# Our core values



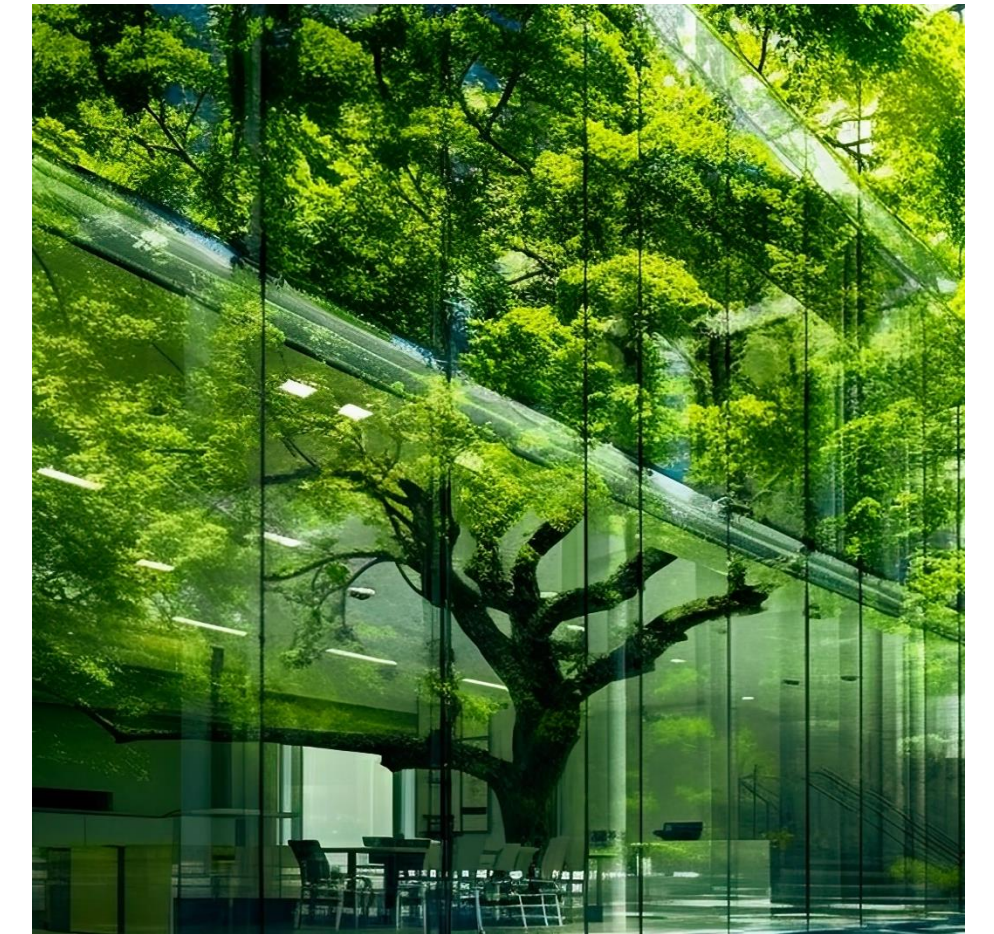
01

**To be trusted  
brand of  
financial  
services**



02

**Focus on  
customer  
satisfaction**



03

**Provide  
innovative  
financial  
solutions**



04

**Simple and  
smart digital  
processes**



05

**Supporting  
sustainable  
businesses and  
healthy  
environment**



# BOD and management chart



**Chairman**

**Çetin Düz**

EVP, Credit Monitoring and  
Collections, Akbank



**Deputy Chairman**

**Özlem Atik Kaplanoğlu**

EVP, Commercial Banking,  
Akbank



**Member**

**Savaş Külcü**

Head of Internal Audit, Akbank



**Member**

**Türker Tunalı**

CFO, Akbank



**Member**

**Gamze Şebnem  
Muratoğlu**

EVP, Treasury and FI,  
Akbank



**Member**

**Alper Bektaş**

EVP, SME Banking, Akbank



**Member**

**Levent Demirağ**

Consultant, Sabanci Holding



**Member**

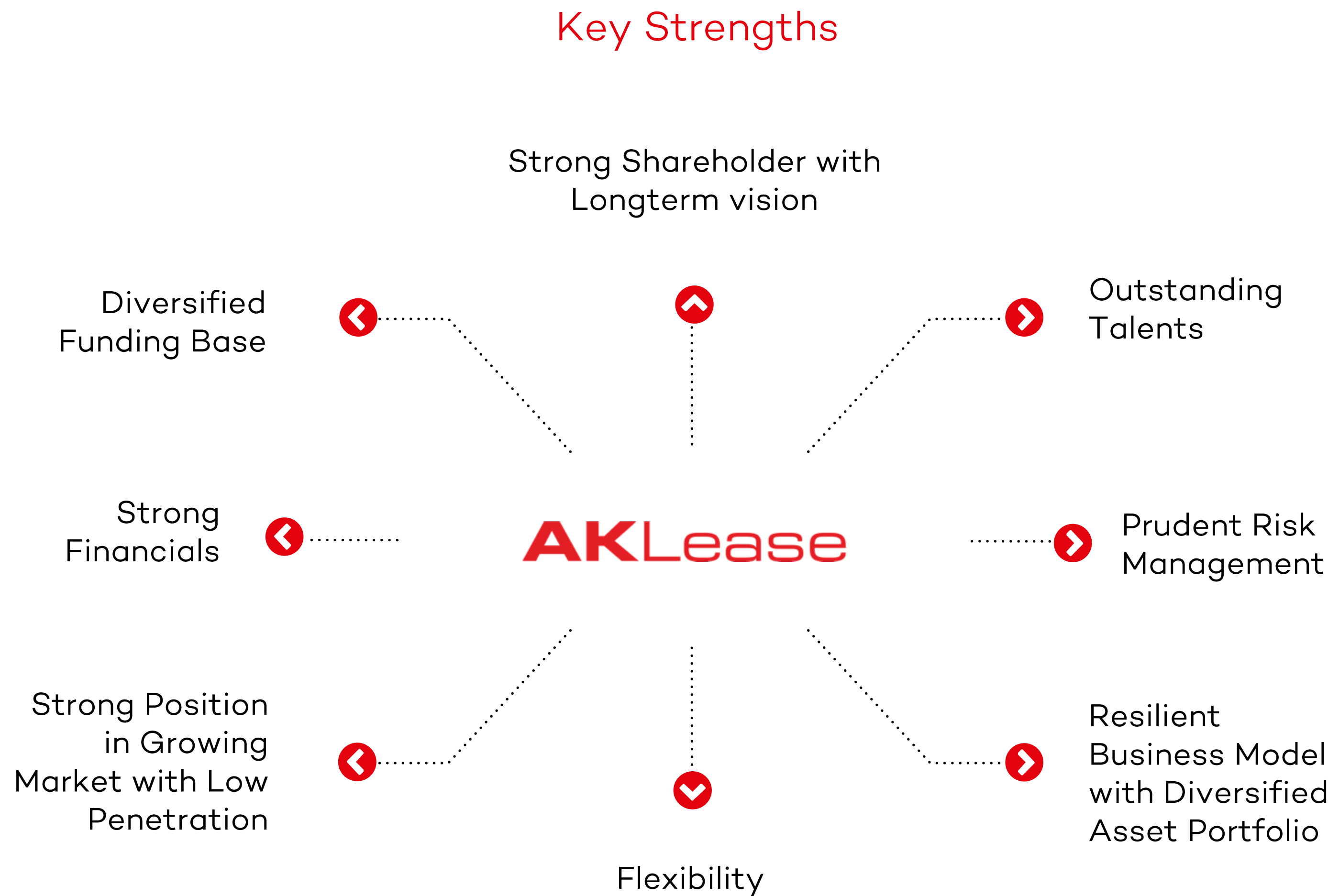
**Eser Okyay**

AKLease CEO



# Strong presence in leasing industry

AKLease at a Glance	
<b>35 Years</b> Experience	<b>100%</b> Owned by Akbank
<b>Top 2</b> Ranks* by ROE	<b>10</b> Branches
<b>Top 2</b> Ranks* by Asset Size	<b>11,8%</b> Market Share
Rating <b>LTFC IDR BB-</b> Rated by Fitch	



# Awards over the recent years





# Awards over the recent years



**AKLease**



# 2025 Vision: Looking Forward



## 01 Running AKLease

- ▶ Risk & return focused sustainable growth and market share
- ▶ Maintain high asset quality
- ▶ Strong capital and robust liquidity
- ▶ Synergy with Akbank and Sabanci Group

## 02 Building Future

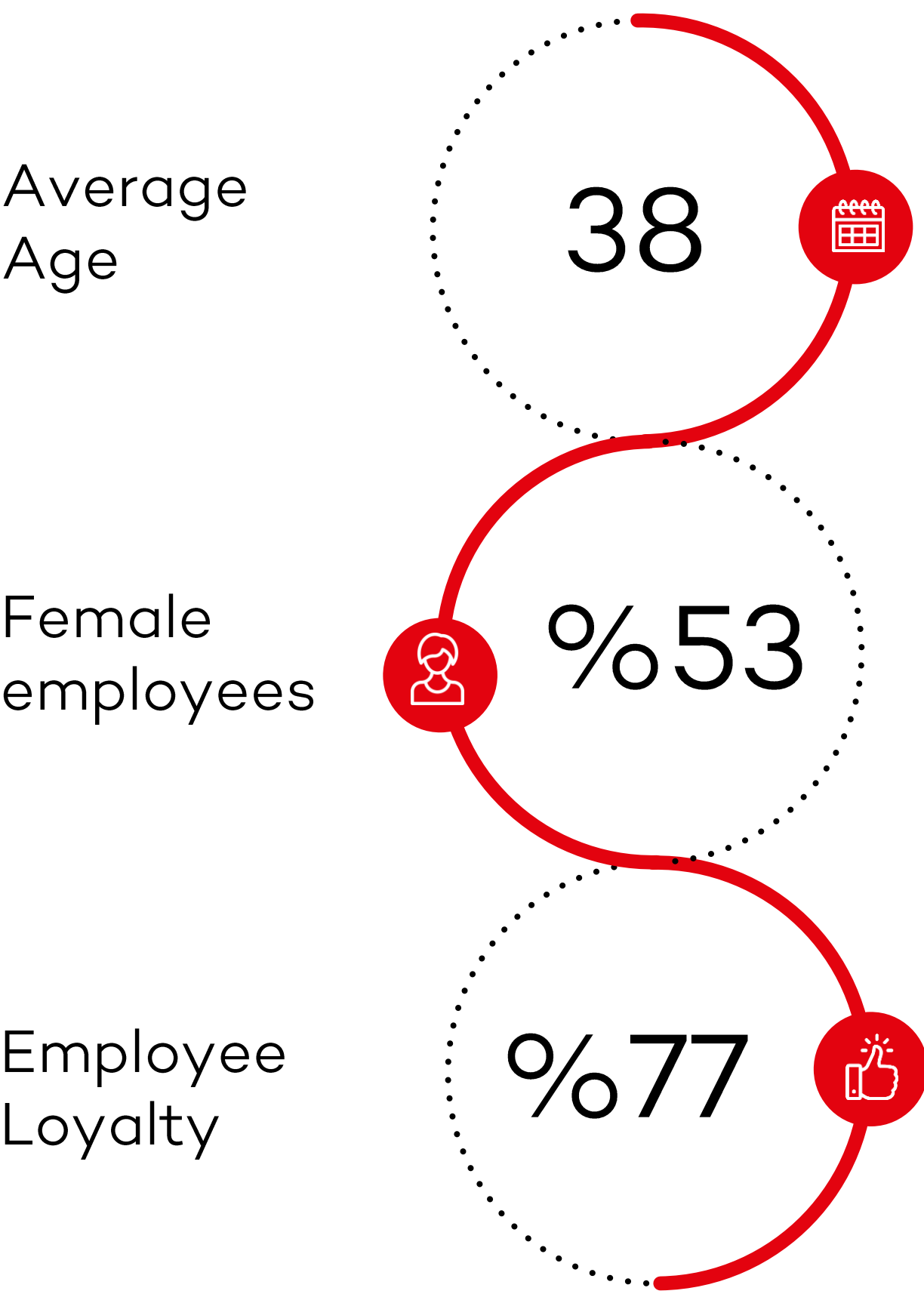
- ▶ Leverage digitalization + Robust infrastructure = Transforming business processes
- ▶ Diversify funding base
- ▶ Create high customer experience with tailor made solutions
- ▶ To be the leading leasing company investing in our future through commitment on sustainability



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# People & Culture: Investing in our people



## Strong Employer Brand

- ▶ An innovative approach which aims to add value by employee loyalty
- ▶ A team which communicates openly, embraces the common goal



## End to end talent management

- ▶ Inclusive talent management program
- ▶ Personalized development programs and trainings



## Performance management / Backup

- ▶ Tailor-made performance management for all employees regardless of position
- ▶ Submission of the performance evaluation for employee approval
- ▶ Backup plans for organizational continuity



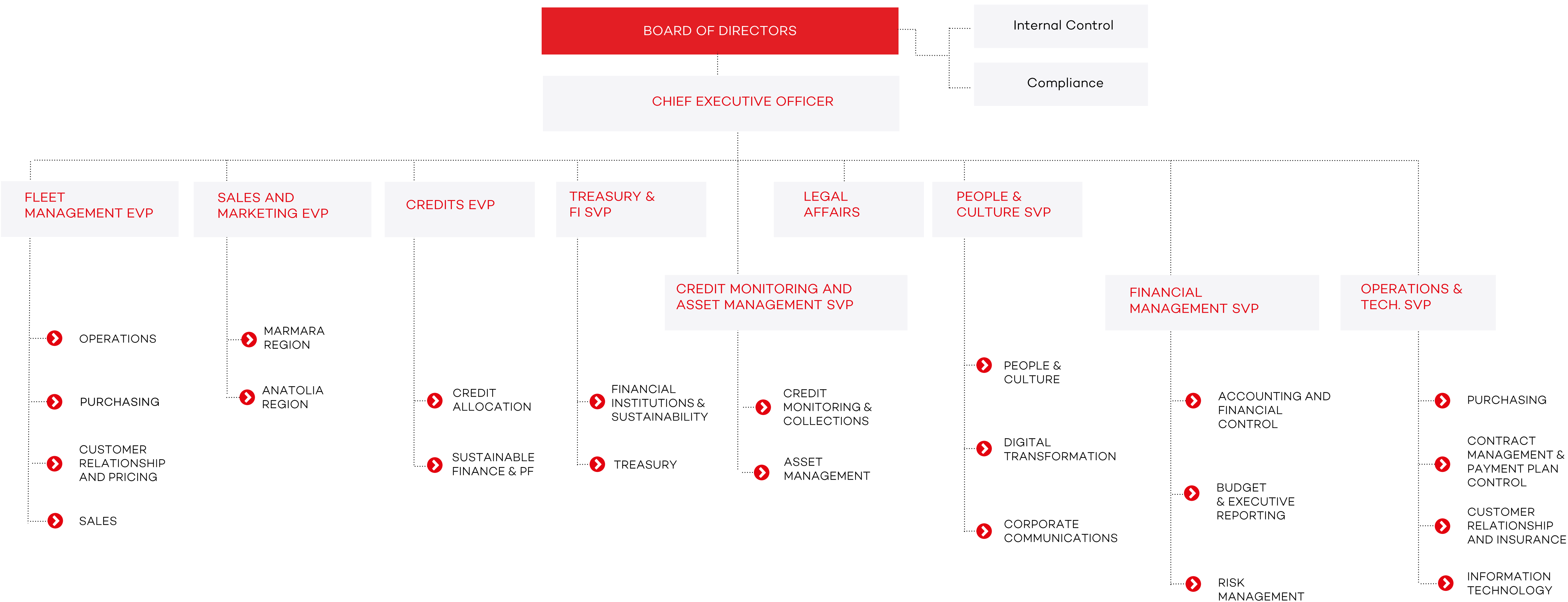
## Focus: Inclusion

- ▶ Diversity and inclusion policy
- ▶ Zero tolerance for workplace violence policy





# People & Culture: Organization chart



# Digital Transformation

To shed light on and support the developments in the digital processes of the units after the meetings held with them within the scope of the strategic plan.

01

## Innovative Solutions for Future

It is about applying new innovations in technology to leasing so that systems can learn, automate responses, and work smarter.

02

## Customer Oriented /Customer Exp. & Satisfaction

Referring to the act of aligning the business towards helping our customers reach success with our product or service.

03

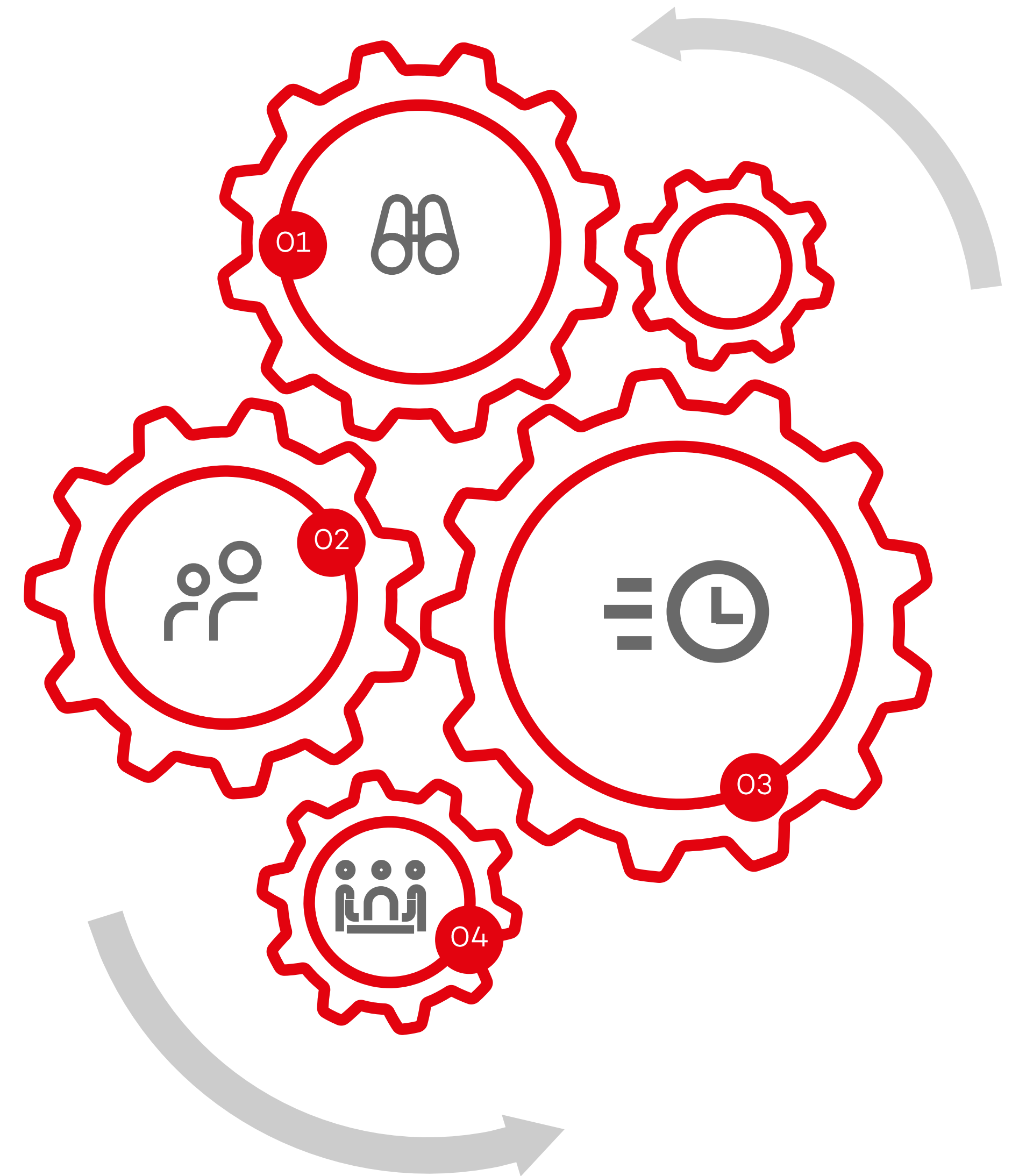
## Operational Efficiency

Using resources like time, people, equipment, inventory, data and money in an optimized way to serve the business. Help company being leaner, agile and more profitable.

04

## Workplace Efficiency

Enhanced internal communication and knowledge sharing. The goal is to encourage employee engagement and change how the teams work together.



**AKLease**



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# Sustainable finance for a sustainable economy



AKLease is committed in financing a wide range of environmentally conscious and sustainable projects.

Total Installed Renewable Energy Power: 1.470 kWh/year

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Clean Energy Generation for 628.000 Household Units

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Annual CO<sub>2</sub> Emission Reduction: 505.000 Tonnes CO<sub>2</sub> emissions prevented by renewable projects financed / Reflect of 23 mn trees CO<sub>2</sub> absorption

AKLease's environmental policies set forth are a part of its corporate lending guidelines:

- ▶ Contributing to sustainable development in Turkey and supporting projects that encourage positive environmental impact.
- ▶ Priority is given to loans regarding investments in renewable energy, eco-friendly technological projects, investments in waste recycling, carbon emission reduction projects, and productivity-enhancing investments
- ▶ Customers are required to follow all principles of the UN Global Compact
- ▶ AKLease ensures compliance with environmental and social issues, occupational safety and health regulations, and safety and security regulations within the scope of all national laws and regulations.
- ▶ We have the utmost respect and give unconditional support to protecting human rights. All national standards regarding child abuse of forced labor are in compliance unequivocally and to the highest degree.



# Sustainability Highlights

- ▶ **25%** Energy Portfolio consist of only renewable energy Projects
- ▶ Decreasing the credit evolution threshold to USD 5 Million from USD 10 Million.
- ▶ The Production or trade in alcoholic beverages (excluding beer and wine) is added in Exclusion List.
- ▶ Production or trade in tobacco is added in Exclusion List
- ▶ Financing Coal Mining and Coal Thermal Power Plants is added in Exclusion List.
- ▶ Launching the first and only sustainability linked product in Turkish Leasing Market; ECOLease
- ▶ Reshaping the Sustainability structure and Corporate Governance Principles
- ▶ Setting long-term sustainability targets.





Tailor-made financial solutions for renewable energy, energy & resource efficiency projects

# ECOLease

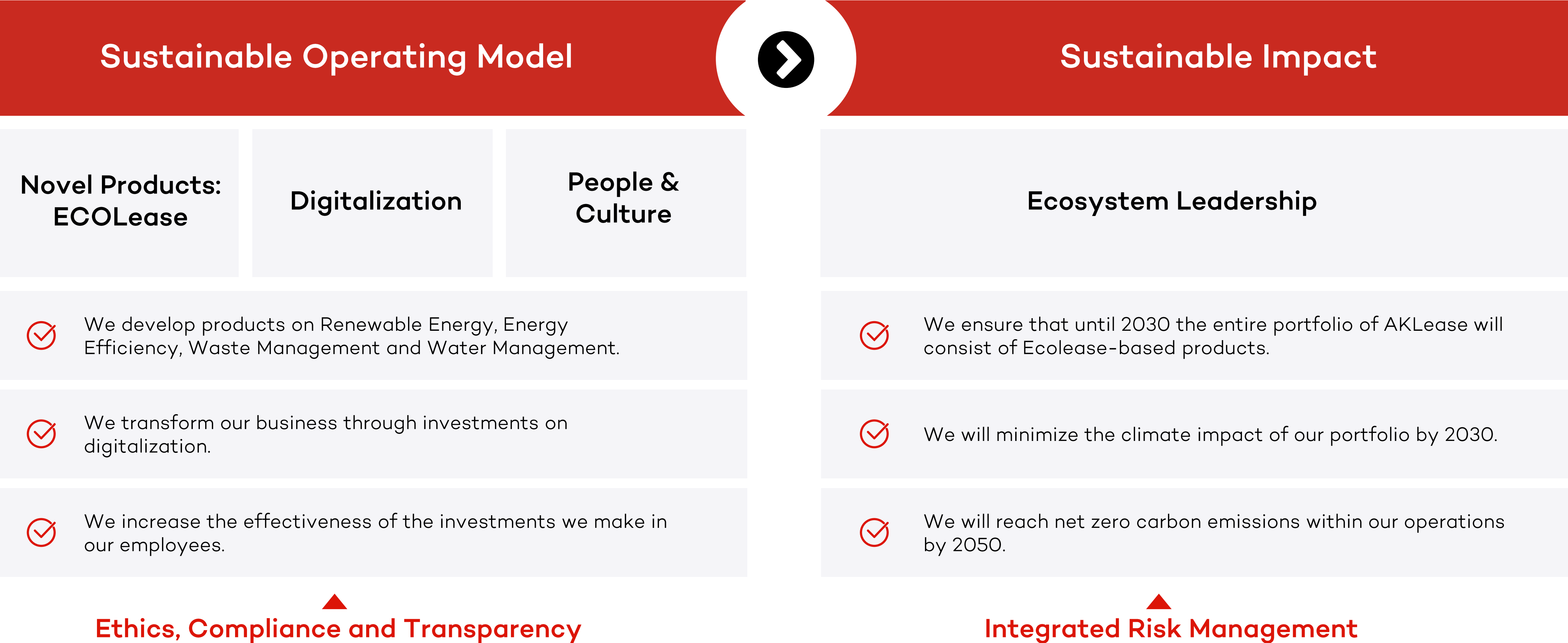
New financing opportunity for companies that would like to invest not just in their business but also on their future. **AKLease** supports up to 100 percent of your sustainability related investments.



**Our goal is to drive sustainable growth by further enhancing ECOLease' share in our total portfolio.**

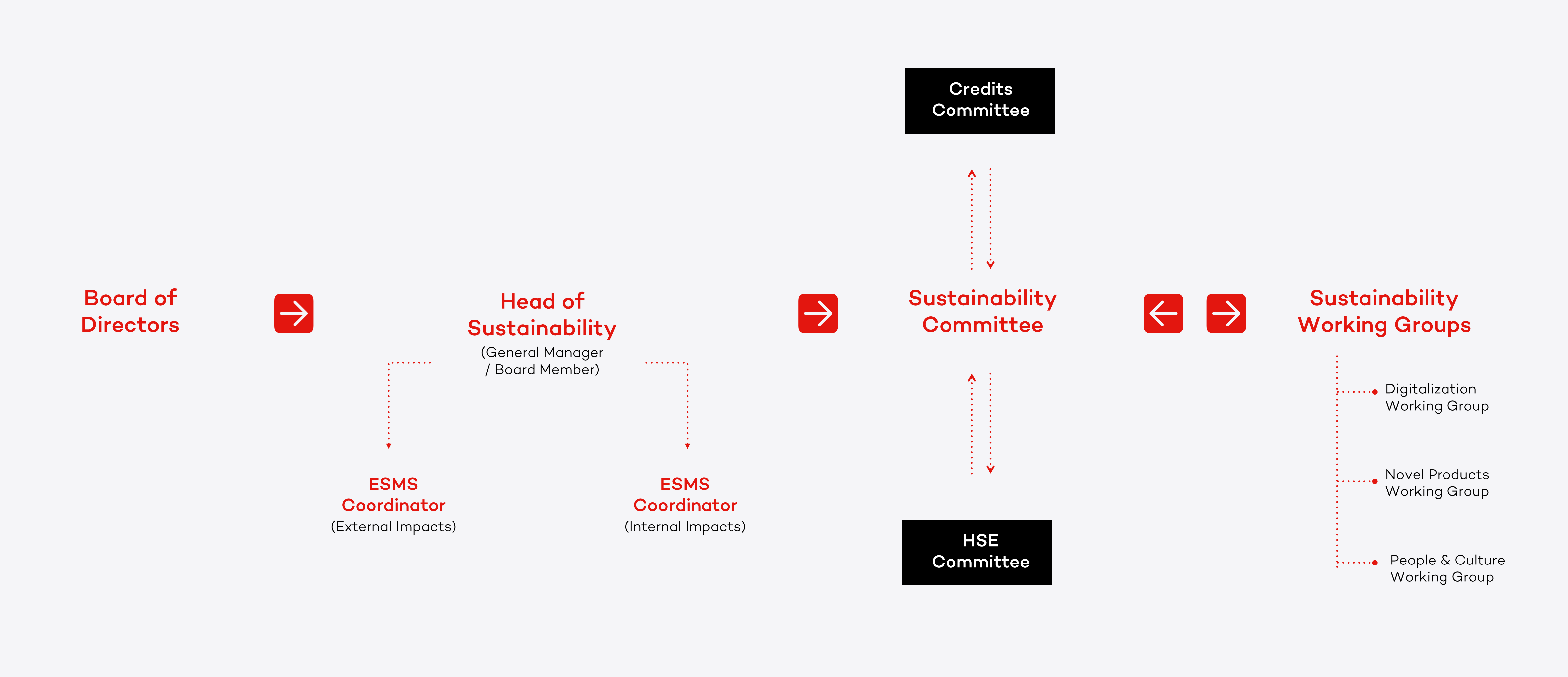
**We also aim to achieve net zero carbon emissions within our operations by 2050.**

# Facilitating Green Transformation





# Sustainability and Impact Governance Structure



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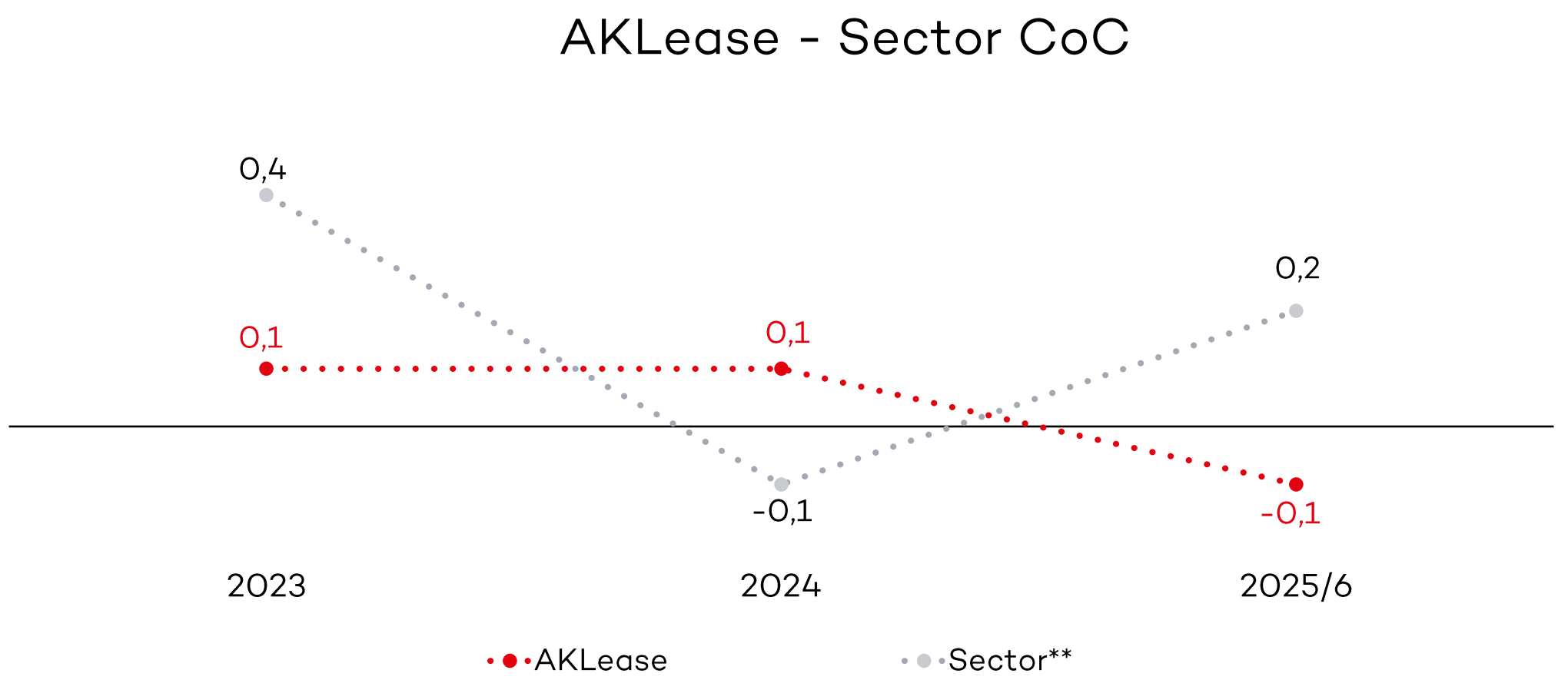
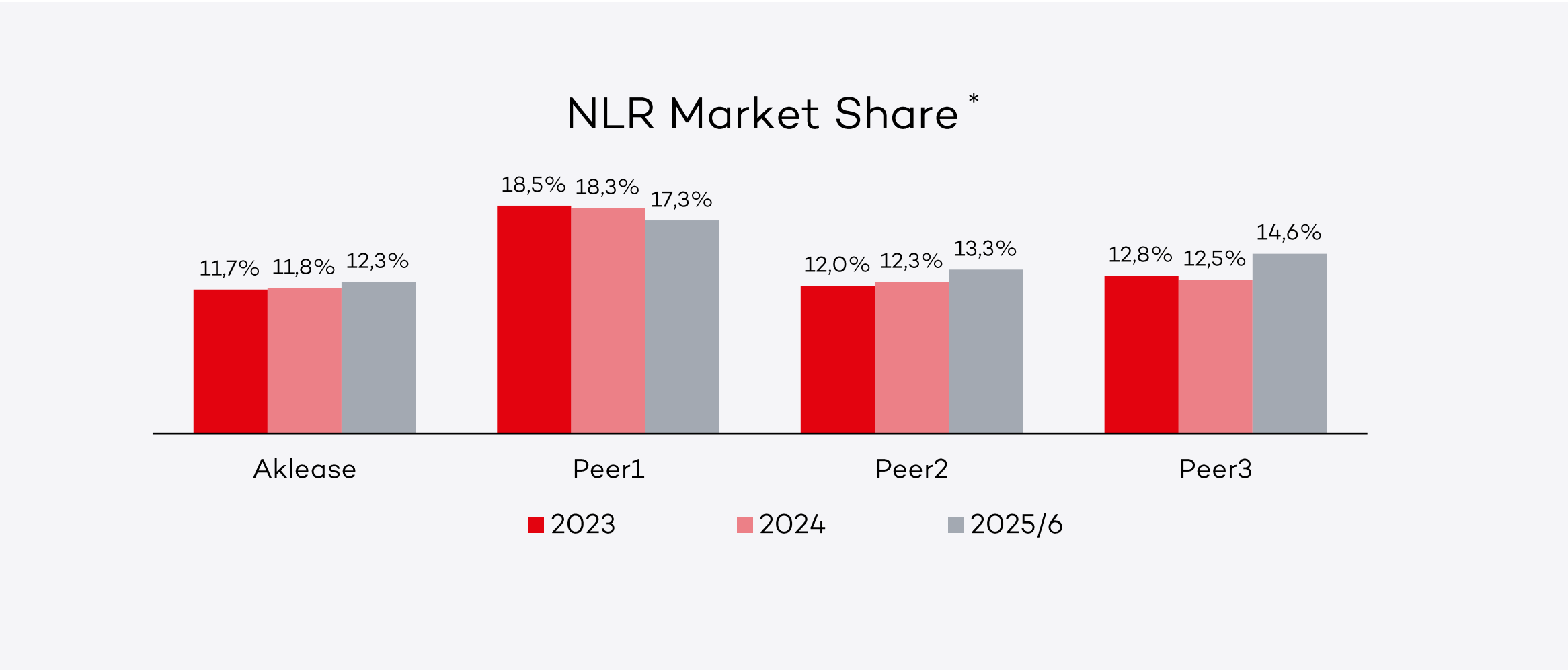
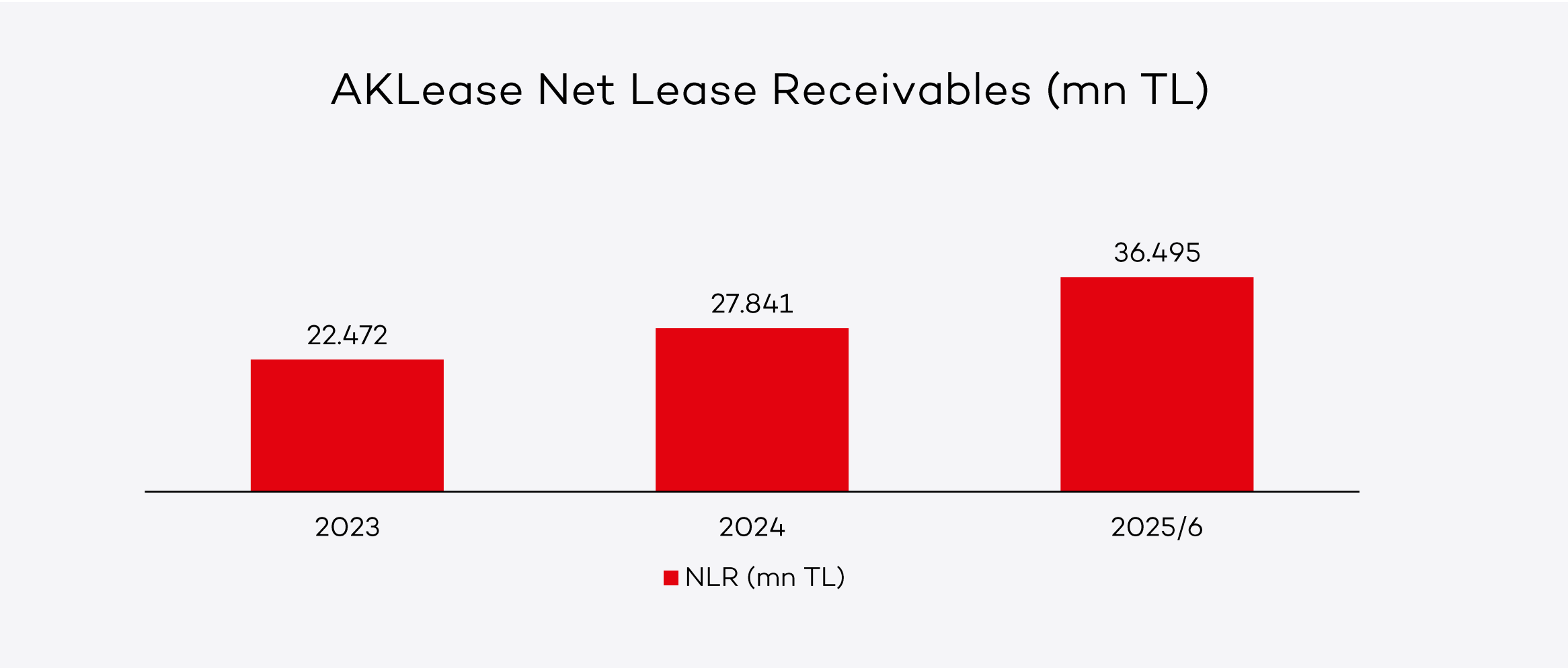


# Snapshot of results

Income Statement (mn TL)	2023	2024	2025/6
Net interest income	1.003	942	773
Net commission income	37	69	56
Other operating income	342	289	218
Gross operating income	1.382	1.300	1.047
Provision expense	41	110	29
Other operating expense	175	327	278
<b>Profit before tax</b>	1.166	864	740
<b>Net profit</b>	963	1.041	700
Balance Sheet (mn TL)	2023	2024	2025/6
Lease receivable	22.155	27.613	36.345
NPL	631	495	396
Provision (-)	314	268	246
<b>Net Lease Receivable</b>	22.472	27.841	36.495
Assets held for sale	26	64	138
Other assets	6.847	7.354	9.038
Cash and cash equivalents	4.919	4.531	5.798
Other	1.928	2.823	3.240
<b>Total Assets</b>	29.345	35.260	45.670
Borrowings	24.349	29.330	38.748
Other Liabilities	2.039	1.932	2.276
Equity	2.957	3.998	4.647
<b>Total Liabilities</b>	29.345	35.260	45.670

Key Performance Indicators (%)			
	2023	2024	2025/6
RoE	39,5	30,1	32,7
RoA	4,9	3,4	3,7
NIM	5,6	3,4	4,5
NPL	2,8	1,8	1,1
Cost of Credit	0,1	0,1	-0,1
Cost to Income	12,8	26,8	27,7

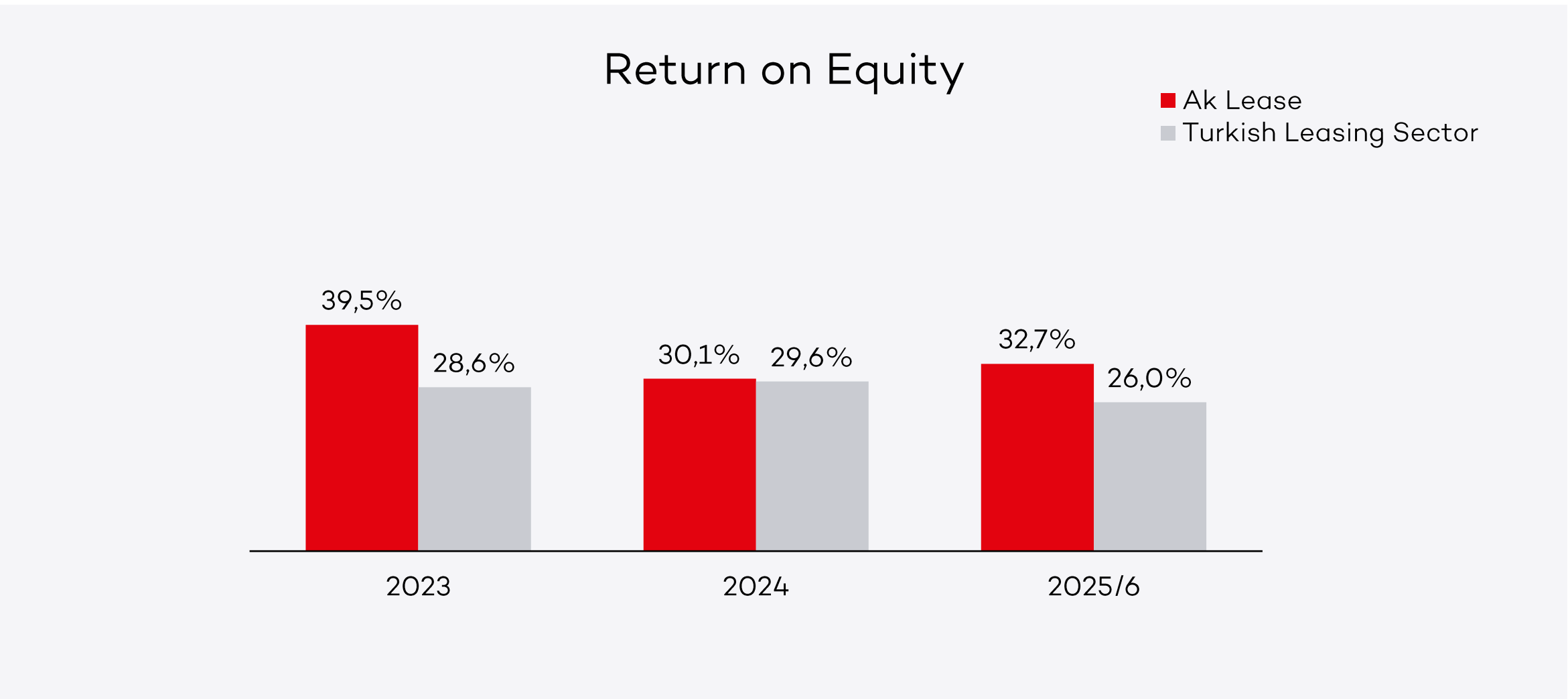
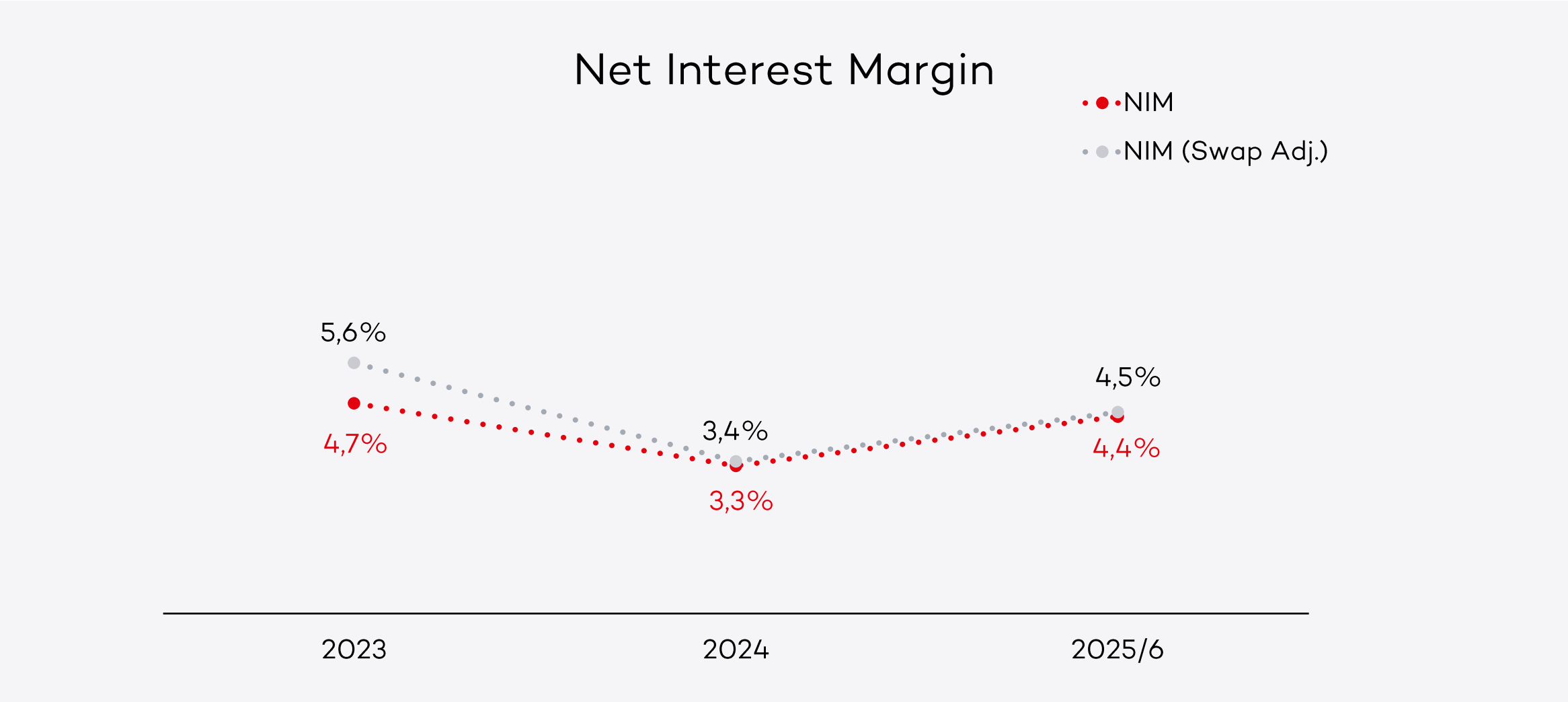
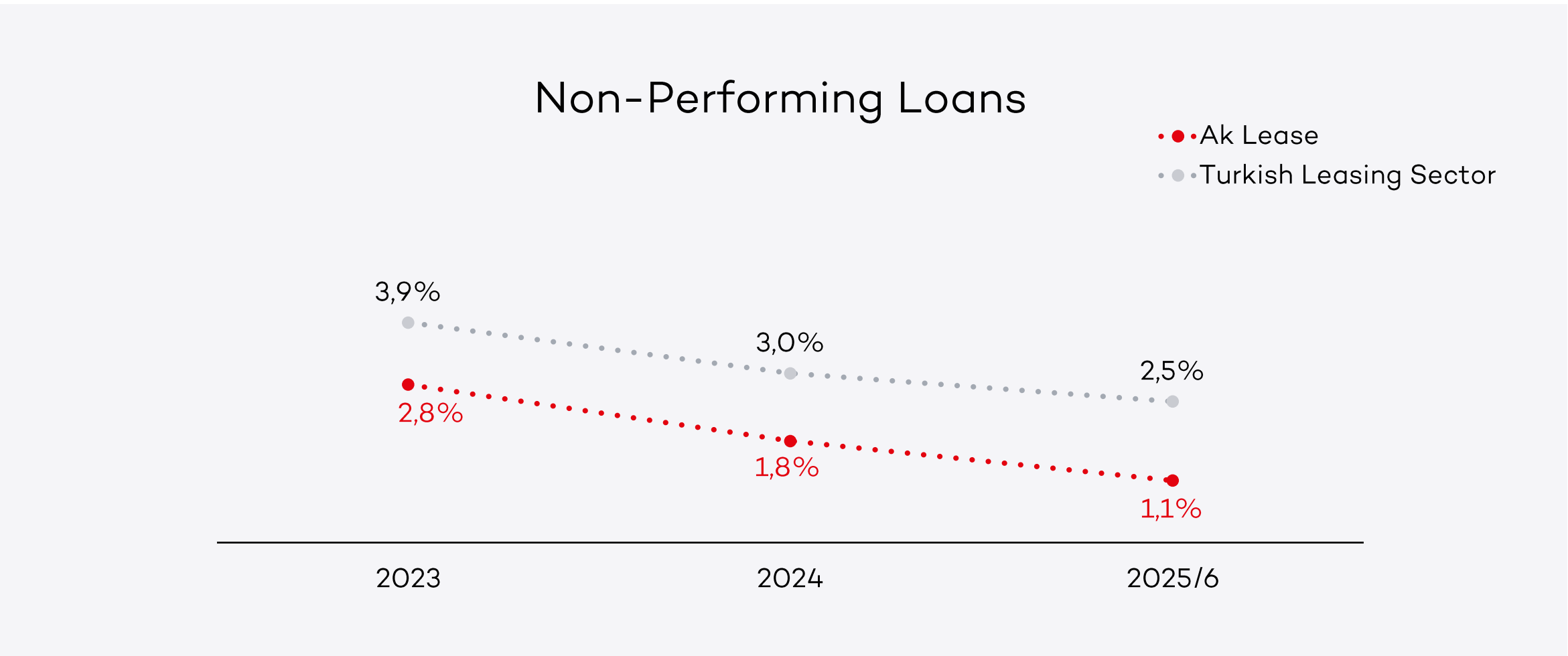
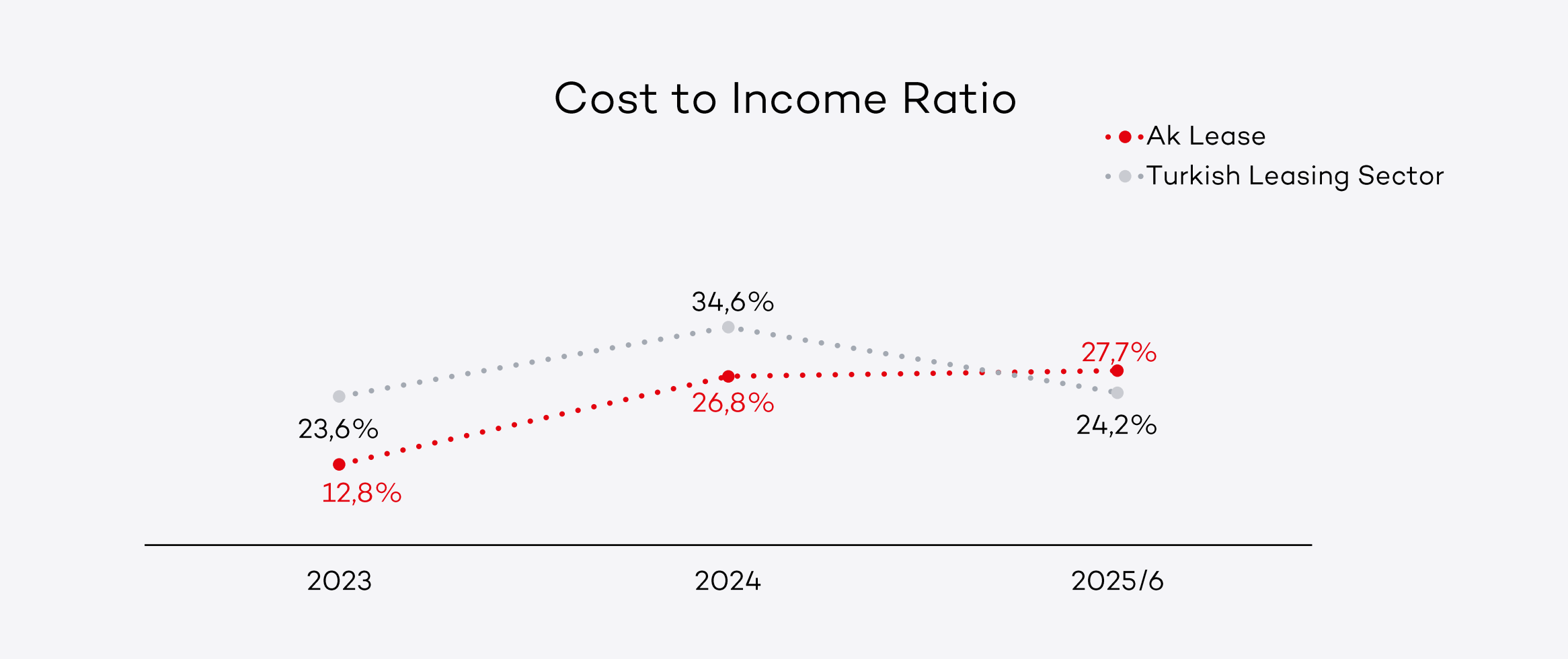
# Well positioned in the market



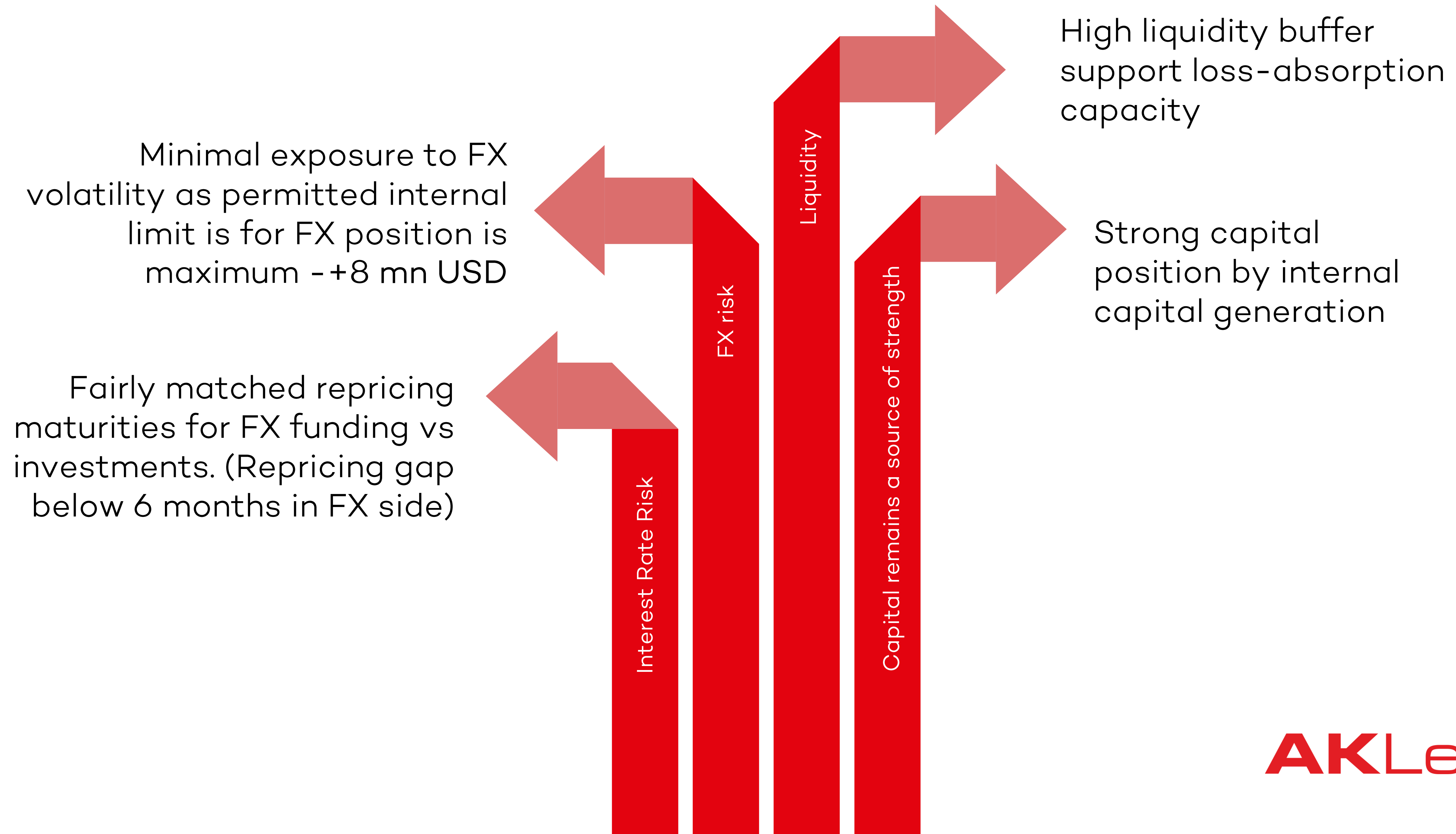
Ranking*	2023	2024	2025/6
Return on Equity	2	2	2
NPL	2	2	2
Net Lease Receivables	4	4	4



# Strong operating performance



## Strong resilience to financial risks



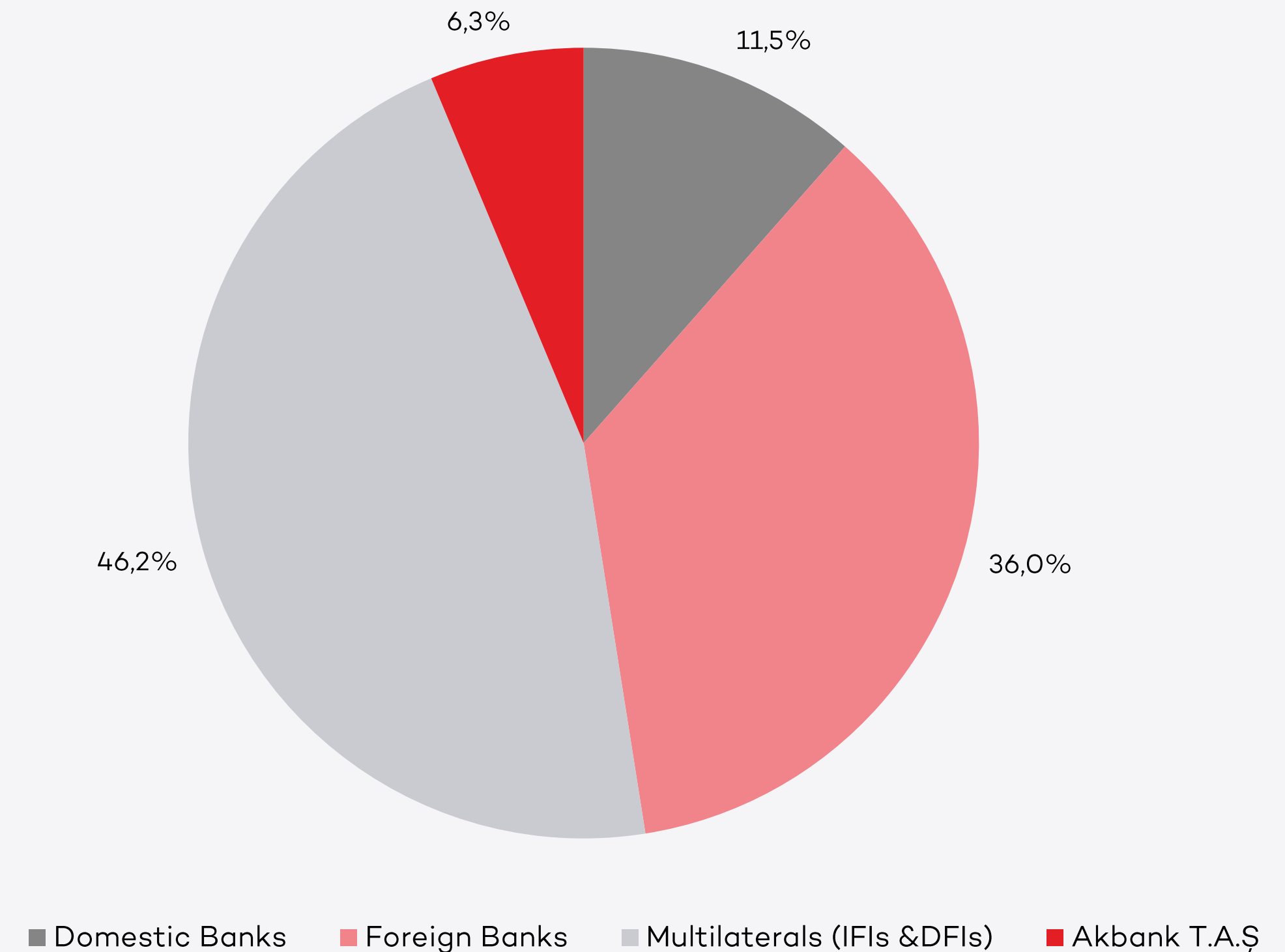


# Well established wholesale funding profile

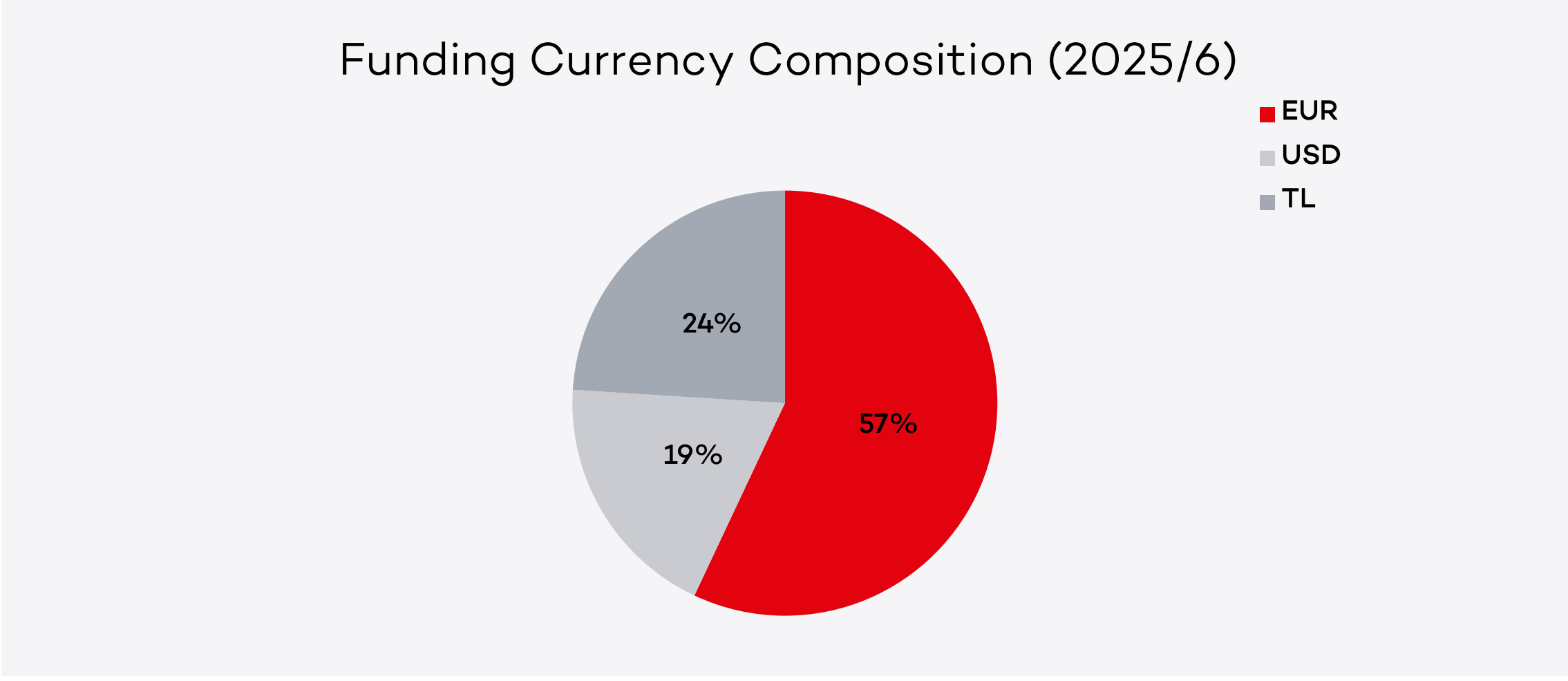
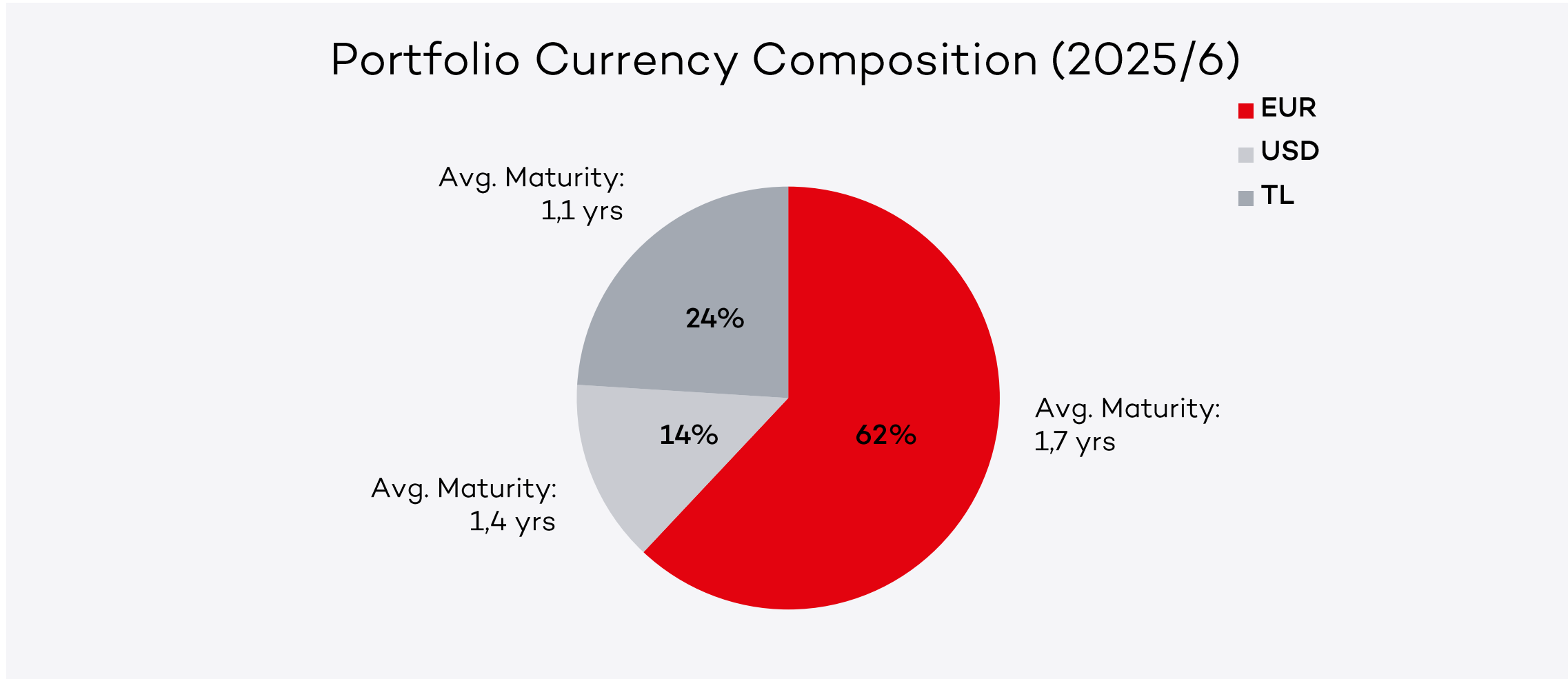
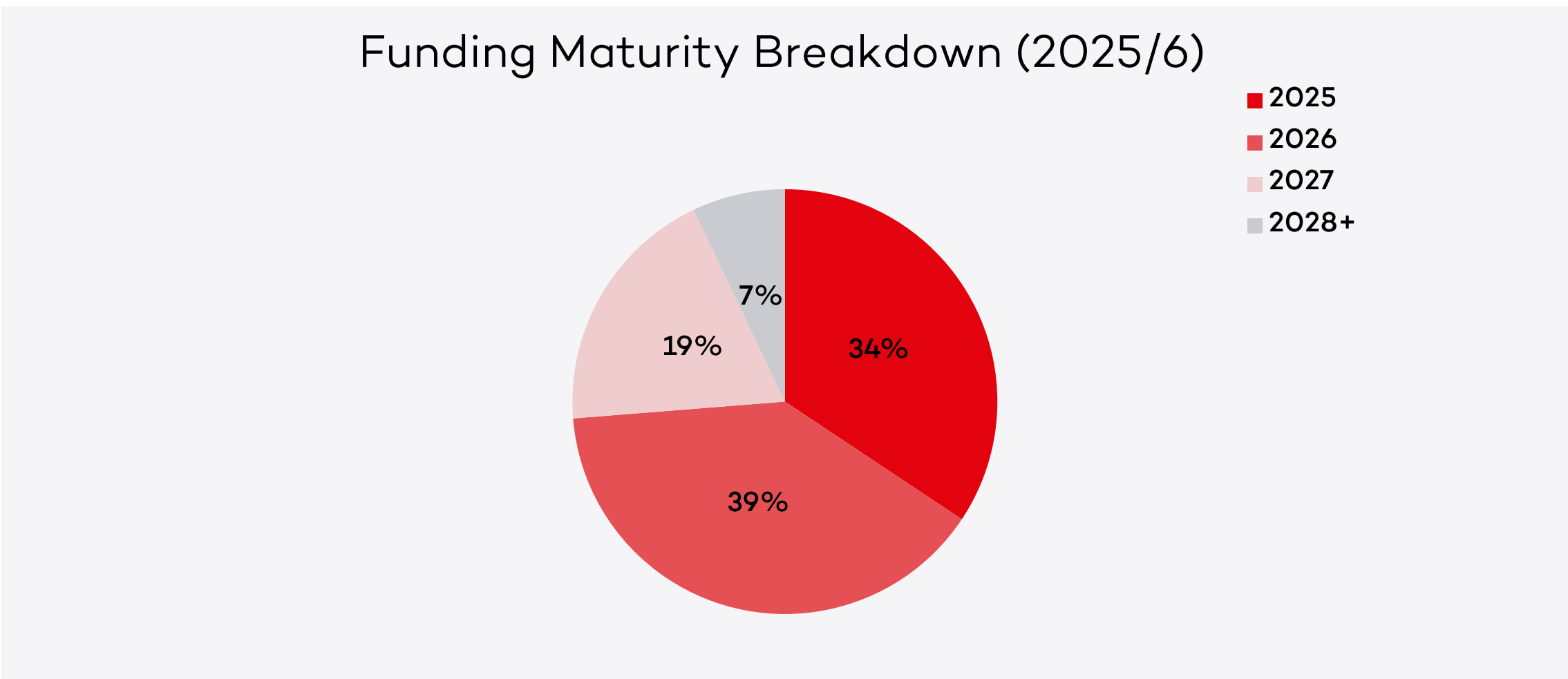
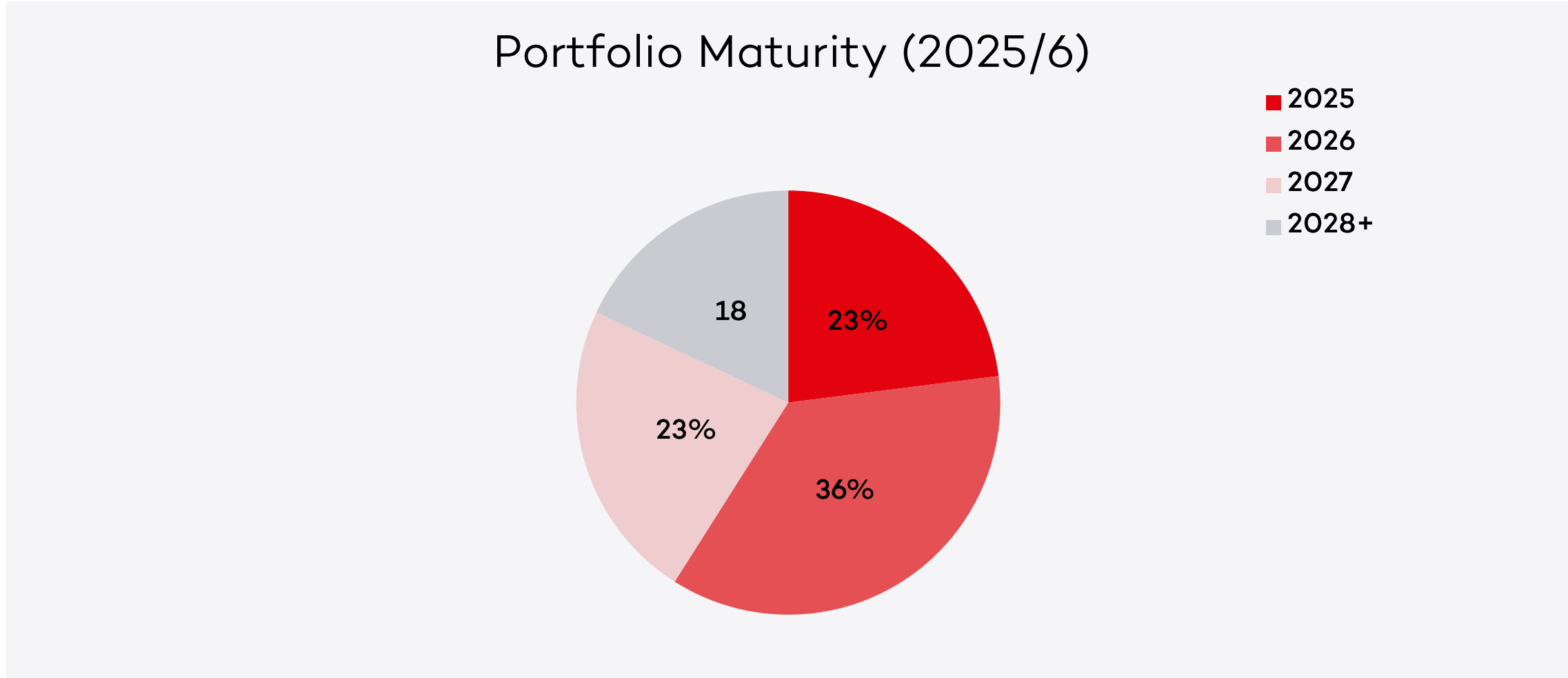
## Successful Wholesale Borrowings

- ✓ EUR 14 mn, 4 years bilateral loan from ICD for SMEs on June 2024. The first bilateral loan agreement signed by ICD in leasing sector in Türkiye.
- ✓ EUR 50 mn, 4 years bilateral loan from EBRD for green finance on December 2024.
- ✓ 63% of FX funding is dedicated to ESG-themed borrowings. 17% is specifically allocated to support SMEs.

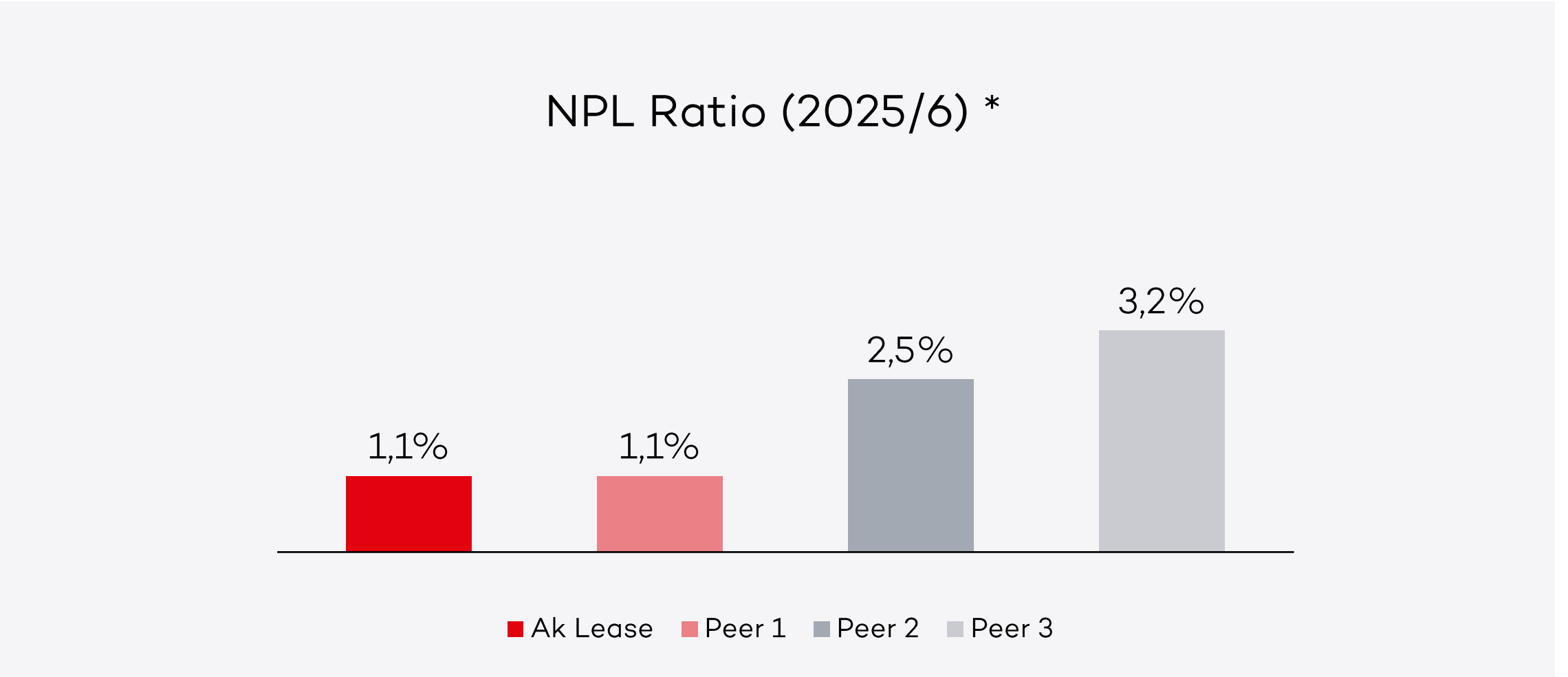
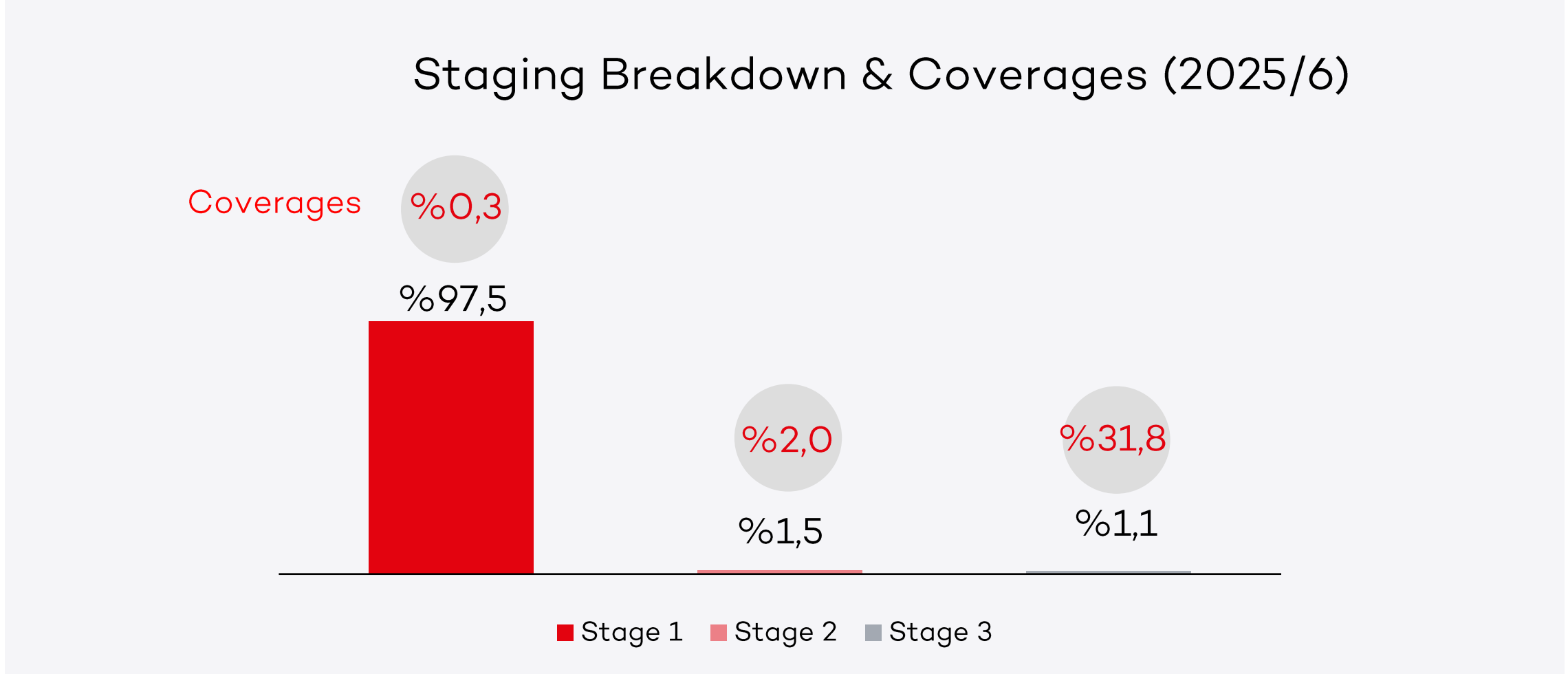
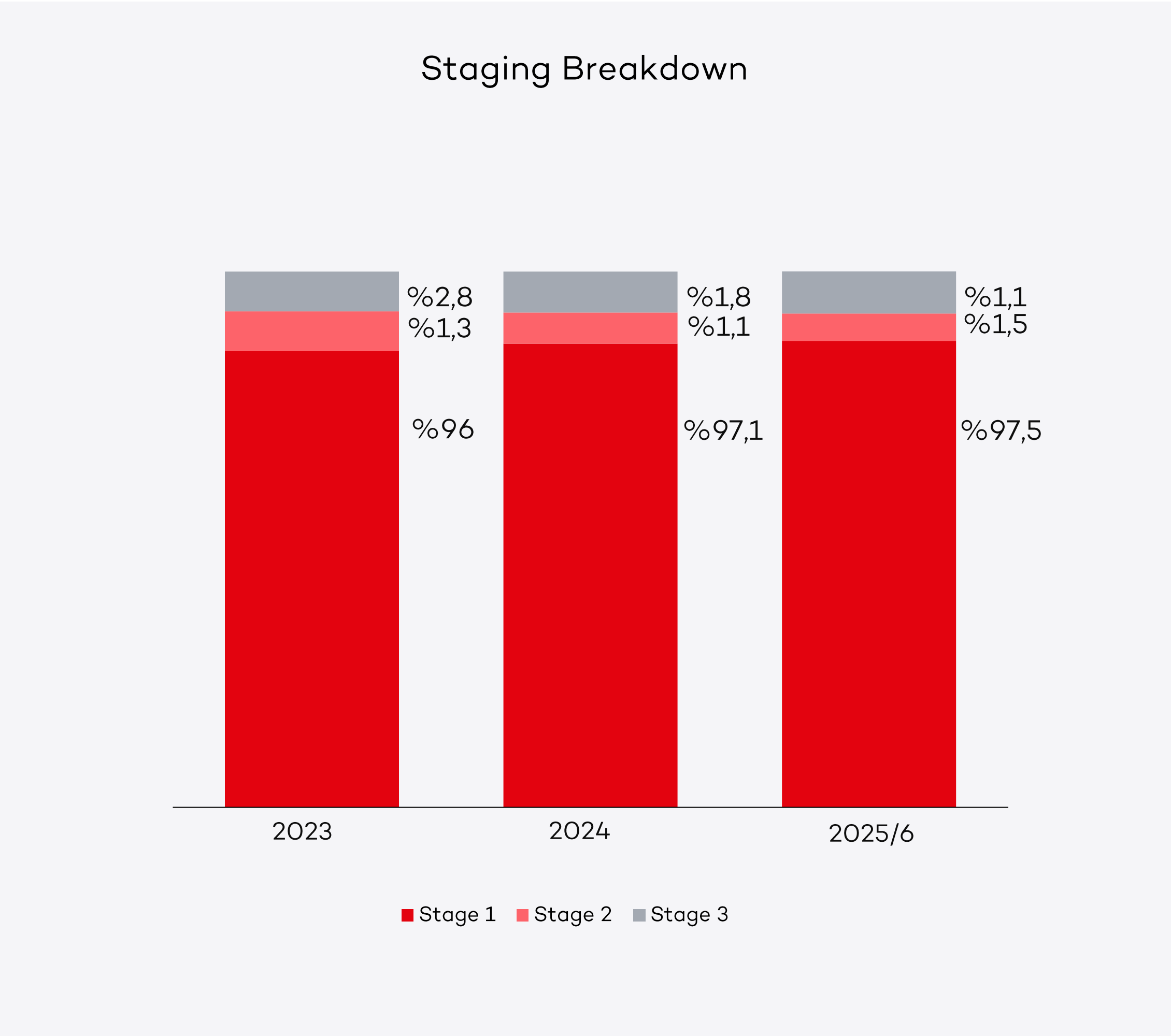
Distribution of FX Funding Sources (2025/6)



# Maturity & currency breakdown

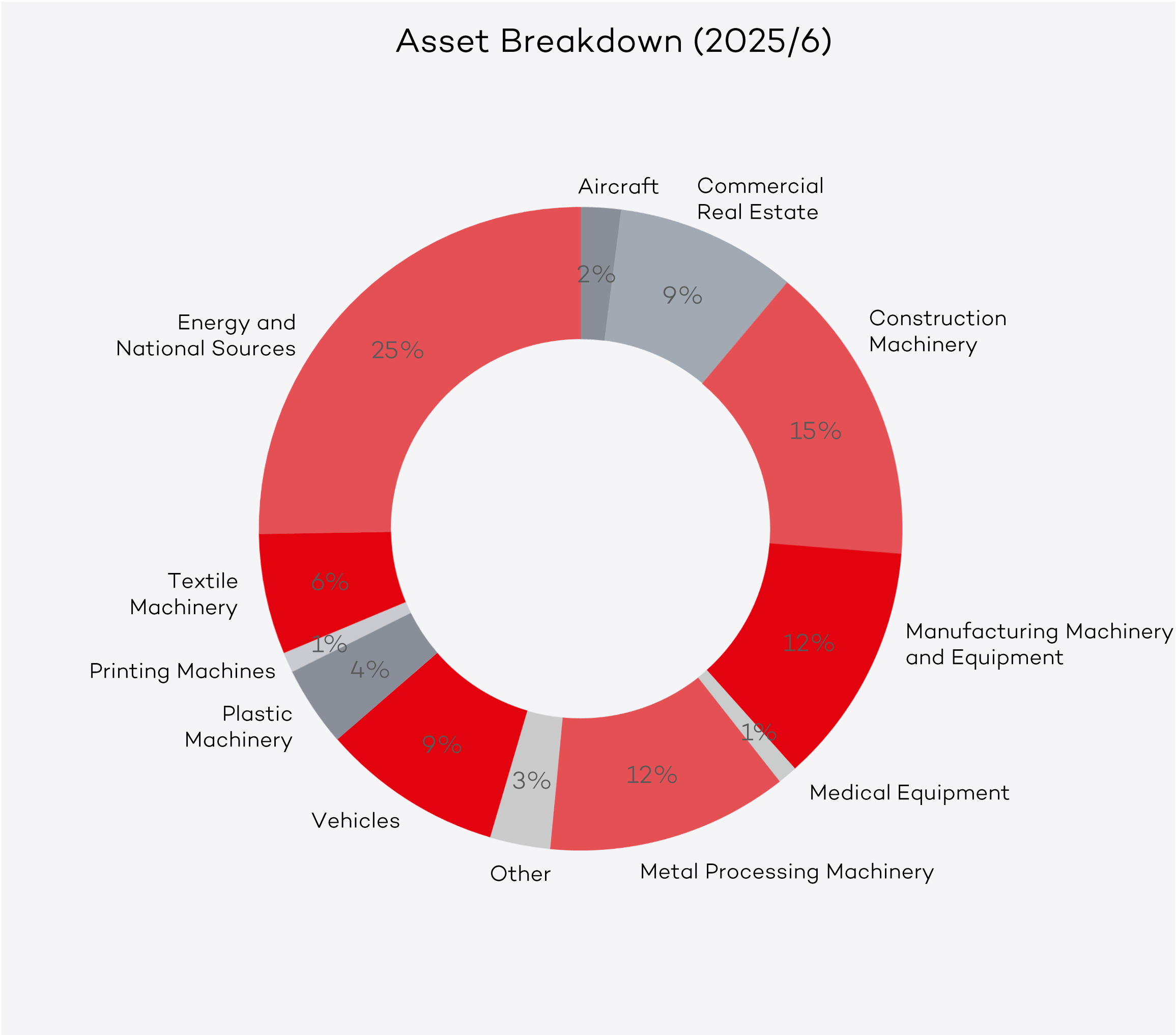
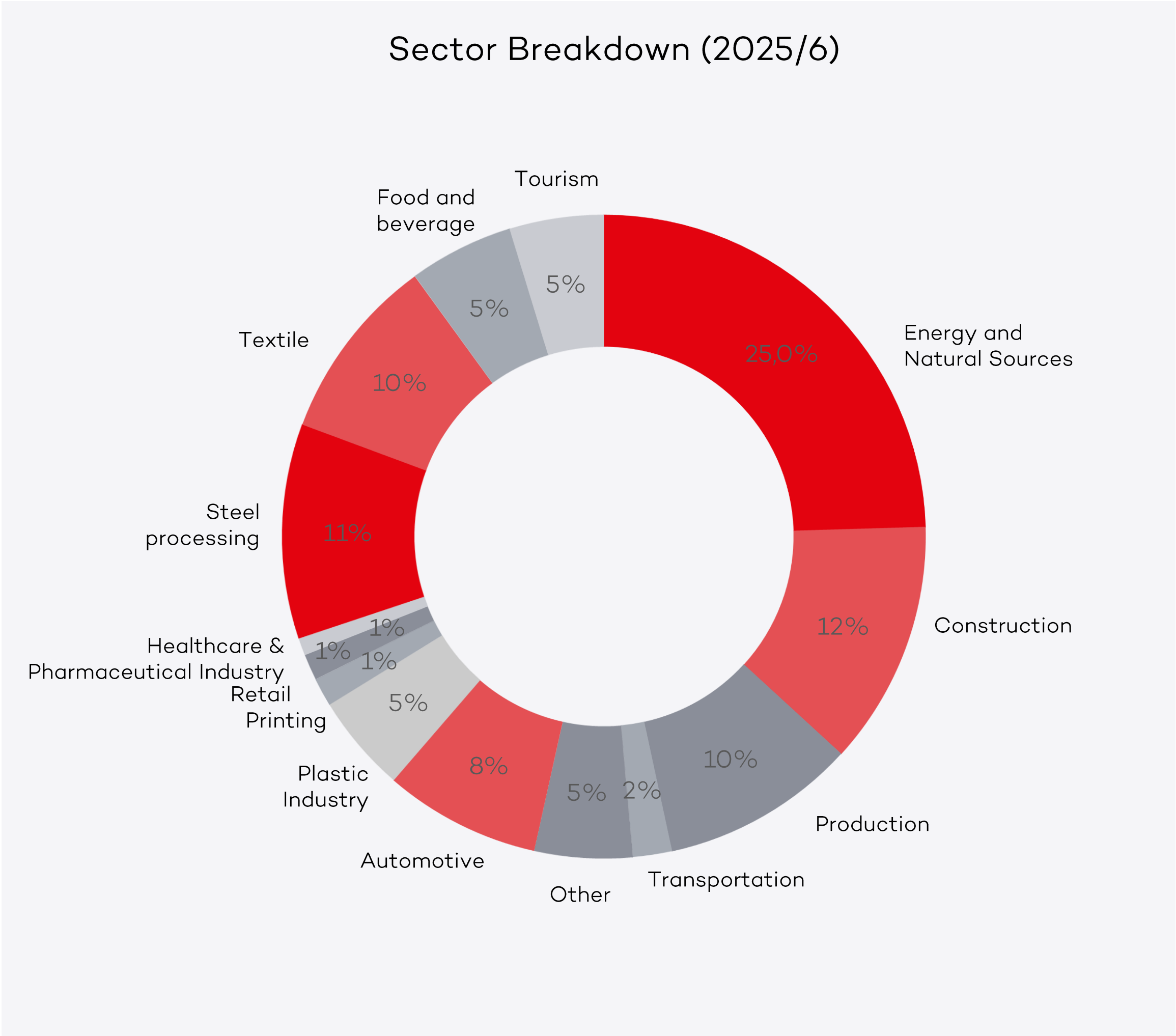


# Asset quality, strong coverages



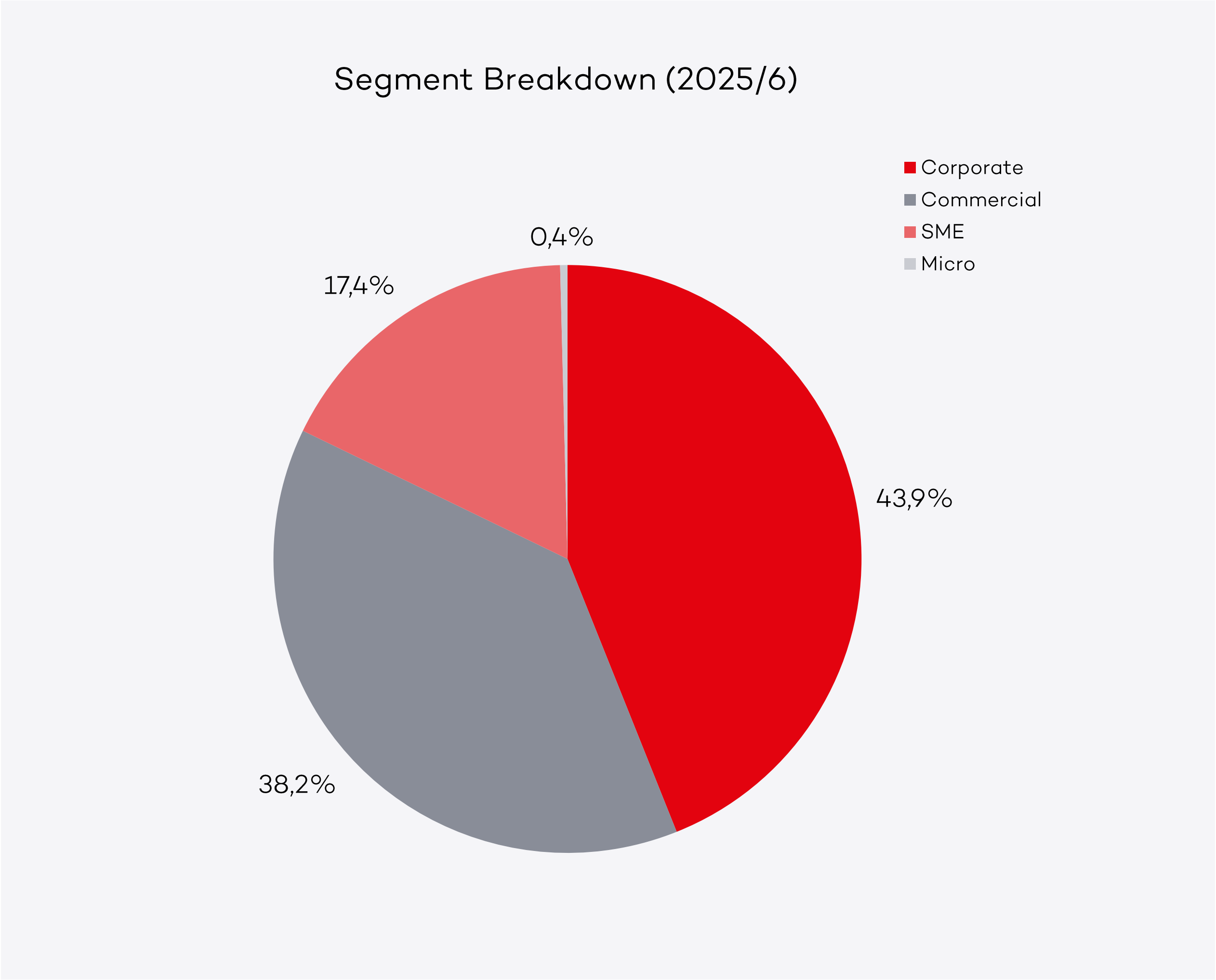


# Balanced loan portfolio





# Lease portfolio structure by segments





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# Turkish financial leasing sector: Regulatory framework and key features

**01** AKLease is a highly regulated entity; the Banking Regulation Supervision Agency (BRSA) is the main regulator of financial leasing sector in Turkey

**02** Establishment and operation of financial leasing companies subject to separate authorisation from BRSA

**03** Main legislation - Financial Leasing, Factoring and Financing Companies Law No. 6361 of 2012 (abolished the Financial Leasing Law No. 3226 of 1985)

**04** Secondary legislation – Regulations and Communiqués issued by BRSA mainly relate to:

- ✓ Establishment and working principles of financial leasing companies
- ✓ Financial leasing agreements
- ✓ Accounting principles and financial statements

**05** Key legal advantages of financial leasing: Ability to reclaim the asset on default (bankruptcy or otherwise), as legal and beneficial title is retained

**06** Law No. 6361 of 2012 introduced the following additional features to financial leasing in Turkey:

- ✓ sale-leaseback, software leasing and leasing of complementary parts (e.g. aircraft's engine), are now allowed in Turkey;
- ✓ financial leasing companies are allowed to provide operating leases;
- ✓ there is no requirement for a minimum lease term, after which the legal ownership could be transferred to the lessee; and
- ✓ financial leasing companies are allowed to lend cash loans to customers at an amount not exceeding 1% of the total paid-in capital.



# Investor Relations and Sustainability Team Contacts

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**AKLease**



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