

AKBANK



SUSTAINABILITY
REPORT
2009



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MESSAGE FROM THE CHAIRMAN

Dear Stakeholders,

As Akbank we are proud to present our sustainability report, a first among commercial banks in our country. We are happy to provide you with information on our social, environmental and economic performance, which we target to improve further in the years to come. Since the day our bank was founded, our service understanding that targets customer trust and satisfaction, and our corporate approach assuming a leading role in the Turkish banking sector that focuses on success is known to all of our customers and business partners. In maintaining our stakeholders' trust, we are aware of the importance of being an ethical, responsible and a sustainable bank and continue to enhance our goals with our understanding of responsibility.

The publication of this first corporate social responsibility report which is prepared with the knowledge that the path to sustaining the trust of our investors', employees', customers' and all of our stakeholders' is through transparent and responsible banking, during a period in which the world economy seeks a way out of the global crisis, contains a pioneering message for the banking sector. We believe that our ethical, environmental, social and economic priorities as well as our sustainable profitability are important factors that will carry Akbank into the future.

Our vision is to become the most admired company, with the best people, constantly delivering outstanding results. It is now possible to say that as the interest taken in a responsible attitude increases in our country parallel with emerging global norms, our environmental and social fields of impact are observed more carefully by our stakeholders. As is the case in every field of our corporate performance, the importance of international standards is growing in the field of sustainability, too. The fact that we are publishing our first report using the Global Reporting Initiative

(GRI), a reporting standard that has earned worldwide acclaim and that is used by many large companies of the world, is a clear indication of our vision on this matter.

As Akbank, one of the leading corporations of the Turkish economy, we know that to play an active role in supporting awareness of the environment, decreasing our scope of influence and minimizing the effects caused by climate change is very important for our country and for our world. Climate change and the resulting global effects are, in a sense, directly related to human rights. Most important of all is the fact that the rapid depletion of natural resources deprives future generations of such basic human rights as living a healthy life. Each step taken with regard to environmental sustainability will form the first links of a chain of benefit that will extend to posterity.

Today it is expected that companies, in order that they render their growth and profitability 'sustainable', care about the future of the society and environment of which they are a part and that they take corrective and constructive action.

Various risks and opportunities confront the banking sector in climate change and the resulting global warming and our environmental priorities.

As a result of the measures taken against climate change we can now talk about an economic transformation that reduces dependence on fossil fuels through the development of a new economic model described as the low-carbon economy. In the wake of the recent global economic recession a total of 13 countries, including rapidly developing countries, have developed employment-increasing and environmentalist financial programmes based on a transition to a low-carbon economy and on sustainability for a transformation in the economy as part of their



MESSAGE FROM THE CHAIRMAN

economic stimulation package. It is reported that, in the light of all these works, in 2008 the global market size of the low-carbon economy created an economic field 36 times the size of Turkey's export for the same year and reached a level of € 3,650 billion

It is an undeniable fact that signing the United Nations Framework Convention on Climate Change and the Kyoto Protocol will play an important role in the development of Turkey and the Turkish economy. Turkey will be able to take place among the leading countries of the low-carbon economy through its rich sustainable energy resources and its energy efficiency potential that has not been sufficiently utilised until now.

Akbank is a corporation that has played a leading role in responsible banking and that has developed strategies responding to changing and developing circumstances for many years. As a company that has ceaselessly developed itself in performance fields regarding sustainability and corporate social responsibility, in 2009 Akbank formed a 'Corporate Governance and Social Responsibility Committee' reporting to the Board of Directors. This committee is supported by a corporate social responsibility task group that carries out work on developing strategies, policies and targets and that manages our reporting processes. We have also initiated studies concerning the evaluation of our environmental impact which aim at calculating our environmental footprint by collecting the necessary data.

The Akbank Corporate Governance and Social Responsibility Committee has specified environmental issues as one of its prioritised corporate social responsibility fields and to this end has decided to support the implementation of the 'Carbon Disclosure Project - CDP', which is one of the most comprehensive and prestigious environmental initiatives in the world, thus achieving a first-time-ever in Turkey.

Our sustainability approach which gained momentum after we signed the United Nations Global Compact in 2007 is rapidly developing in the path of performing at global standards, supporting awareness works by taking an active part on joint platforms together with our key stakeholders, determining our scopes of influence and our priorities, and making commitments by developing policies on these issues. We are aware that our stakeholders are following our performance on issues such as our environmental footprint, our contributions to the development of the carbon trade, our product policies regarding responsible investments, and that ethical accountability is very important not only in our financial but also in our non-financial scope of influence. Within this context our Bank has led the sector by publishing its Global Compact report in January 2010.

Believing that the development of a society is dependent on its developing points of view in various fields from art to education, Akbank conducts various projects in order to create a sustainable value for all of its stakeholders. Akbank develops an awareness of corporate social responsibility through its banking activities and business processes, and the projects it launches and supports in respect of the arts, the environment, education and innovation.

In fields concerning corporate social responsibility, in all sustainability platforms within or outside the sector Akbank will support not competition but joint ventures and joint actions for joint benefits. Believing that sustainable approaches and result-oriented initiatives are only possible through cooperation and dialogue, Akbank shall openly prove its determination in this matter through both its corporate implementations and its support in multiple stakeholder-oriented initiatives.

Suzan Sabancı Dinçer
Chairman of the Board of Directors



MESSAGE FROM THE CEO

The global financial recession that has engulfed the whole world and has increased its severity during the last quarter of 2008, has caused serious economic shrinkage in the world economy in the first half of 2009. Although signs of recovery were observed in the second half of the year, thanks to comprehensive measures taken by governments, the recession can be overcome only gradually and progressively.

The experience we gained from the recession that we faced in 2001 has allowed Turkey to be prepared when entering into this crisis. The most important factor behind the relatively positive course taken by Turkey within the last year is that the Turkish banking sector, which emerged stronger from the recession of 2001, was prepared for this new recession. Its high capital adequacy ratio (20%), high liquidity level, low loan-to-deposits rate (75%), and healthy loan portfolio by means of robust regulations and control mechanisms, have been the sector's primary points of resistance.

The importance of effective risk management was once more confirmed during the latest economic recession. The entire world realized that it is impossible to sustain a financial/economic structure in which risks are ignored, priorities are neglected and which is not managed effectively. Within this context, it is vital that more effective risk management systems should be created in banks, and that the human resources and risk management understanding aimed at managing these systems should be made part of the corporate culture.

One of the concepts that came to the fore during this period has been sustainability. Corporations and institutions do not live in a world where they carry out activities in a vacuum. The health of the world and the society in which banks exist and that of other stakeholders with which they are related, is necessary and even compulsory for the continuation of their operations. Efforts

made by Akbank to develop its corporate value chain in harmony with its stakeholders' social and environmental needs during such a period shall set an example for companies that wish to progress in this direction. We will continue to show the same determination and desire to create effective solutions for social and environmental issues such as climate change, social issues and customer-oriented risk management. In order to draw attention to the importance of specifying social and environmental expectations and needs at an early stage in achieving our goals, Akbank's sustainability vision has been built on maintaining a close and sustainable dialogue with all of its stakeholders in the widest sense. Following a very clear and consistent strategy in a period when the global financial recession was at its highest, Akbank focused on creating value for the Turkish economy by maintaining its sustainable profitability without making concessions in its asset quality or its financial performance.

Foreseeing the potential risks in loan quality posed by the global recession, Akbank focused on limiting the effects that non-performing loans might have on its asset quality and revenue items by reinforcing its risk management systems. Through the positive results of the strategy we formed against the recession, which increased the quality of our revenue items and reinforced our balance sheet structure, our consolidated net profit for 2009 increased by 53% reaching TL 2.7 billion, and our average return on equity was realized at 21.5%.

With a capital adequacy ratio of 21%, Akbank is among the banks with the strongest capital structure, not only in the Turkish banking sector, but also among international banks.

Another important issue in this period of improvement is our customers. Customer satisfaction has gained an unparalleled level of importance. Akbank continues to deepen its relations



MESSAGE FROM THE CEO

with its present customers through both the presentation of new products and services, and with product packages that provide cost advantage and efficiency.

Strengthening our CRM (Customer Relations Management) infrastructure enabled our sales teams to accelerate their speed in solving customer needs. Through the development of new products and services, Akbank aims at further increasing customer satisfaction and service quality and at providing its customers with a superior banking experience. The 'Carrefour Akses' credit card, which provides its customers with advantages and payment facilities at payment points, and the 'Fish Card' which offers rewards to customers for a certain amount of shopping are the most palpable proofs of this understanding.

Leading the sector with discounts in the consumer and SME loan interest rates in 2009, Akbank reduced the commissions in the banking sector through its 'Transfer and Cheque Collection for TL 1' campaign, and provided an important support in enlivening trade in our country. In keeping with our commitment to providing our customers with low-cost banking services, the 'aRife taRife' campaign was implemented in 2009. Through all of these pioneering enterprises we aim at accelerating the cash flow in the market and supporting a growth in the economy while providing our customers with advantageous packages.

In order to understand the problems of the real estate sector and make on-site evaluations, in 2009 Akbank's senior managers conducted visits to the provinces where the Turkish industry is most concentrated and exchanged opinions with the representatives of the sector regarding the nature of the support to be lent in order to enliven economic activities. These visits showed us that the Anatolian provinces will play an important role in next year's growth.

In 2009 we formed the 'Akbank International Advisory Board' in order to discuss and evaluate global and local economic developments and their strategic implications on Akbank. The Board convenes biannually and aims to create sustainable value for the Turkish economy and all of its stakeholders. We believe that this exchange of opinions conducted through the participation of distinguished members having superior knowledge and experience in their fields, is very useful and contributes to our Bank's strength.

In line with Akbank's long-term targets of becoming the region's leading bank and taking advantage of regional growth opportunities, in 2009 Akbank established 'Akbank (Dubai) Limited' in the Dubai International Financial Centre (DIFC). We believe that Akbank (Dubai) Limited, founded with the purpose of providing its customers with counsel on financial products and brokerage services with respect to loans and investment products and depositing transactions, will contribute to the development of economic cooperation and dialogue between Turkey and the Gulf countries.

The 'Akbank Banking Centre' in Gebze, for which construction was initiated in 2009 and which will be commissioned in May 2010, will be the operations centre with the highest transaction capacity not only of Turkey but also its surrounding region. This gigantic centre which will be equipped with state-of-the-art technology, will become the banking centre of a large geographical area that includes Turkey and its surrounding countries.

Maintaining its health, sustainable and profitable growth performance in the upcoming period is among Akbank's top-priority targets. To this end our Bank will continue to focus on an increase in market shares and growth in product and service volumes.

Ziya Akkurt
CEO



AKBANK AND SUSTAINABILITY PAST TO PRESENT

- 1948 January** - In Adana to provide funding for local cotton producers.
- 1950** - Opened its first Istanbul branch in Sirkeci.
- 1954** - Moved its Headquarters to Istanbul.
- 1963** - Automated all banking operations.
- 1964** - Established first representative office in Germany to handle worker transfers from Frankfurt to Turkey.
- 1972** - Akbank Children's Theatre started its performances.
- 1974** - Akbank started the Karagöz and Puppet Theatre, bringing Karagöz's adventures to audiences in Turkey, beginning with Istanbul.
- 1981** - Automated all banking transactions and initiated on-line applications.
- 1990** - Akbank shares floated to the public.
- 1991** - Akbank Jazz Festival was initiated in order to bring the world's most important jazz artists to Turkish audiences, thereby forming a rooted music culture.
- 1991** - The Akbank Chamber Orchestra, the first example of private sector's support for music in Turkey, was founded.
- 1993** - Akbank Art Centre was established.
- 1996** - AKSecurities was founded.



- 1996** - The Investor Relations Department was formed in order to conduct our relations with our investors.
- 1998** - Through a secondary public offering, Akbank shares began trading on international markets and as an American Depository Receipt (ADR).
- 1998** - The Akbank Representative Office in Frankfurt was transformed into a branch.
- 1998** - AKInvestment was founded.
- 1998** - The Ottoman Calligraphy Exhibition 'Golden Letters', in which the most valuable works were displayed, was held in the New York Metropolitan Museum of Art under Akbank's sponsorship.
- 1999** - The Ottoman Calligraphy Exhibition 'Golden Letters' was held in the Los Angeles County Museum of Art under Akbank's sponsorship.
- 1999** - Akbank Internet Banking was launched.
- 2000** - The Ottoman Calligraphy Exhibition 'Golden Letters' was held at the Louvre Museum in Paris under Akbank's sponsorship.
- 2000** - The Corporate Internet branch was launched.
- 2000** - Ak Asset Management and the Private Banking Department were formed.
- 2000** - The Akbank Malta branch was opened.
- 2001** - Akbank International N.V. owned completely by Akbank was founded in the Netherlands.





AKBANK AND SUSTAINABILITY PAST TO PRESENT

- 2001 - The Personal Internet Branch in English was launched for our foreign customers.
- 2001 - Akbank provided its customers with the facility of conducting banking transactions through Pocket Computer Banking.
- 2001 - The Akbank Call Centre began its operations.
- 2001 - The Access Credit Card was introduced.
- 2002 - The Akbank Operations Centre was founded.
- 2003 - Akbank became the first bank to declare its dividend policy.
- 2003 - Akbank became the first bank to issue its Corporate Governance Principles in its annual report.
- 2003 - Turning to contemporary art, Akbank Art initiated a restructuring process, and pointing out the local and international quality of its globalised artistic course with the exhibitions it held brought mobility to the artistic dynamics in our country.
- 2004 - Akbank became the first bank to issue its Corporate Governance Principles on its website.
- 2004 - The Akbank Short Film Festival was launched.
- 2004 - Akbank started supporting the Istanbul International Film Festival and became its greatest supporter.
- 2005 - Akbank became the first bank to buy back its founder's shares.
- 2005 - Akbank incorporated AKLease into its body.



- 2005 - Akbank became the sponsor of 'Make a Wish', which was founded in order to fulfil the wishes of children between 2 and 18 years of age fighting terminal illnesses.
- 2006 - Rodin's works were exhibited at the Sakıp Sabancı Museum with Akbank's support.
- 2007 - With the sponsorship of Contemporary Istanbul, a modern and contemporary art activity, Akbank contributed to the realisation of Turkey's most important contemporary art exhibition.
- 2007 - Akbank became the first Turkish bank to sign the Global Compact.
- 2007 - Our cooperation with 'Endeavor', a non-governmental organisation founded in order to contribute to economic development in developing countries by supporting active entrepreneurs, started.
- 2007 - The Akbank Customer Complaint Management obtained the ISO 10002 Certificate.
- 2007 - With the Akbank 'Ideas That Turn Into Business, That Develop Business Programme', entrepreneurs having new ideas, who wish to turn these into business and wish to develop their companies, were mentored on how they could conceptualise, implement and manage their businesses.
- 2007 - The Wings Credit Card was introduced.
- 2008 - The works of Salvador Dali, one of the most important surrealist artists, met with art-lovers at the Sakıp Sabancı Museum through Akbank's sponsorship. With a total of 385 works the exhibition was the largest Salvador Dali exhibition held outside Spain.



AKBANK AND SUSTAINABILITY PAST TO PRESENT

2008 - The Akbank Children's Theatre which conducted many first-times both domestically and internationally carried the excitement, melancholy and beauty of theatre to 45 Turkish provinces with the 'Human Rights Train' initiated by the Hürriyet daily newspaper.

2008 - Akbank held Innovation and Entrepreneurship Conversations for its Commercial Banking customers and an exchange of information on economic markets was made using up-to-date data.

2008 - The 'Akbank Thinking Club' was founded in order to think together with youth, which is one of the most important stakeholders of continuous development and innovation, and in order to create a joint value for Turkey's future.

2008 - The tuition expenses of 2 students to be sent to the European Nuclear Research Centre (CERN), one of the most developed scientific centres of the world, were covered.

2008 - MBA seminars held under the intellectual leadership of Akbank were held at 10 universities to prepare university students for the future and to open up their horizons.

2008 - The Fish Credit Card was introduced.

2009 - The 'Power of Thinking' support for the education system was initiated. The 'Akbank Power of Thinking' project will enable access to hundreds of thousands of students through thousands of teachers.

2009 - The Corporate Governance and Social Responsibility Committee was established.



2009 - The Akbank International Advisory Board was established.

2009 - Endeavor and Akbank introduced management guru Azim Jamal to meet the Business World during the Global Entrepreneurship Week.

2009 - The co-branded fund that enables investments in BRIC countries was introduced to customers.

2009 - The foundations of the Akbank Banking Center were laid.

2009 - The Akbank visual telephone branch was established.

2009 - The Development Centre for Women, 'Blz', founded by KAGİDER and aimed at bringing women together to increase their individual productivity, was established under Akbank's sponsorship.

2009 - Akbank (Dubai) Limited became the first Turkish Bank to be established at the Dubai International Financial Centre.

2009 - The CarrefourSA Axxess Credit Card was introduced.

2010 - The Akbank mentorship programme was initiated.

2010 - Akbank became the first Turkish Bank to publish its Global Compact Communication on Progress Report.

2010 - Supporting the implementation of the Carbon Disclosure Project (CDP), considered to be among the most comprehensive and prestigious environmental initiatives of the world, in Turkey, Akbank drew attention to environmental transparency.





ABOUT AKBANK

Akbank's basic scope of activities consists of banking services such as SME banking, consumer banking, corporate banking, private banking, foreign exchange, money markets and security transactions (Treasury Transactions), and international banking. In addition to core banking activities, Akbank, also acts as an insurance agency for Aksigorta A.S. and AvivaSA Emeklilik and Hayat A.S. through its branches and provides brokerage services for stock share purchase and sales directly or via remote sale channels as an agent of Ak Yatırım A.S.

As Turkey's most valuable company as of year-end 2009, Akbank has maintained its leading role in the Turkish banking sector with a robust balance sheet, transparent corporate governance approach, strong and long-standing international relations, solid capital base, reliable deposit structure, low-cost resources and strong growth in its assets.

With a strong and extensive domestic economic scope of influence consisting of 877 branches, close to 15 thousand employees and over 500 suppliers, Akbank carries out its activities through its Headquarter in Istanbul and 20 regional directorates across Turkey. In addition to the Bank's traditional delivery channels such as its branches, Akbank also offers customer services through its retail and corporate internet branches, the telephone banking center, over 2,400 ATMs and more than 260,000 POS terminals as well as other high-tech channels.

As of year-end 2009, Akbank's consolidated net profit reached TL 2.7 billion (approximately US\$ 1.8 billion), and its total consolidated assets reached TL 102.8 billion (approximately US\$ 69.1 billion). The consolidated capital adequacy ratio of our bank is among the highest rates in the sector with 21%.

28.63% of Akbank's shares are listed on the Istanbul Stock Exchange. The Bank's Level 1 ADRs are traded on the OTC in the United States. Akbank's market capitalization stood at US\$ 19.1 million on December 31, 2009, identifying it as most valuable company on the ISE.

Bearing the responsibility of being a respected brand name throughout its deep-rooted past from 1948 to today, Akbank has adopted the creation of fast and permanent solutions to changing demands and continuous innovation, which are the unconditional necessities of this success, as its corporate culture. That Akbank is among Turkey's strongest, greatest and most valuable brand names is the fruit of its enthusiasm in creating sustainable values for employees, customers, the nation and itself, and of its consistent work ethics.

Vision

To become the most admired company, with the best people, constantly delivering outstanding results.

Mission

To provide the best banking experience in Turkey, offering outstanding value for its stakeholders.

Goals

- Achieving a long term sustainable ROE of at least 20%
- Increase total assets market share from 12% to 18%
- Take the first place in the "Best Place to Work" rankings
- Become the company with the most valuable brand name in Turkey

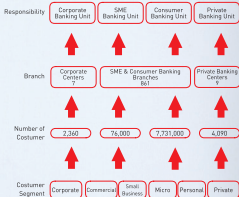




ABOUT AKBANK

Our Segment-Based Structure

Our Bank's segment-based structure comprising of four main departments consists of the corporate banking, SME banking, consumer banking and private banking work units.



Akbank Branch Network

With 877 branches, Akbank has a strong and widespread economic impact in Turkey.



Our Subsidiaries

Company	Field of Activity	Bank's Share (%)	Country
Akbank N.V.	Banking	100.00	Amsterdam/The Netherlands
Akbank AG	Banking	100.00	Frankfurt/Germany
Akbank (Dubai) Limited	Banking	100.00	Dubai/U.A.E.
AKLease	Financial Leasing	99.99	Turkey
AKSecurities	Stock Exchange Brokerage Services	99.80	Turkey
AK Asset Management	Portfolio Management	99.99	Turkey
AKInvestment	Investment Partnership	69.22	Turkey



ABOUT AKBANK

Akbank [Dubai] Limited, the first Turkish company to be established by the first Turkish Bank at the Dubai International Financial Centre, was founded in 2009 in order to supply:

- consultancy services on financial products
- loan and investment products
- brokerage services for depositing transactions.

International Rating Agencies

Through its meticulously implemented effective risk management policies and an exceptional performance, Moody's assigned Akbank the highest financial and individual strength ratings that can be assigned in the Turkish banking sector and the highest national and individual ratings of the sector by Fitch Ratings.

	National Rating	Financial Strength and Individual Rating	Baseline Credit Assessment
Moody's	-	C-	Baa1
Fitch Ratings	AAA(Tur)	C	-

	Long-Term TL Bank Deposits	Short-Term TL Bank Deposits	Long-Term Foreign Currency Bank Deposits	Short-Term Foreign Currency Bank Deposits
Moody's	Baa1	Prime-2	Ba3	Not Prime
Fitch Ratings	BBB-	F3	BBB-	F3

Key Financial Figures (2009)

Consolidated	Million TL
Total Assets	102,833
Loans	44,606
Deposits	60,956
Foreign Loans	9,209
Equity Capital	16,667
Net Profit	2,723
Return on Equity	%21.5
Capital Adequacy Ratio	%21.0
Market Value (million U.S. Dollars)	19,061

Loans

(TL Million - US \$ Million)	2008	2009
TL Corporate	2,704	2,894
Foreign Currency Corporate	10,162	9,160



ABOUT AKBANK

TL Commercial	2,461	2,675
Foreign Currency Commercial (\$ Million)	4,261	4,324
Small Businesses	5,932	3,013
Consumer	9,610	9,245
Credit Cards	4,769	5,754

Of loans provided by Akbank, 33% consist of consumer, 40% of corporate, and 27% of SME loans.

Consolidated	TL Million
Total Consumer Loans	14,999
General Purpose Loans	4,098
Mortgage Loans	4,592
Automotive Loans	555
Credit Card Loans	5,754

Number of credit cards	4.5 million
Number POS terminals	267,427
Number of ATMs	2,518
Credit Card Expenditure Turnover	TL 27,886 million
POS expenditure turnover	TL 28,984 million

* Data as of December 31, 2009.

Comparative Results

Consolidated (Million TL)	2007	2008	2009
Total Assets	72,103	93,093	102,833
Loans	39,882	49,054	44,404
Deposits	43,435	57,575	60,954
Net Profit	2,041	1,782	2,723
Number of Employees	13,513	15,127	14,714



ABOUT AKBANK

Our Awards

EUROMONEY

- 2009 BEST BANK IN TURKEY

GLOBAL FINANCE

- 2009 BEST BANK IN TURKEY
- 2009 BEST TRADE FINANCE PROVIDER IN TURKEY
- 2009 BEST FOREIGN EXCHANGE PROVIDER IN TURKEY
- 2009 BEST ONLINE DEPOSITS ACQUISITION IN EUROPE
- 2009 BEST INFORMATION SECURITY INITIATIVES IN EUROPE

EMEA FINANCE

- 2009 BEST BANK IN TURKEY

WORLD FINANCE BANKING AWARDS

- MOST INNOVATIVE BANK IN TURKEY

AMERICAN TURKISH COUNCIL (ATC) & TURKISH AMERICAN BUSINESS COUNCIL (TAJK)

- COMMERCIAL LEADERSHIP AWARD

EUROWEEK

- BEST TURKISH LOAN AWARD

STEVIE AWARDS

- FISH/2009 BEST NEW PRODUCT OR SERVICE OF THE YEAR AWARD - FINANCIAL SERVICES CATEGORY
- AKBANK 18th INTERNATIONAL JAZZ FESTIVAL COMMERCIAL/ BEST TV-CINEMA AD/CAMPAIGN AWARD

OSCARDS

- FISH CARD / BEST ROYALTY AND AWARD PROGRAM IN EUROPE

5th ISTANBUL CALL CENTRE CONFERENCE CALL CENTRE AWARDS

- BEST CALL CENTRE WITH OVER 200 SEATS - MOST LAUDABLE
- BEST CUSTOMER EXPERIENCE - MOST LAUDABLE



ABOUT AKBANK

TURKISH PUBLIC RELATIONS ASSOCIATION (TUHID)

- A SURREALIST IN ISTANBUL: SALVADOR DALI EXHIBITION/JURY'S SPECIAL AWARD

CRYSTAL APPLE

- AKBANK 18th JAZZ FESTIVAL COMMERCIAL/ BEST TV COMMERCIAL AWARD

EPICA AWARDS

- AKBANK 18th JAZZ FESTIVAL COMMERCIAL

MediaCat

- AKBANK 18th INTERNATIONAL JAZZ FESTIVAL/ BEST RACKET

Awards for which we were finalists or shortlisted

STEVIE AWARDS

- Salvador Dali Exhibition / Best Media Campaign
- Akbank 2008 Annual Report / Best Annual Report
- Akbank Image Film / Best TV and Cinema Advertisement Campaign
- 28th Istanbul Film Festival Movie / Best TV and Cinema Advertisement
- Wings / Best Marketing Campaign

European Excellence Awards (EEA)

- Power of Thinking from Turkey

New York Festivals

- Akbank 18th Jazz Festival /TV - Cinema Competition Finalist

CANNES LIONS

- AKBANK 18th INTERNATIONAL JAZZ FESTIVAL / Show - Event





ABOUT THE REPORT

This report, which is the first sustainability report to be published by Akbank, includes information on our social, environmental and broader economic impact and our performance with respect to these impacts for 2009. Akbank has been conducting its operations under an ethical, accountable and responsible management understanding since the day it was founded; it considers the expectations of all its social and environmental stakeholders, directly affected by its activities due to its field of business, its top-priority field of responsibility. Our 2009 Sustainability Report, prepared with this in mind, contains information on our active role in the economic growth of our country, the cooperation we have formed with our stakeholders in order to increase social wellbeing, and the efforts we have made toward protecting the physical environment.

Our report covers all Akbank T.A.S. activities in Turkey. We hope that this report, in which we explain our social, environmental and economic performance for the period between January 1, 2009 and December 31, 2009, reinforces the trust between us and our stakeholders over the years, and sets an example in our sector.

In this sustainability report, Akbank has used the Global Reporting Initiative [GRI] G3 principles, an international reporting framework that has earned worldwide acceptance; it sets a source of reference for our stakeholders as well as for international benchmarking, and supports Akbank in expressing clearly its understanding on the subject of sustainability to its stakeholders.

Our report was prepared in accordance with the level C requirements of the GRI G3 Principles.

The Global Reporting Initiative [GRI] is an independent organisation formed by the Coalition of Environmentally Responsible Economies [CERES], a non-profit organisation founded in the United States in 1997 with the support of the United Nations Environment

Programme [UNEP]. You can visit the website <http://www.globalreporting.org> for the GRI Reporting Principles.

The general scope of our report was formed in keeping with the AA1000 principles with respect to inclusivity, completeness, responsiveness and the determination of material issues. You can find detailed information on the AA1000 series standards and principles at <http://www.accountability21.net/aa1000series>.

Report Application Levels

		C	C-	B	B+	A	A+
Stakeholders	Self Declared						
	Third Party Checked						
Material	Report Materially Assessed						
	Report Materially Assessed						
Quality	Report Materially Assessed						
	Report Materially Assessed						
	Self Declared						
	Third Party Checked						
	Material						
	Quality						



The 2009 Akbank Sustainability Report and its Inclusivity

- We try to determine and fully understand our social, environmental and economic scope of influence and our performance related to this as well as our stakeholders' opinions on these matters [Materiality].
- In both our policies and our activities we take our stakeholders' concerns and expectations into consideration with regard to our fields of activity, and strive to respond to these expectations in a consistent manner [Completeness].
- We develop various dialogues with our stakeholders with regard to our corporate decisions, activities and impact, and are committed to be responsive to our stakeholders through our sustainability report [Responsiveness].



AKBANK AND ITS APPROACH TO SUSTAINABILITY

The aim of the Akbank 2009 Sustainability Report is to share information regarding our social, environmental and broader economic responsibilities in keeping with our related stakeholders' expectations from Akbank. However, as this, our first report is published at international standards in the Turkish banking sector, we are aware that it will set an example to many persons, corporations and institutions and that its content will illuminate the path of future developments in our country with respect to sustainability and corporate responsibility. For this reason we strive to achieve the highest standard and to display the best performance in our sector. The understanding of sustainability is a part of Akbank's overall business practice. With this report we aim at extending the scope of our goal of establishing dialogues with more stakeholders, continuously widening the impact of our performance through our corporate responsibility.

Our Strategies, Policies and Principles Our Sustainability Strategy

In today's economic world, the importance attached to the concept of sustainability has surpassed that usually enjoyed by financial profitability. Corporate sustainability is a process of continuous development for Akbank. This process contains our entire social and physical environment. The goals we have determined in order to continuously better understand our scopes of influence within Akbank's life cycle form the basis of our sustainability strategy.

The corporate values and vision of Akbank, which aims to increase the environmental, social and economic wellbeing of future generations as well as present generations, also support our sustainability strategy.




Our Sustainability Policy

Akbank supports Sustainable Development by:

- Supporting internationally respected environmental initiatives such as the Carbon Disclosure Project (CDP),
- Playing a leading role in environmental awareness and accountability,
- Supporting policies regarding dialogue with stakeholders and transparency,
- Meeting the requirements of competition through high-technology products and services,
- Following the developments regarding international standards with respect to customer security and performing above expectations,
- Encouraging educational, artistic and cultural initiatives for social wellbeing and development,
- Continuously developing its goal of being a leader and role model in sustainable banking in Turkey.

Our Sustainable Banking Principles

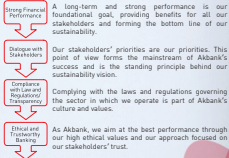
- We comply with all laws and regulations of the regions in which we carry out operations.
- We adopt Akbank's mission, vision and values in all regions in which we operate.



AKBANK AND ITS APPROACH TO SUSTAINABILITY

- As the first and only sector representative in Turkey that supports the UN Global Compact we support international voluntary initiatives and consider them part of the Akbank Ethical Principles.
- We understand the importance of our corporate values and work ethics and strive to share these with all of our stakeholders.
- We believe in the key role played by the banking sector in awareness for sustainable development and communicate the sector's benefits and gains.

Our Sustainability Vision



Our Values

Integrity

With regard to our activities and relationships with customers, employees, shareholders, legal authorities and other banks, institutions and organizations, we remain committed to the principle of integrity.

Credibility

Aware that confidence lies at the heart of banking, we provide customers, shareholders, employees and legal authorities with clear, comprehensible and accurate information and offer timely and excellent services.

Non-discrimination

We refrain from harbouring prejudices against customers, suppliers, employees and shareholders based on gender, behaviour, opinion or ethnic origin and do not discriminate against anyone under any condition or circumstance.

Compliance


We abide by all laws, regulations and standards.

Confidentiality

We do not share any information or details of transactions concerning shareholders, employees, suppliers and business partners and above all personal information regarding customers, with any person or institution, except with those authorities with which the sharing of such information is permitted by law.

Transparency

Except for information that is deemed a commercial secret and not yet disclosed to the public, we disclose to the public financial and non-financial information about Akbank promptly, accurately, thoroughly, comprehensibly and in an easy to interpret and easily accessible manner.



AKBANK AND ITS APPROACH TO SUSTAINABILITY

Sustainability

Our Bank aims to contribute to the economic, social and environmental development of society. In all of Akbank's operations, practices and investments, the Bank's image, interest and profitability, as well as the public interest, development of the banking sector and maintenance of confidence in the sector is a primary consider. We comply with all laws and regulations regarding the environment, consumer and public health.

Sustainability Management in Akbank

Akbank Corporate Governance and Social Responsibility Committee

The "Corporate Governance and Social Responsibility Committee", which we established in 2009 in order to render our corporate performance in the fields of corporate responsibility and sustainability, to include our fields of responsibility within our decision processes, to increase awareness on sustainability among our employees, and to be able to conduct a reporting that is inline with our principle of transparency and with international standards, is charged with the duties of monitoring Akbank's compliance with corporate governance principles and observing and managing our activities regarding our social, environmental and economic fields of responsibility. The Executive Board Member responsible for Investor Relations, Corporate Communications and Corporate Social Responsibility acts as Chairman of the committee.

Committee Members:

Hayri Çulhacı

Chairman (Executive Board Member)

Suzan Sabancı Dinçer

Member (Chairman and Executive Board Member)

Zafer Kurtul

Member (Vice Chairman and Executive Board Member)



Ziya Akkurt

Member (Board Member and CEO)

Hakan Binbaşgil

Member (Deputy CEO - Consumer Banking and Corporate Communications)

Zeki Tuncay

Member (Executive Vice President - Human Resources and Support Services)

Atıl Özus

Member (CFD)

Cenk Gökşan

Member (Senior Vice President - Investor Relations)

Derya Bigalı

Member (Head of Akbank Art Centre)

Internal Communication and Awareness

Matters relating to Corporate Social Responsibility are managed by the Investor Relations Department at Akbank. Our practices addressing both internal and external customers are conducted by the Corporate Communications Department.

A "Sustainability Task Group," consisting of specialists and managers from every department within the body of Akbank, was formed in 2009. The Task Group has prepared the contents of our first report applying the methods of the 'AA1000 Stakeholder Engagement Standard' developed by AccountAbility, an independent corporation centred in the U.K., which is the only standard in the world regarding the development, management and implementation of a stakeholder engagement strategy. Our Task Group started by participating in training on the development and management of corporate social responsibility strategies and conducted work determining our prioritised issues in accordance with our stakeholders and with regard to our corporate strategies. All of our key stakeholders within the body of Akbank and our



AKBANK AND ITS APPROACH TO SUSTAINABILITY

specialists and managers who are in direct communication with their expectations discussed their experiences and opinions at these workshops and forwarded the information that forms the basis of our corporate sustainability strategy to our Corporate Governance and Social Responsibility Committee.

A CSR portal was opened on our intranet system among Akbank employees to increase awareness and to provide information on corporate social responsibility (CSR) and sustainability; and presentations consisting of supporting publications, various information and model studies were published within this portal starting from the end of 2009.

Our Material Issues

Akbank Materiality Chart



Reporting and assurance standards used in the fields of corporate responsibility and sustainability utilise an approach related to material issues that puts stakeholder expectations to the forefront and focuses on various methods of associating these with the performance of the corporation, the same way the GRI G3 Principles position prioritised fields as an important guide in determining the contents of the report.


While determining our material issues that we believe to be directly connected with our long-term success, we focused on subjects that are important and of topmost priority for our stakeholders and for Akbank.

The work we conducted on our material issues aids us in focusing on and developing a framework for them. Akbank's financial discipline has also been a great aid to us in reinforcing our principles and goals regarding sustainability.

Our Stakeholders and Stakeholder Engagement Performance

We consider all corporations and institutions affected by our operations and directly or indirectly affecting the performance of our corporation as our key stakeholders.

We place importance on the concerns and expectations of our customers, employees and all other stakeholders. We believe that the basis of our long-term success consists of the close, honest and trustworthy relations we have established with our stakeholders. We are aware of the fact that in order to continue success in the future, corporations must act in unison with their stakeholders that share the same goals and values. For this reason we, as Akbank, consider it very important that the dialogues we establish with our stakeholders are based on cooperation and are in continuous development.



AKBANK AND ITS APPROACH TO SUSTAINABILITY

Aware of the fact that the basic principle of corporate responsibility is stakeholder engagement, Akbank, while developing its sustainable strategy and policies, supports all initiatives and efforts aimed at taking notice of the expectations of its key stakeholders and developing a regular and continuous dialogue with them focused on trust.

Our Customers

The opinions and expectations of Akbank's customers are the most important elements that inspire us in developing our products and services. Gaining our customers' trust and satisfaction is our highest priority.

Our Employees

Akbank has always given great importance to modern human resources principles and is fully aware of the fact that the motivation and satisfaction of its employees are the determining factor in achieving long-lasting high performance. Akbank's success increases day by day through its employees' continuous development and their devoted contributions.

Our Shareholders

The management of our shareholders' investments is the most important motivator and is given the most prominent place among our activities.

Our Investors

The expectations of our present and potential investors are keystones that add to Akbank's value and encourage our bank on its path to sustainability.

Legislation

We comply fully with all laws and regulations in order to keep our customers' investments secure.



Local community

Having a wide network of branches reaching every corner of Turkey, we are part of every local community. We are fully aware of our sector's importance for sustainable development and act accordingly, supporting activities that provide social benefit.

Business partners

Our business partners, each of which is the best in its respective sector, are among the important factors that render our business sustainable. Together, we act under being aware of our responsibility and create added value through an understanding of cooperation.

Our suppliers

We expect that our suppliers act in keeping with Akbank's principles and values, and we support their development through a continuous exchange of information.

University youth


Akbank considers the university youth as strategic stakeholders, and always pays attention to their wishes, opinions and expectations. Supporting university students during their education is among our duties.

Media

Equipping our stakeholders with accurate information regarding Akbank is achieved through the media, the most important actor of our communication cycle. For this reason Akbank believes in the importance of a continuous dialogue with both local and international media.

Non-Governmental Organisations

One of our top priorities among all our fields of responsibility concerning our key stakeholders with respect to our social and physical environment is developing cooperation with non-governmental organisations, maintaining communication with them and taking notice of their opinions and expectations.



AKBANK AND ITS APPROACH TO SUSTAINABILITY

Analysts


The transparent and intelligible evaluation of the value earned by Akbank through the years among its key stakeholders as a trustworthy bank is very important. The dialogues we develop with analysts are based on candour, accountability and the regular provision of information.

Our Stakeholders and Our Dialogue Platforms

Shareholders	Public Disclosure Platform (www.kap.gov.tr), Akbank Website, Annual Reports, Information via e-mail, Press Releases, Meetings, General Assembly Meetings, Investor Relations Department, Shareholder Transactions Subgroup.
Employees	Employee Satisfaction Surveys, Regional Management Information Meetings, Regional Performance Meetings, Reward Systems, Corporate Portal, Suggestion System, Ethics Line, Corporate Performance System, Banksis (Union of Banking and Insurance Workers), Retirement Fund, Various Activities and Training Programmes Held for the Benefit of Our Employees, e-Bulletins.



Customers	Customer Satisfaction Surveys, Akbank Branches, Akbank Call Centre, Akbank Website, Advertisement Campaigns, Media, Events We Hold/Participate in, Local Projects, Akbank Art Activities.
Investors	Investor Relations Department, Investor Meetings, Public Disclosure Platform, Akbank Website, Teleconferences, Presentations and Informative Notes Sent via e-Mail, Press Releases, Domestic and International Conferences, Annual Reports.
Legislature	Meetings, Forums and Conferences, Task Groups, Oral and Written Notices, Declarations, Press News, Akbank Website, Reports.
Local Community	Akbank Website, Press News, Akbank Call Centre, Our Branches, Local Meetings, Advertisement and Promotion Campaigns, Sponsorships, Events We Hold / Participate in, Akbank Art Activities.



AKBANK AND ITS APPROACH TO SUSTAINABILITY

Business Partners	Meetings, Public Disclosure Platform, Reports, Press News, Akbank Website.
Suppliers	Akbank Code of Ethics, Akbank Website, Meetings.
University Youth	Youth Banking, Brochures and Promotion Campaigns, Information Meetings, Akbank Website, Campus Branches, Cultural Activities We Hold / Participate in.
Media	Press Conferences, Press Releases, Akbank Website, Daily Economic Bulletin, Akbank Art Activities.
Non-Governmental Organisations	Cooperation in Social Engagement Practices, Sponsorships, Meetings, Akbank Website, Conferences.



Analysts

Investor Relations Department, Meetings, Annual Reports, Public Disclosure Platform, Akbank Website, Teleconferences, Information via Various Means of Communication, Presentations and Various Information Notices Sent via e-Mail, Annual Reports.

Innovation Conversations


At the Innovation and Entrepreneurship Conversations, held for the customers of Akbank Commercial Banking, our customers were informed on innovation and entrepreneurship. The goal was to go from one city to another and call local industrialists' attention to the subjects of innovation and creativity, which guides today's economy and determines that of the future.

Akbank Information Meetings

Through various activities held throughout Turkey by Akbank Commercial Banking, our customers and members of various sectors or business associations were informed regarding a number of subjects such as marketing, global and local trends, macroeconomic developments and their effects on Turkey.

Akbank Province Visits

Believing that its responsibilities are not limited to basic banking services, Akbank Commercial Banking conducted visits to provinces in order to hear the problems of the real sector in situ. In many cities such as Bursa, Antalya, Gaziantep, Izmir, Konya, Samsun, Trabzon, Kayseri, Ankara, Mersin, Antalya, Denizli, Adapazarı, Tekirdağ our customers, Chambers of Industry and Commerce and non-governmental organisations were visited



AKBANK AND ITS APPROACH TO SUSTAINABILITY

by Akbank's Management Team and an exchange of opinions was conducted with the representatives of the real sector with regard to the supports given by our Bank toward enlivening economic activities.

Artistic Events Exclusively for Our Customers

Our customers are invited to certain events sponsored or organised by Akbank. A large number of our customers attended events such as Contemporary 2009, the Jazz Festival, the Film Festival, the Salvador Dali Exhibition, the Euromoney Conference, the IMF, and The Banker Events as Akbank's guests.

Merchant Campaigns Exclusive to Anatolia

With the 'Merchant Campaigns Exclusive to Anatolia' that started in 2008 and continued in 2009, we contributed to the development of trade in our Anatolian cities as well as bringing a liveliness and motivation to the social life in these cities during the campaign.

Campaign information addressing present card holders in the cities Denizli, Eskişehir, Kayseri, Kocaeli, Manisa, Trabzon, Balıkesir, Tekirdağ, Iskenderun, Diyarbakır, Kütahya, Malatya, Sakarya, Samsun, Sivas, Sanlıurfa, Konya and Gaziantep, where merchant campaigns were held in 2009, were announced via advertisements on advertising boards, local radio and TV channels in those cities. Special lottery events were also held in shopping malls in certain cities during the campaign.

The sales support teams of Akbank Headquarter were employed in the cities in which the campaign was conducted and carried out special sale activities in cooperation with our branches in order to gain new credit card customers and new merchants.

As a result of these city campaigns, new credit card customers were gained and approximately 6,000 new merchants were won in 2009. A 21% increase in the merchant turnover was achieved thanks to such campaigns.



The Communication Platform 'Acess Interactive' Targeting Merchant Employees

The 'Acess Interactive' communication platform, which addresses store managers and sales representatives working in member businesses that accept payment via the Acess credit card, was formed. Planning within the scope of this platform included:

- Education programmes to enhance the present knowledge and skills of store managers and sales representatives,
- Seasonal incentive and reward campaigns,
- Various social events within the scope of social and cultural activities enabling them to get together with the Acess brand.

The first event of this platform, one-day or half-day trainings were held, since 2005, which address merchant employees in Istanbul, Ankara, Izmir and Adana. These training events helped in supporting the career development of personnel that directly affect the retail sector, together with the brand for which they work for, as well as aiming at increasing card owner loyalty and therefore sales made in the merchants using Acess.

Since 2005, a total of 8,209 people in 4 cities (3,153 store managers and 5,056 sales representatives) attended training sessions entitled 'Creating Loyal Customers' and 'It is the Human that Makes the Difference'. Training was provided for 1,900 people in 2008. The training sessions were prepared through the cooperation of a specialist training and counseling company. The participants were provided with useful information on leadership, assessing the customer accurately, sales and team management.

AKBANK AND ITS APPROACH TO SUSTAINABILITY

Merchant employees who attended the sessions and whose contact information has been kept up-to-date are regularly sent the 'SapSan' bulletin containing developments regarding the sector and the Axxess brand.

Akbank Call Centre

The Akbank Call Centre that is one of the largest call centers of the Turkish Banking Sector, with approximately 1,000 employees, works with an eye to creating values for our customers and Akbank.

The Akbank Call Centre:

- is readily accessible through a 99.18% solution rate at the first call, and with an answering speed of approximately 10 seconds;
- works with a 9/1,000,000 errorless transaction rate;
- applies the safety standards required by the banking sector;
- conducts an active promotion of our Bank's products and services and carries out the sale of various products to meet the customers' needs in 12.86% of the calls;
- listens to its customers and provides unlimited customer satisfaction by managing their needs, suggestions, objections and complaints effectively;
- provides our bank with qualified human resources.

Zero Tolerance Against Customer Loss

The primary duty of the 'Zero Tolerance Against Customer Loss' team within the Akbank Call Centre is to provide unlimited customer satisfaction.

Targets:

- To make our customers feel special.
- To exceed our customers' expectations.
- To pursue the subject and the customer until a solution is achieved.
- To present varied and creative solutions.
- To serve each customer as if he/she is our Bank's only customer.



We Are Our Customer's Voice

Internal and external customer demands, complaints and suggestions coming to the Akbank Call Centre through whatever channel are evaluated. Our Call Centre always forwards the customer experience and needs with the related departments of our Bank. As it plays an active role in all the new projects of the bank, The Akbank Call Centre ensures that our customers' expectations are met through new products





CORPORATE GOVERNANCE AND ETHICAL BANKING

Corporate Governance in Akbank

In 2009 Akbank formed the 'Corporate Governance and Social Responsibility Committee' in order to monitor compliance with its principles of corporate governance and the application of its corporate social responsibility activities.

Corporate governance, transparency and adherence to ethical values have always been Akbank's priority.

Akbank,

- is the first bank to make its dividend policy known to the public (2003).
- is the first bank to announce its Principles of Corporate Governance in its annual report (2003).
- is the first bank to announce its Principles of Corporate Governance on its website (2004).
- is the first bank to buy back its founder's shares (2005).
- is the first bank to publish its UN Global Compact Communication on Progress.
- led the implementation of the Carbon Disclosure Project (CDP) in Turkey and became a pioneer in carbon disclosure.

The Akbank management aims at establishing a transparent and close relationship with its shareholders. The main target is to render Akbank shares attractive to present shareholders and potential investors and to turn them into a predictable

means of investment. Implementing strategic plans to this end and sharing these equally with share owners, investors, capital market specialists and participants in a full, just, accurate, timely and intelligible manner in accordance with widely accepted accounting principles and in compliance with the provisions of the related legislation have been adopted by the Akbank management as its principles.

Akbank complies with the regulations set forth by the Capital Market Legislation, the Capital Market Board of Turkey (CMB) and the Istanbul Stock Exchange (ISE) with regard to informing the public and takes utmost care to implement the principles specified in the CMB Principles of Corporate Governance.

The Principles of Corporate Governance set forth by the CMB and gathered under four main sections are implemented in Akbank in their outlines, and issues not implemented are explained in detail within the framework of subsequent articles together with the reasons for such non-implementation. Our Corporate Governance Compliance Report is published on our website. Our report is available at <http://www.akbank.com/corporate-governance-compliance-report.aspx>

Through a resolution of the General Assembly, the Members of the Board of Directors of Akbank have been granted the authority to undertake transactions stipulated in Articles 334 and 335 of the Turkish Commercial Code.

The Akbank Board of Directors consists of six executive and four non-executive members.

Article 37 of the Akbank Articles of Association states: 'A monthly fee or remuneration is fixed for the Members of the



CORPORATE GOVERNANCE AND ETHICAL BANKING

Board of Directors by the General Assembly, subject to the provisions of these articles of incorporation'. Furthermore, Ordinary General Assembly Meeting resolutions stipulate the portion of the Bank's profit to be distributed to the Chairman and the members of the Board of Directors. Executive members are also paid 12 salaries and four bonuses annually. The Board of Directors determines these salaries annually. Article 50 of the Banking Law limits loans to be granted by Akbank to the Directors serving on the Board with a clear framework of restrictions. No loans are granted to the Directors of the Board against this mandate.

Akbank's annual budget and strategic plan are subject to the approval of the Board of Directors. The Board of Directors monitors the actual comparisons with the budget closely, obtains information on deviations and reviews the decrees made. The budget is revised and resubmitted to the approval of the Board of Directors in the event that there are important deviations from the budget expectations under macroeconomic conditions. The Board of Directors monitors strategic goals, budget targets and the actualised figures on a daily, weekly or monthly basis depending on the nature of the issue. Also, the Board of Directors has access to Akbank financial charts and various financial and non-financial indicators on a customer, branch, business unit or Bank basis through the Management Information System as well as through printed reports.

Pursuant to Article 32 of the Articles of Association of Akbank, members of the Board of Directors cannot undertake commercial transactions with the Bank in areas where the Bank is actively engaged either in person or by proxy, unless they have received the approval of the General Assembly. The provisions of Article 335 of the Turkish Commercial Code pertaining to

the non-compete clause and the provisions of the Banking Law are reserved. Members of Akbank's Board of Directors did not engage in any business transactions with the Bank during the course of 2009.

A secretariat was set up for the purpose of informing and communicating with the Members of the Board of Directors. The Board meets at least twelve times a year. The agenda is determined based on evaluations by the Board of the proposals made by the CEO and according to the Bank's results. The agenda is communicated to the Members of the Board prior to the meeting. Attendance in person by the Board Members is required when the issues stipulated in Article 2.17.4 of Section IV of the Corporate Governance Principles of CMB are on the agenda.

Corporate Disclosure Policy

The disclosure policy was formed by the Akbank Board of Directors in accordance with the CMB Principles of Corporate Governance, approved, and announced to the public on the Akbank Website. The Board of Directors is vested with the power and responsibility to inform the public and to monitor, control and develop the disclosure policy.

The Shareholder Transactions Subgroup and Investor Relations Department within the body of the Financial Coordination and the Retail Banking and the Corporate Communication divisions within the body of the Corporate Communication Department are charged with monitoring all issues with regard to public disclosures.

The Disclosure Policy is available at
<http://www.akbank.com/2481.aspx>



CORPORATE GOVERNANCE AND ETHICAL BANKING

Our Shareholders and Investors

The "Shareholder Transactions Subgroup" within the body of the "Financial Coordination Division" and the "Investor Relations Department" are responsible for using shareholder decrees, or other mechanisms which enable minority shareholders to express their opinions at the highest governance organ, orchestrating the relations with both current and potential shareholders, answering investor queries in the most efficient manner and carrying out works aimed at increasing the company value. All questions not in the nature of trade secrets are responded to in keeping with the principle of equality; the continuous contact of the management with the shareholder is maintained by these units.

The "Investor Relations Department" was founded in 1996 in order to respond to queries from shareholders in an accurate and timely manner. Various means of communication (teleconferencing, e-mails, fax, presentations, statements aiming at direct information, announcements and road shows) are used to increase the recognition value of Akbank in the field of international investment, to highlight its advantageous points compared with its peers, and to render Akbank preferable to other companies in view of corporations investing in developing markets. All requests for meetings from investors are accepted and the necessary arrangements are made with Akbank's senior managers.

The Akbank Investor Relations department accompanied our senior management in 11 domestic and foreign investor conferences in 2009, more than 300 international investment funds and 3 rating agencies were given audiences within the year. Also, more than 500 questions posed by investors and analysts were answered via phone calls and e-mails. One of

the responsibilities of the "Corporate Governance and Social Responsibility Committee," founded in order to monitor compliance with the principles of corporate governance and conduct corporate social responsibility activities in Akbank, is to ensure an honest and transparent communication platform for our stakeholders.

Shareholders are also able to use their right to questions at the Akbank General Assembly and all questions are answered. Prior to all General Assembly Meetings; the meeting date, venue and agenda are announced in the Turkish Commercial Registry Gazette, national newspapers, on our website and at the Public Disclosure Platform (www.kap.gov.tr). Two weeks before the General Assembly the Annual Report is submitted to the shareholders through our Bank's website, at the Shareholder Transactions Subdivision, as well as at the Ankara, Adana and Izmir Commercial Branches. According to Article 64 (a) of the Akbank Articles of Association, shareholders may exercise their right to vote either in person as well as through another shareholder General Assemblies. General Assembly Meeting resolutions are kept available to shareholders at the Public Disclosure Platform and on the Akbank Website.

Akbank International Advisory Board

The "Akbank International Advisory Board" was formed in order to discuss and evaluate global and local economic developments and their strategic effects on Akbank. The Board is chaired by Kemal Dervis, former Executive Head of the United Nations Development Programme and former Minister for Economic Affairs, current Vice President for global economy in the Brookings Institute and Member of the Board of Overseers of Sabancı University.



CORPORATE GOVERNANCE AND ETHICAL BANKING

Akbank's Advisory Board consists of Lord Stern, author of the famous Stern Report on climate change, former Vice President and Chief Economist of the World Bank, current Professor of Economy at the London School of Economics; Sir Winfried Bischoff, former Chairman and Member of the Board of Directors of Citigroup; Lubna Olayan, CEO of the Olayan Financing Company; Harvard University Economy Professor Dani Rodrik, who is among the foremost development economists of the world; Bülent Eczacıbaşı, Chairman of the Board of Directors of the Eczacıbaşı Holding; Suzan Sabancı Dincer, Chairman of the Board of Directors and Executive Member of the Akbank Board of Directors; Erol Sabancı, Member of the Board of Directors; Consultant to the Board of Directors and Honorary President, Zafer Kurtul; Vice-Chairman of the Board of Directors, Executive Member Bülent Adaner; Executive Member Hayri Cullhacı; and Ziya Akkurt, Akbank CEO and Member of the Board of Directors.

The purpose of the International Advisory Board is to create sustainable value for the Turkish economy and for all of our stakeholders. Fully aware of the fact that the great strength arising from being Turkey's most valuable bank also brings with it immense responsibility, Akbank has not limited its vision with Turkey.

In the first meeting of the Akbank International Advisory Board, held in July 2009, the new trends in global economy, the main trends in money and finance policies and the opportunities these developments provide for Turkey were discussed. We believe that this exchange of opinions conducted through the participation of valuable members, each having superior knowledge and experience in their own fields, is very useful and that it contributes to our bank's strength.

Associations, Unions and Initiatives of which Akbank is a Member

- The Banks Association of Turkey
- Istanbul Chamber of Industry
- Foreign Economic Relations Board (DEİK)
- Turkish Industrialists' and Businessmen's Association (TUSIAD)
- Turkish Enterprise and Business Confederation (Türkconfed)
- Corporate Governance Association of Turkey (TKYD)
- Carbon Disclosure Project (CDP)
- United Nations Global Compact (UNGC)
- Credit Bureau of Turkey
- Interbank Card Centre (BKM)
- Mastercard
- Visa
- Association of Advertisers
- Association of Corporate Communicators



CORPORATE GOVERNANCE AND ETHICAL BANKING

Ethical Banking

To be able to continue our operations and to maintain our high ethical standard we, as Akbank, rely on our employees and our stakeholders, with whom we cooperate. We ensure that our employees fully understand what we expect from them and we make efforts to keep them immune from pressure and negative influences.

The responsibilities of a bank cover the expectations and demands of a very large group of stakeholders. As the problems we encounter as a result of developing technology, climate change and growing economies, and the opportunities that these problems present become more complex with time, the importance of our ethical stance and our strategies and policies regarding social and environmental problems becomes even more prominent.

The principles and code of behavior of our Bank, unwritten as well as written, and known by all Akbank employees, along with other points to be taken into consideration in relationships with persons and corporations, both within and outside the corporation, have been compiled and codified under the title Akbank Code of Ethics.

The Akbank Code of Ethics contains principles regulating the attitude and conduct of Akbank personnel from all levels, as well as their relations with persons and corporations within or outside the corporation. Approved on September 24, 2003 by resolution No. 8783 of the Board of Directors, all employees are expected to observe this body of rules and principles and fully comply with them in the course of their high performance in their duties. Naturally, the employees shall act with due diligence in line with the basic rules and principles in any situation not included in the document cited

above. The Akbank Code of Ethics is available on the Akbank websites in Turkish and in English (<http://www.akbank.com>).

Code of Ethics e-Learning

This is the training where our employees are taught the Akbank Code of Ethics that regulates their relations with customers and colleagues. While this training was given in 2-hours classes at the Basic Banking and Manager Candidate programmes during the 2007-2008 term, after being transformed into an e-learning course in September 2008 it was made available for all of our employees, which revision ensured that all employees completed the course. All bank employees were able to receive the updated training when the e-learning training was also updated parallel to the update in our Code of Ethics in 2009. This e-learning is automatically assigned to each employee starting work at Akbank.

Discipline Regulations e-Learning

Steps were taken to ensure that all employees completed the "Discipline Regulations e-Learning Module", the content of which was prepared by our Internal Audit Department and explained to all employees. This training covers the manner in which the Akbank personnel should observe work discipline and workplace order in their relations with their colleagues and customers while doing their jobs, behaviour that must be avoided and that constitutes an infraction of the discipline regulations, and the disciplinary actions.

Information Safety e-Learning

The "Information Safety e-Learning Module" is a training aimed at explaining the risks related to information safety and security and the related code of behaviour, Akbank's rules, procedures, provisions and prohibits.



OUR PRODUCT RESPONSIBILITY

The changing and diversifying needs and expectations of our customers render a continuous demand for 'new products'. Through its 'new product development group' our Bank aims at offering innovative solutions to meet the varying product and service requirements of customers from all segments, thus increasing customer satisfaction and loyalty.

As Akbank we take into consideration the various standards of living and the changing needs of customers from different segments of society while developing our products and services. Ensuring our customers' satisfaction is our priority.

Our risk management systems and processes, integrated into our internal processes by following modern developments, enable us to minimise risks both for Akbank and for all of our stakeholders.

Our Business Units

Corporate Banking

Akbank Corporate Banking conducts its relations with its customers keeping the vision of maintaining its position as their main solution partner and bank, and aims at meeting all financial needs of its customers proactively, penetrating deep into all of their operations.

The Akbank Corporate Banking team continues its activities with a customer-oriented approach and through innovative products responding to the needs of its customers. By playing an important role in financing long term investments in 2009, notably in energy, Akbank acted as the financier of projects that set the agenda in Turkey. Akbank offers financing and risk management services through products such as export and import loans for funding foreign trade, working capital loans, investment loans, letters of guarantee, letters of credit, financing for domestic receivables,

supplier financing, and products such as forward and swap transactions. It also offers its customers portfolio management facilities through AKAssetManagement.

Receiving a continuously growing share of project financing loans, Akbank Corporate Banking has also proved its success in this field. It has made loans available to many financing corporations in Turkey, secured significant shares in syndicated loans, which became increasingly prevalent since 2006. Privatisation programmes were followed closely and financing was provided for large scale projects such as direct asset sales, transfer of companies' rights of superficies, share sales and airport operating rights. Akbank Corporate Banking has also been playing an important role in the financing of energy production and distribution projects that have recently increased in frequency.

Due to prudent lending policies in place, Akbank emerged as the bank with the smallest non-performing loans ratio (NPL) in the sector.

For detailed information on Akbank Corporate Banking our 2009 Annual Report is available at <http://www.akbank.com/annual-report-1522.aspx>.

Transaction Banking

Akbank has been observing the innovative developments in the electronic banking and cash management fields closely and gives great importance to the work of integrating its customers with corporate resource planning units.

In spite of the recession in the tax and Social Security premium collections in Turkey, Akbank's volume of transactions regarding basic collection and payment products has increased well above the market. The sale-oriented activities of the Transaction Banking



OUR PRODUCT RESPONSIBILITY

Department have a large share in this performance. In 2009 Akbank achieved a market share of 10.6% in clearing cheques, with an increase of 2%. An increase of 30% was achieved in the collection of corporate invoices. These products also played an important role in the growth of the volume of Akbank's checking accounts.

Akbank has served its customers' vendor collections through 'Direct Debit Systems' for years, provided a new solution for supplier payments and financing in 2009 through the 'Supplier Financing System', a new product. This product not only enabled customers to finance their suppliers easily and conveniently, it also increased operational efficiency.

Another new product launched under the name 'Collective Foreign Currency Payment' allows customers to make their import payments electronically. This product has contributed to the efforts to decrease our customers' and Akbank's operating costs and risks, provided an important 10% share in our Bank's import payments, despite the fact that it was launched during the second half of the year.

Additionally, 'SWIFT Net Fileact' was commissioned as a new channel offered to Akbank customers for cash management.

Commercial Banking

Akbank Commercial Banking forecasts its customers' financial and non-financial needs in the manner of a business partner, and rapidly provides solutions.

Through its successful customer relations and effective risk management, in 2009 Commercial Banking managed to minimise the negative effects of the global recession both for its customers and for the Bank. The incidence of court proceedings for Akbank commercial loans is well beneath that of the sector. In 2009, in addition to classical banking products, commercial

banking offered several new and different products: Country Loans, long term loans for financing import such as GSM, hedging products for protection against interest and foreign exchange risks such as Forward, Option, Interest Swaps (IRS), the EFIL IV Loan assigned to Turkish Eximbank by the World Bank, Export Letter of Credit Discount, and export factoring. All of these are individually tailored to the needs of the customer. By means of projects aimed at financing foreign trade, an increase has been achieved in the foreign trade market share either. Work is also carried out in acting as brokers for our customers' transactions in commodities such as copper, aluminum etc. in over-the-counter markets. After permission to carry out transactions on non-convertible foreign currency was granted as a result of a change in legislation, we were able to enable our customers to conduct transactions through foreign trade, deposits and loan products on the Rouble.

The development of cooperation with other corporations continued, for the benefit our customers. Within the scope of the cooperation made with the Istanbul Textile and Apparel Exporters' Association (ITKIB) and the Turkish Derivatives Exchange (TurkDEX), ITKIB members were enabled to mediate in TurkDEX transactions. In keeping with our agreement with the Turkish Grain Board (TMO) in force since 2005, the practice of making loans available against consignment receipts given by TMO to farmers, traders or legal entities delivering products to the TMO continued.



OUR PRODUCT RESPONSIBILITY

Cooperation Between Akbank and Türkonfed

Corporate sponsorship of the Turkish Enterprise and Business Confederation (Türkonfed), one of the greatest non-governmental organisations of the Turkish business world and which aims at developing economic policies for the development of the country, has continued in 2009. In conferences such as the Presidents' Council and the Business World Summit, and in diverse other symposiums held by Türkonfed, our customers were given information on subjects such as financing resources, SME policies and active entrepreneurship. Also, Akbank sponsored the 8th Industry Congress and Innovation Exhibition organised by the Istanbul Chamber of Industry in order to increase the competitiveness of Turkish Industry and to render it sustainable.

Akbank Commercial Banking's chief targets for 2010 is to make further contributions to the development and growth of the enterprises within its portfolio by developing new collaborations, and to provide its customers with products suitable for their needs under a high-quality service understanding. Within this context a reconstruction was initiated at the beginning of 2010 within the body of Akbank: the Commercial and Companies segment managements and the Transaction Banking Department were reengineered as SME Banking. As a result of this reconstruction process, 22 commercial branches were combined with retail branches, specialised Commercial Customer Relations Managers were appointed to 140 branches throughout Turkey, and our commercial banking services were extended across the country.

Small Business Banking

Small Business banking, which carries out its activities under the motto 'Your Success is Our Success,' aims at offering all products and services required by SMEs under innovative solutions specific to them. Our Small Business Banking meets many SME needs, from cash management to loans, foreign transactions and sector specific requirements with existent or new products with a customer-oriented approach.

Small Business Banking offers customized packages to its customers from various segments, sectors and regions, covering all of their banking transactions. A series of packages, including the Tourism Support Package, Pharmacy Package, Food Wholesaler Package, Construction Sector Package, Private Health Sector Package, Franchise Support Package, Stationary Store Package, Grand Bazaar Package and the Transport Sector Support Package were prepared within this framework.

Many products and services [cash and non-cash loans, cheque books, POS terminals, salary payments, tax and social security payments, bill payments, automatic payment/collection systems, company credit cards, treasury bills, investment funds, and foreign trade transactions] are provided through these packages.

In the loan portfolio management, which aims at effective risk management as well as profitability, loan prices are set according to the customers' risk levels. In 2009 the Pricing According to Risk Model was initiated when the loan pricing process was automatized. According to this model our customers' past attitudes were examined and reflected in computerized scores, and a pricing policy based on these evaluations was provided for all customers.



OUR PRODUCT RESPONSIBILITY

A € 20 million fund was obtained from the German Development Bank (KfW) under the SELP II loan programme, to be made available to SMEs in developing cities. This fund, the main purpose of which is to create employment, is made available as loans to small-scale businesses in developing cities which meet the SELP II criteria.

Another fund of € 77 million was obtained from the German Development Bank (KfW), again to be made available to small-scale businesses in developing cities, selected by the German Development Bank, to firms with less than € 43 million balances and which employ less than 250 people, and are therefore designated as 'Small Businesses'.

King SME

In the 'King SME Loan', SMEs are able to set their payment plans by determining their own terms, month of payment and installment amounts. Through the flexible payment plans offered by the 'King SME Loan' with advantageous rates of interest which can be used in all kinds of Installment Commercial Loans, Automotive Loans and Business Place Loans, SMEs are able to obtain solutions appropriate to their financing needs.

Approximately 100 Customer Relations Managers (CRM) from all over Turkey who directly respond to all kinds of SME demands and are in constant contact with the SMEs and aware of their needs, appeared in the commercial for the King SME Loan.

SME Conversations with Akbank

Akbank's Small Banking aims at drawing a roadmap for SMEs in order to inform them and increase their awareness. Subjects such as Basel II, the Changing Business Dynamics, the Changing Business Development and Management Models were discussed at meetings held within this scope.

At the 'Basel II' meetings, which were held in 8 cities, 4,000 SMEs were given information on possible problems to be encountered by SMEs, current and new financing opportunities, and compliance with the organisations in the European Union with regard to the subject.

The changing dynamics of the present business world, financial - administrative opportunities arising in the market, company structures and business styles were discussed at meetings held in 12 cities attended by 5,000 SMEs under the title 'Alternative Steps for Profitable Business Management and Growth'.

The 'New Turkey; Opportunities, Concepts and Suggestions' meetings were held in 6 cities with 3,000 SMEs, and dealt with the changing business development and business management methods, points and opportunities of development and new approaches in today's changing Turkey.



OUR PRODUCT RESPONSIBILITY

The Akbank 'Ideas Paving The Way to Business' Programme

Entrepreneurs were given training on conceptualising, applying and managing business at the Akbank 'Ideas Paving the Way to Business' Programme that arose within the framework of the Entrepreneur Development Programme (GGP) held by the Sabanci University for many years.

Endeavor, Inovent and Women Entrepreneurs Association of Turkey (KAGIDER) supported the programme to support enterprising individuals and companies through counseling, project development and training.

This programme, in which entrepreneurs with new ideas who wish to turn their ideas into businesses and/or enlarge them, are trained under the motto 'If you have an idea come and work on it'. It provided entrepreneurs with guidance on how to conceptualise, actualise and manage the businesses they wish to establish.

In the first part of the two-part programme, courses on subjects such as entrepreneurship, leadership, marketing, cost accounting, finance, law and taxation were taught, and applied group works were organised. In the second part the most successful participants chosen from among the project groups were provided with counseling services.

Examples from the Akbank 'Ideas Paving The Way to Business' Programme

Recovery of Valuable Materials from Scrapped Electronic Devices

'At the beginning my project was only a dream. Thanks to this programme it passed through the filter of reality. Here I was able to question my project. As a result my project became more practicable.'

Ahmet Alper Kunt

Production of Wooden - Plastic Composite Materials

'Because I am an engineer my management training was not adequate. My management terminology developed after joining the programme. There were important improvements both in the business plans I prepared and in my relations with my employees. Now, thanks to Entrepreneur Development Programme, for the first time I will be able to submit the project I prepared to furniture manufacturers.'

Kazım Acatay



OUR PRODUCT RESPONSIBILITY

Automatised Drug Management System

'I feel very lucky to have attended this programme. My project was already practicable. However, I can say that I accelerated the project immensely thanks to the knowledge and experience I gained.'

Cem Türkmen

7-Star Horse Hospital Project

'It was a very successful programme especially in the academic sense of the word. Thanks to the programme I gained the self confidence necessary to realise my project. It also encouraged me to realise my other projects. I believe that especially the marketing, innovation and enterprise courses were very effective.'

Güzide Çelik Özdemir

Efsun Doğan Ürünler Ltd. Sti.

'I have been an entrepreneur for almost a year and I am mostly busy with export. After this programme I made my goals clearer, and now I am aiming to increase both my domestic sales and my foreign sales, and become the largest exporter of natural cosmetic products by the end of the 5th year.'

Neslihan Memigöven

Disposal and Support Programmes Meetings

Akbank held meetings in 14 cities in Turkey to inform SMEs on the disposal programme and on funds which they can utilise. During the meetings the SMEs had the chance to meet specialists on R&D Support Programmes, Rural Development Programmes, the EU 7th Framework Programme and other disposal and support programmes.

At these meetings we also introduced the 'Disposal Financing and Counseling Package', which we prepared in order to meet the banking needs of our SMEs wishing to utilise the non-repayable disposal funds made available by national and international corporations under suitable conditions.



OUR PRODUCT RESPONSIBILITY

Cooperation with KOSGEB

Small and Medium Industry Development Organization (KOSGEB) and Akbank cooperate to increase the effectiveness, competitiveness and status of SMEs. An agreement was made on 3 models, and a protocol was signed. In the first of these models, interest-supported financing is offered to SMEs for loans of up to TL 25,000 and for women entrepreneurs for loans of up to TL 30,000. Another model involves Machinery-Equipment Interest-Supported Loans addressing cities within the Southeast Anatolia Project (GAP), wherein SMEs meeting the loan prerequisites are able to take advantage of the KOSGEB interest support for 36-month loans of up to TL 300,000. The last model in the KOSGEB protocol aims at meeting the loan demands of SMEs in Turkey which were affected by natural calamities, notably floods, of up to TL 100,000.

Retail Banking

Extending its customer base every year, Akbank, now has almost 8 million customers. This magnitude stems from Akbank's service understanding consistent with the customer structure, its products and technological innovations addressing the needs of the sector, a widespread net consisting of 815 branches, about 8,000 trained and experienced branch personnel within a gigantic team of almost 15,000 people. Akbank is a leader in the Turkish Banking sector, able to present any international innovation to its customers within a very short space of time.

Akbank knows its customers intimately through continuous monitoring and observation, and develops its products in accordance with their needs. The management of our relations

with our customers, based on loyalty and trust, is entrusted to 1,619 Retail Banking Customer Relations Managers (CRM). This service model has been designed specifically according to customer types. All individual needs of customers, whose financial relations with Akbank are up to a certain amount, are addressed through suggestions offered by our staff at the branches.

2,300 Counter Services Employees working in our branches carry out the transactions that our customers choose to have carried out at our branches. While serving each of our 5 million walk-in customers in an average of 7 minutes, we also ensure that they are able to quickly obtain various products that they may need from the counters of our Bank.

One-to-One Banking

The One-to-One Banking CRMs prepare an easy communication platform for our customers whose assets have reached a certain level and who expect specialised service in investment products. They provide support in financial information and offer products most fitting for the individual customer.

In 2009, 138,000 customers were served directly, at 185 branches, by 221 One-to-One Banking CRMs within the One-to-One Banking framework. In 2009, 25,000 customers joined the One-to-One Banking family. Our customers obtain quick solutions to their financial needs on this platform and rest assured that their investments are managed correctly.



OUR PRODUCT RESPONSIBILITY

Akbank Investment Days

In addition to One-to-One banking solutions, our customers are also invited to special events, presentations and information meetings. Meetings attended by our customers and important commentators of the market have been held on the 'Akbank Investment Days' organised in various cities and communities.

Youth Banking

exi26

Youth Banking, which has been applied under the exi26 brand since 2005, is one of the cornerstones of Akbank's principle of maintaining a long term customer relationship. Akbank aims at bringing solutions to the financial and non-financial needs of youth through the exi26 brand that offers special services to people between the ages of 16 and 26. Services such as youth portals, smart cards specific to universities, Access exi26, Neo exi26, specific consumer and automotive loans and insurance products and services addressing young people are supplied under the exi26 brand. exi26 also aims at achieving a place in the world of young people, taking its place in university life through the cultural events it organises and supports at its specially designed campus branches. exi26 appeals to our youth not only in universities, but also in all large events that have an important place in the country's cultural life.

Deposits

At the end of 2009, the total amount of deposits was realised as TL 61 billion for the year. Savings deposits comprise a high percentage of this figure, namely 70%.

In 2009 Akbank further accelerated its campaigns targeting small savings. Taking advantage of the superiority brought by its widespread network of branches, Akbank organised deposit marketing activities throughout Turkey. 226 branches played an active role in the campaign, conducted in 25 Anatolian cities.

Also, our customers were offered the opportunity to open deposits with interest rates exceeding the branches' authority via internet and telephone banking, through which services concerning all deposit products, including indexed products were provided. These initiatives earned Akbank the 'Best Online Deposit Acquisition' award in 2009 from Global Finance magazine.

As part of its efforts geared toward small-size deposits, Akbank played a pioneering role in the sector by implementing a proactive pricing policy thanks to its foresight about the rapid drop in interest rates in 2009.

Investment Funds

With a market share of 12.2% in the overall fund market, Akbank maintained the amount of assets under management in its liquid funds in 2009 while other types of funds registered an increase of TL 400 million.

Carrying out 5 new capital protected fund launches during 2009, Akbank achieved first rank in the protected fund market with a market share of 31%.

Akbank T.A.S. makes investment in developing markets with Templeton Asset Management Ltd., one of the large important fund managing corporations of the world, and has offered investors the Franklin Templeton BRIC Countries Foreign Securities Fund during the year.



OUR PRODUCT RESPONSIBILITY

Derivatives Exchange (TurkDEX)

In 2009 the TurkDEX School concept, which aims at acquainting investors with the opportunities in the TurkDEX market as it continuously develops, was introduced. Akbank has aimed at making a contribution to the carrying out of transactions in this market, which may be considered risky, with knowledge of the risks involved. In addition to the 'Akbank TurkDEX School', in which theoretical information at 5 different levels are presented to the investors, held in July, a virtual portfolio competition was held in order to help investors in developing their practical abilities. These projects have also brought a rapid increase in the number of investors opening TurkDEX accounts.

Akbank aims at increasing its 4.12% share in the TurkDEX market to over 5%, with the aid of the rapid development of alternative distribution channels and the support of the central investment teams that will be fully available in 2010.

Akbank Mortgage Loans

The reduction Akbank experienced at the beginning of 2009 in keeping with a non-aggressive marketing policy in all of its loan types due to the economic conjuncture was turned into a growth in the second half of the year as a result of an improvement in economic forecasts, and the fact that low interest rates turned out to create an opportunity for the mortgage sector. Akbank aims at continuing its strategy of growth in mortgage loans in order to gain long-term customers with high cross-sales.

As the first bank to cooperate with the real estate sector in mortgage loans, Akbank continues its cooperation with branded real estate chains and chambers of real estate throughout Turkey. In addition to mortgage loan guidance works, programmes addressing the professional development of chambers and chains of real estate agencies are also supported.

Car and General-Purpose Loans

In 2009 customers with a high credibility were determined as the target customer group both in general-purpose and in automobile loans; product marketing activities were conducted to this end. This strategy has ensured both an increase in interest and commission income and a healthy portfolio growth. An active campaign management was practiced throughout the year especially in general-purpose loans and special attention was paid to CRM works. General purpose loan sales were made to potential customers with predefined-limit campaigns. A prudent lending policy was adopted with regard to automobile loans; the Bank's strategy in this segment focused on select brands.

As a result of the loan policies Akbank followed by observing the market conditions, the balance of consumer loans reached TL 4.1 billion by the end of 2009 and automotive loans saw TL 955 million.

The TL 1 Campaign and aRife taRife

In 2009, Akbank, as Turkey's leading bank, introduced the 'TL 1 Campaign' in keeping with its commitment to low-cost banking for its customers and the sector as a whole, in transfer and cheque collection transactions.

The aim of this campaign was to encourage the provision of cash flow at the lowest possible cost by the actors of the market and to keep it under surveillance; this approach was adopted by some other banks, where similar practices were followed.

The campaign drew much interest from our customers, and was valid between February and October 2009. While Akbank's market share increase trend in cheque collections gained momentum, the transfer transaction volume increased by 18%.



OUR PRODUCT RESPONSIBILITY

The 'aRife taRife Campaign' may be rightly considered a revolution in banking services, and Akbank has initiated a new practice unmatched in our banking sector. It was implemented in order to offer customers a transparent and unrivalled service model in which they would be able to pay less for their banking transactions and encouraged to make informed choices. With its slogans 'Everybody should know what they pay' and 'The wise will choose one', this program started a new era in the Turkish Banking sector.

Bundling the most frequently performed customer transactions such as money transfers, check collections, account statement and pass book printouts under various packages, Akbank allows customers to make as many such transactions as they need for a fixed monthly fee under the aRife taRife program. This model allows Akbank customers to purchase one of the tariffs and perform as many transactions as they need for a month for a low monthly fee instead of paying separately for each transaction included in the tariffs. With six different tariffs for individuals and companies, aRife taRife products are designed separately for each customer profile. Customers in these segments are given the opportunity to choose a package based on their frequency of branch transactions; Internet banking customers are also provided with special tariffs from which to choose.

Bancassurance

In spite of the expectations forecasting a deceleration in growth in the insurance sector, Akbank achieved important successes in bancassurance in 2009. Akbank is the market leader in the pension sector in terms of assets under management. With its sales potential in the private pension system, AvivaSA Pension and Life makes a major contribution to the Bank's market position. A premium increase was also realised in the life and personal accident insurance premium production compared to the previous year.

Taking its customers' lifelong risks into consideration in bancassurance, Akbank creates solutions to save its customers from experiencing difficulties in the event that such risks materialise. Akbank carries out works believing that insurance products are not luxuries but that everyone is in need of private insurance solutions and products in order to be prepared against risks, at a minimum of cost. 2009 has been a turning point in Akbank with regard to bancassurance. Important steps have been taken through the year in order to meet our customers' insurance needs from a single centre. Part of the infrastructure development necessary for the long run was completed and the bancassurance product portfolio was enriched through the addition of new products.

Two new unemployment insurances were engaged due to the increasing importance of unemployment products in the sector. Special protection products for credit cards and loan repayments were formed for risks that may affect our customers' life standards. Credit Card Unemployment Insurance and Credit Life Maximum Protection products were launched, offering protection for credit card payments and mortgage and general purpose loan payments, as well.

The future importance of individual pension products was taken into consideration in a project launched to ensure that all CRMs obtain their Private Pension System (PPS) certificates so that they can offer their customers better and more accurate information. 50% of the CRMs have obtained their PPS certificates, and all of them are expected to be certified in 2010. Akbank launched the Retirement Investment Plan exclusively for its customers. As part of this plan, Akbank created an infrastructure that customers can obtain all information and services regarding their private pension policies from their branches.

For further information on our bancassurance services and products please visit <http://www.akbank.com/sigorta-922.aspx>



OUR PRODUCT RESPONSIBILITY

Alternative Distribution Channels

The 'Alternative Distribution Channels' (ADC) are becoming more and more developed and diversified. The purpose of these is to quickly respond to our customers' financial needs, and to offer customers constantly updated services based on technological improvements. Akbank's wide range of channels, and its diversity of functions, ensures that more than five million customers annually receive their banking services from the ADCs.

Akbank offers ADC users various advantages both in pricing and in purchase. With this approach, the Bank launched alternative loan channels such as MobileLoan, WebLoan, smsLoan and ATMLoan and groundbreaking, pioneering applications in the sector such as time deposit with special pricing.

Akbank Internet Banking

Akbank Internet Banking serves 11% of Turkey's active internet banking users. Akbank Internet Banking, through which 12% of the money transfers in the sector are carried out, also receives a 1% share from the stock share transaction volume at the ISE (Istanbul Stock Exchange).

With the 'Best Online Deposit Acquisition' and 'Best Online Security Initiatives' awards Akbank Internet Banking was awarded in two categories by Global Finance in 2009.

Mobile Banking

Mobile banking, in which we render services through the Mobile Phone Branch, SMS Branch and wap.akbank.com.tr platforms, is one Akbank's most rapidly growing alternative distribution channels. The SMS Branch, from which 1.2 million customers receive services, enables our customers to obtain information and balance data regarding their accounts and credit cards and to conduct other

banking transactions in a fast and easy way, and therefore lifts the operational weight these transactions put on our conventional channels. Also, the increase in the use of the sms Branch makes an important contribution to the charge revenues obtained from ADCs. The aim of the Mobile Phone Branch, which began operations at the end of 2008, is to bring the full range of services offered to our customers at the internet platform to the mobile platform. Our investments to enrich the functionality of the Mobile Branch, which provides our customers with the most-needed services (money transfers, data and balance queries, foreign currency transactions, payment transactions), continue.

One of the channels Akbank adapted to the 3G infrastructure was placed in service in 2009; wap.akbank.com.tr features Turkey's first avatar application for finance and the first location service with a map in the mobile environment. Through the Closest Akbank application, visitors are able to see the Akbank ATM/BTMs and branches on a map on their mobile.

Akbank Telephone Banking, which owns one of the largest call centers in the sector, receives over 3 million calls monthly. Our Telephone Banking channel, used by more than 4.6 million customers annually, has started to offer visual service over the 444 25 25 Video Phone Branch, with the advent of the 3G technology.

Akbank ATMs and BTMs that make instant money depositing possible comprise one of the most widespread ATM networks in Turkey, with a total of 2,518 units. In Akbank, 86% of all cash withdrawal and 57% of all cash deposit transactions take place through ATMs and BTMs. Akbank ATMs and BTMs are part of Turkey's ATM sharing platform, so they are at the service of all credit or debit card holders in Turkey in addition to Akbank customers.

For detailed information on Alternative Distribution Channels please visit <http://www.akbank.com/bireysel-menuler.aspx>.



OUR PRODUCT RESPONSIBILITY

Credit Cards

Axess, Wings, Fish and CarrefourSA Axess

With a credit card portfolio of 4.5 million cards consisting of its three strong brands (Axess, Wings and Fish), and with the widest member merchant network of Turkey, Akbank continues to offer its customers innovative services in keeping with their needs and expectations.

As one of the strongest players of the credit card market, in 2009 Akbank achieved a turnover increase of 10.5%, which is above the growth rate of the sector, and became the bank with the highest market share growth in the total turnover among the first four large banks.

In 2009 Akbank's credit card loans increased by 20.7% compared to the previous year, reaching TL 5.8 billion. Our market share in credit card loans rose from 14.4% to 16%.

In 2009 many new products and services, including Skip a Statement (Ekstre Mola), Fast Cash (Hızlı Para), Installment Request (Taksit İste) and Unemployment Insurance were launched in order to meet various financial needs of credit card customers. Axess has stepped into the fore in the market with many creative campaigns as well as new product features. Privileges offered to Wings cardholders, such as special discounts chip-money and mileage points have been gathered under the Wings Style concept. The dining privileges offered to customers in this scope are promoted under Wings Gourmet, hotel privileges under Wings Travel, spa and fitness center privileges under Wings Wellness; parties and other events are carried out under Wings Active.

Boyerer Cooperation

Akbank is also among sector leaders in terms of strategic partnerships with retailers. Credit Express branches were established in 15 stores within the scope of the Fish project launched in September 2008 in cooperation with the Boyner Group, this being the first time such large-scale bank-retailer cooperation was established. While Fish contains the usual features such as installments, chip-money and discounts that are expected of a credit card, it has made a break from all other credit cards by offering hundreds of thousand liras worth of rewards through a lottery programme, implemented in Turkey for the first time. With its unique loyalty programme Fish, which is full of surprises and gifts, took its place among Turkey's preferred credit cards in a short space of time, and going even further, proved its difference in the international arena as well. International success achieved through Axess and Wings in the previous years continued with two awards received by Fish in 2009: at the International Business Awards competition also known as the Stevie Awards, which have been awarded in the U.S.A. since 2002, Fish was awarded the "Best Product and Service" award in the Financial Services Category. Fish was awarded first prize in the "Best Loyalty and Reward Program" branch of the European Region at the Oscars rewards from among 500 new products world-wide.



OUR PRODUCT RESPONSIBILITY

CarrefourSA Axxess Credit Card

In 2009 Akbank signed a cooperation agreement with CarrefourSA, another leader of the retail sector. Hypermarket Banking, a totally new concept in Turkey, was initiated with 22 Credit Express branches established in CarrefourSA hypermarkets as of June 2009. The CarrefourSA Axxess credit card, which is the locomotive of the project, as well as consumer loans and insurance products, are sold at the Credit Express branches that were formed by adapting the dynamism of the retail sector to banking and with a 'close and accessible' banking understanding that stands by its customer in times of need, and to which new product varieties are being added continuously. The CarrefourSA Axxess credit card, that contains every feature held by Axxess, is also the credit card that provides the best value at CarrefourSA markets through its 10% welcome discount, extra discounts in thousands of products, its contact-less card feature and special cash register applications. In addition to all of these features CarrefourSA Axxess supports the 'save by shopping' slogan through campaigns that continue throughout the year.

Member Merchant Activities

One of the most prominent banks of the sector with regard to member merchant activities, Akbank strengthened its position in the market further by being the only bank among the first four large banks that increased its member merchant market share in 2009.

While the member merchant turnover in the sector grew by 11.3% in 2009 compared to the previous year, the Akbank member merchant turnover scored an increase above that of the market

with 15.1%. Akbank acquired 84 thousand new member merchants in 2009, and successfully continues its activities as of the end of 2009 with 224,326 member merchants and 267,427 POS terminals.

Parallel to the demands and needs of the member merchants, technological innovations in POS terminals are followed closely.

Innovations in Member Merchant Applications

Payment points for Credit card debts

In order to serve our card holders better and also to increase the synergy between our Bank and our member merchants, the facility to make credit card collections from our member merchants through POS terminals was provided. As this application contributes to the customer traffic of our member merchants that are also payment points, it increases the sales volumes of our member merchants by ensuring new customers.

Increasing credit card limits in an instant through POS terminals

An infrastructure was developed by Akbank allowing customers to increase their credit card limits, which have been subject to evaluation with regard to a limit increase, in the event that they receive an 'insufficient limit' message in the POS terminal during sale. This enables card holders to be able to continue their transactions. It is also possible for our customers to increase their card limits through a POS terminal without a sale transaction or for them to give an 'automatic limit increase order' which would allow automatic limit increases subject to evaluations to be conducted later on.

Credit card applications through POS terminals

POS terminals are now among our credit card request channels. Our customers wishing to apply for credit cards may communicate their applications to our bank easily through POS machines by entering their identification numbers (TRIN) and mobile phone information, thus ensuring a quicker and easier evaluation.



OUR PRODUCT RESPONSIBILITY

Always up-to-date information with www.axess.com.tr

The www.axess.com.tr website, in which all information regarding Axess and regarding campaigns is found, member merchant operating conditions (installment facilities, chip-money rates etc.), new products and applications are shared, is one of our most frequently used communication channels. Our card holders are offered the opportunity of always being able to obtain full and up-to-date member business information, through the technical infrastructure improvements made on our website.

Our new communication platform on which we meet our member merchants www.akbankpos.com.tr

With the launching of our website, our member merchants will have access to information on many subjects such as the advantages of being Akbank member merchants, POS terminal models and use, important issues to be taken notice of in POS transactions, campaigns targeting member merchants in the sector, and in our Bank, the most innovative applications and the newest products. Our website, the technical infrastructure works of which were completed in 2009, will be launched within the first six months of 2010.

Our member merchants save time through the 'discount via POS' facility

Our 'Discount via POS' application will be launched in 2010 within the scope of the 'POS infrastructure' works. It will both take its place as an innovative product in the sector and facilitate the business flow of our member merchants. Whenever they wish, member merchants will be able to have access to information regarding discount transactions arising from the POS turnover without being limited by working hours. By means of the detailed information to be found on POS slips, they will be able to obtain

information on the applied rate of interest, the amount to be credited to their account and other information concerning the application.

'New Member Merchant Package'

The infrastructure works for the 'New Member Merchant Package' continue. The application of this product will greatly expedite product/application/pricing requests coming from our member merchants. The New Member Merchant Package will make an important contribution to our efforts regarding new member merchants as well as increasing our current customer satisfaction.

Akbank Private Banking

Akbank Private Banking was set up to provide exclusive services for individuals with assets exceeding TL 500,000 to help with their investment decisions and to design tailor-made solutions around their needs. Along with investment solutions, customers receive a range of services for pensions, insurance and leasing with a one-stop approach with Akbank's dedicated relationship manager in cooperation with the Group companies.

Akbank Private Banking has operated since 2001 with an experienced team offering banking and advisory services at nine specially designed branches; five of which are in Istanbul (Etiler, Nisantasi, Suadiye, Bakirkoy and Kozyataji) the others being in Ankara, Izmir, Bursa and Adana.

Year-end figures for 2009 for the total assets managed by Private Banking segment reached US\$ 11 billion. Viewed from the perspective of cross-sales opportunities, each customer owns 4.2 different products on average.



OUR PRODUCT RESPONSIBILITY

Wealth Advisory

Akbank Private Banking underwent a segmentation process in 2005 and set up the Wealth Advisory Group within the Head Office to provide multi-faceted services for individuals and families with assets over TL 5 million.

To ensure the service quality, and therefore to maximize customer satisfaction, each relationship manager in this group is assigned for a maximum of 20 clients.

International Banking

With its widespread correspondent network and its successful trust-based correspondent relationships, Akbank plays an important role in the field of international banking and in Turkish foreign trade. Akbank's International Banking business unit displayed a successful performance in 2009 despite the negative effects of the global recession. The fact that the 'Best Trade Finance Bank' award by the Global Finance magazine has been awarded to Akbank for the last five years confirms the successful performance of our International Banking Department.

Akbank has successfully continued the borrowings it supplied from abroad in 2009. The syndication loan borrowed by our Bank, which consisted of two separate loan tranches in U.S. dollars and euros, totally equivalent to € 900 million, was the largest syndication loan with the largest participation borrowed by a bank in any developing market in 2009. Also, signing two separate loan agreements for a total amount of € 250 million dated to 8 and 7 years with the European Investment Bank (EIB), Akbank increased the amount of funds it obtained from the EIB since 2007 to € 650 million. This performance increased Akbank's liquidity despite the negative effects of the global crisis.

In 2009 Akbank also signed a framework agreement making available a loan of US\$ 100 million from the Export Credit Bank of China to be used in the financing of foreign trade transactions carried out with the People's Republic of China.

Treasury Management

Through its dynamic structure and successful portfolio applications, the Akbank Treasury Management, which has long-standing and deep-rooted experience, was able to effectively manage the global financial crisis that shook the entire world. The Akbank Treasury Management is a business unit that has always been admired in the sector due to its compatible and decisive efforts it carries out through its Fixed Income Securities, Liquidity Management, Treasury Marketing, Derivatives and Capital Market Units.

For detailed information please see our annual report at:

<http://www.akbank.com/annual-report-1572.aspx>

Operations Management in Akbank

Akbank Operations Centre

Our Operations Centre provides services through a team of 2,329 employees, conducting the following operations:

- Branch,
- Quality and Process Management,
- Treasury and Capital Markets,
- Call Centre and Distribution Channels,
- Credit Cards and Member Merchant Services.



OUR PRODUCT RESPONSIBILITY

The Akbank Operations Centre offers 7/24 service. Thus we are able to welcome millions of customers at more than 3,350 points throughout the country. The centre is a leader in the sector among corporations of similar scale, with a centralisation rate of 99%. Centralisation provides Akbank with standardisation in service quality and an increase in operational efficiency.

Its capable and well-equipped human resources and its superior and innovative technology enables cost efficiency, which in turn helps the Centre to offer the highest level of service quality, in a superior performance centre where operational risks and costs are managed effectively.

The Akbank Operations Centre is innovative and modern.

- The Akbank Call Centre was awarded first prize in the Best Use of Technology and Most Innovative Call Centre Application categories at the IMI Istanbul Call Centre awards in 2008, and received the Most Commended Call Centre distinction in the Best Call Centre and Best Customer Experience categories in 2009. Our centre's customer-oriented approach and innovative applications lead the sector and have a great share in this success.

The Akbank Operation Centre offers fast, efficient and high-quality service at international standards.

- Akbank has adopted the Business Process Management (BPM) approach as its business process management methodology. This approach takes a holistic view of all relevant elements led by information technology, data, organization and products; customer needs are met in a more effective and rapid manner. Within the scope of the Business Process Reengineering (BPR) Project, an

extension of this approach, the effectiveness of the channels in contact with retail customers and the efficiency of related operational processes are increased.

- The Akbank Banking Complex, the construction of which began in 2009 in Gebze Sekerpinar, will commence service in May 2010. Drafted by Skidmore, Owings & Merrill and constructed by Koray Construction, the building will host a staff of 4,000 at the Operations Center, Information Technology and Retail Loans departments as well as various support teams. Drafted to feature an indoor area of 54,000 square-meters on a 78,000 square-meter lot, the complex will feature modern and comfortable Office spaces enhanced with various social areas.

- In 2009, the ratio of branch personnel in direct contact with customers reached 86%, in keeping with the aim of centralising and rationalizing the operational tasks conducted at our branches. The waiting time for services offered at the branches to more than 5 million customers was eight minutes, as targeted.

- The Akbank Call Centre, one of the largest in the banking sector, conducted 96.4 million transactions with its team of 1,000 employees, 37 million of these transactions being incoming calls and 19 million outgoing calls. 4.6 million different customers were responded to in an average of 10 seconds within the year.

- Due to its error-free international electronic payments in 2008, the Operations Centre was rewarded by The Bank of New York in 2009 and by Commerzbank in 2008.



OUR PRODUCT RESPONSIBILITY

• The quality of the service offered at branches, Alternative Distribution Channels and Head Office units is monitored continuously under the Exemplary Branch Certification Programme, and branches are provided with coaching support on service quality. The quality of the service given through ADCs is continuously monitored according to certain criteria. Service quality is held under supervision through service agreements formed between Head Office units. Our customers' expectations and levels of satisfaction are measured through regularly scheduled research.

The Akbank Operations Centre works at minimum risk, in compliance with laws, and in a secure manner.

• The Akbank Operations Centre gives importance to the effective management of operational risks as well as to service quality and operational efficiency. Within this context, transactions carried out through Akbank cards and card transactions carried out at member merchants are monitored, both in real time and on-line. In this process an innovative technology product, which enables the quickest possible determination of risky transactions that are considered suspicious with regard to customer security, is used. Also, possible fraudulent transactions that may be carried out through ADCs or branches are monitored from a single centre in order to control the risk in an effective manner.

• Various documents requested of our customers during transactions are electronically scanned and archived during transaction. This has provided important benefits with respect to paper consumption, archiving, transport, communication and labour. The centralised monitoring and controllability of documents has contributed to the more effective management of operational risk.

• Loan collateral documents are sent to the centre through a document management system before the loans are made available, and entry to the system is allowed after these are verified at the centre. In the elimination of non-performing loans, which have increased in number parallel to the economic recession, an important advantage has thus been gained even before loans are made available.

The Akbank Operations Centre is customer-oriented.

• The Akbank Call Centre conducts an active promotion of our Bank's products and services, meets the customers' needs and carries out the sale of various products in 12.86% of the calls.

• The practices and processes for Customer Complaint Management are in compliance with the British Standards Institution (BSI) and Complaint Management-ISO 10002 Quality Assurance certificate for customer complaints since September 2007. Complaints coming through any channel are solved within approximately one day.



OUR PRODUCT RESPONSIBILITY

Operations Centre Transactions*

	2006	2007	2008	2009
Annual number of transactions	150 Million	199 Million	232 Million	251 Million
Centralisation ratio	90%	94%	97%	99%
Average monthly transaction volume	13 Million	17 Million	19 Million	21 Million

* Call Centre excluded

Legal Units

Working in full compliance with legislation is Akbank's fundamental priority. The Legislation and Implementation and Loan Legislation units work under the Operations Work Unit to follow legislation regarding banking daily, and ensure full and timely compliance with legal obligations. In addition to providing internal and external customers with support on legal matters, these units play an active role in ensuring the compliance of our Bank's system infrastructure, business processes and intra-bank rules and limitations with legislation. Our legislation units attend regular training sessions held within Akbank to this end, in order to keep our Bank's legal risks under control.

Working with other Akbank representatives, the legislation units also contribute to the development of the sector.

Risk Management in Akbank

Our Risk Management Policies

The prudent and professional management of risks has been one of the most important distinctions of Akbank's corporate culture from the day it was incorporated. This cautious approach to risk-taking is also in compliance with long-term banking strategies and the importance of the banking system in the country. The risk management applications form a fundamental part of Akbank activities and affect all management units directly. Risk management necessitates the determining, measurement, consolidation and management of the risk. Risk policies target the analysis of any risk, and monitoring it within suitable limits.

Risk Management Principles

The fundamental principles of the Akbank risk management philosophy are:

- Effectively managing and monitoring market and credit risks, operational risks and other kinds of banking risks and providing for appropriate capital allocation among business units,
- Managing risk in a forward-looking manner, identifying and analyzing risk from the beginning with the help of steering risk strategies, models and parameters,
- Forming the risk management system under a structure independent from business units,
- Considering the risk management system as part of the Akbank organisational structure and integrating it into the system,



OUR PRODUCT RESPONSIBILITY

- Reporting all risks,
- Offering shareholders, customers and employees the maximum added value in the long run,
- Being open to change and learning in order to keep pace with the rapidly changing market conditions,
- Complying with Basel II and other international framework principles.

Key Responsibilities

The Board of Directors is in charge of determining the Bank's fundamental attitude toward risk while setting out the risk principles as well as the level of exposure. The Board manages risk through the Executive Risk Committee (ERC). ERC is responsible for formulating risk policies, determining methods to measure and manage risk, setting appropriate risk limits and monitoring their performance. All risk policies formulated by the ERC are documented in writing and incorporated with the overall long-term strategy of the Bank.

Operational Risk Declaration

Transactions that cause losses to the Bank and that fall within the definition of risk are entered by branches into the operational risk information application accessed through the Akbank Corporate Portal. With the operational risk information application all Bank losses falling within the scope of operational risks are collected in a single system, monitored and reported. Our Bank's operational risks are followed closely through this system.

Auditing and Control Activities in Akbank

In our Bank, internal auditing, internal control and risk management activities have been separated and are conducted by the following departments, corporately separate but working in coordination:

- Board of Internal Auditors
- Internal Control Center
- Risk Management Department

Evaluation of the operations and ensuring the sustainability, competence and effectiveness of the Bank's internal systems, comprised of all branches and departments as well as the subsidiaries of the Bank that are subject to consolidated audit, is an utmost priority for Akbank's Board of Directors.

The Board of Internal Auditors that plans and executes its operations under a risk-oriented point of view, makes a large contribution to the management of operational and loan risks, the compliance of operations with internal and external legislation, and the increasing of efficiency and service quality.

The Board of Internal Auditors has made important contributions to the management of risks that may arise from Akbank's operations, the compliance of transactions and applications with internal and external legislation, the increasing of efficiency, the development of service quality, and the protection of the reputation and brand value of the bank.

The Board of Internal Auditors, which plans and executes its operations under a risk-oriented point of view, evaluates possible risks inherent in the branches, subsidiaries, Head Office units and all bank processes, and reviews whether or not the internal control, risk management and corporate governance systems are active,



OUR PRODUCT RESPONSIBILITY

effective and compatible with each other. It is an active process: not simply determining the findings, suggestions to develop the processes, increase efficiency and strengthen internal systems are brought after audits are completed and actions taken with regard to these are actively monitored.

In addition to auditing activities, many works have been carried out in order to increase the bank's performance, create a competitive advantage, ensure the achievement of goals and increase customer satisfaction. This has enabled many projects to be initiated and actualised in Akbank.

By using technology intensively in all fields in order to continuously develop and improve its operations, the Board of Internal Auditors creates certification and training opportunities for its auditors' professional development. This targets a contribution to Akbank through an experienced, trained, qualified and well-equipped human resource.

Based on the findings and assessments of the audits carried out in 2009, no significant failings or weaknesses have been identified that could impair the Bank's operations or its ability to meet its obligations. We found that the internal control and risk management systems of the Bank function well, the operations are generally low-risk, financial and legal reports are accurate, and the Bank complies with laws and regulations.

In conclusion, Akbank's internal audit system is effective and successful in preventing, identifying and eliminating risks by its risk-oriented approach, qualified human resources, intensive use of technology, and experienced and prudent management.

The Internal Control Center continued in its efforts to ensure that the Bank's operations are effective and in compliance with laws and regulations as well as with the Bank's internal regulations, to safeguard the integrity and reliability of the accounting and

reporting systems, and to devise internal control systems for processes and applications.

The staff and organization structure of the Internal Control Center consist of trained and qualified employees specialized in diverse areas. Through routine controls conducted by this staff at the branches and Head Office units, the Department checks whether the transactions conducted comply with laws and regulations, the Bank's internal regulations, and the Bank management's goals and policies; whether the standards are upheld at the Bank; and whether the rules and limitations are adhered to. In terms of timing, scope and method, these controls have been fast, up-to-date, action-oriented and consistent with the Bank's goals and the Department made intensive use of technology during these control activities.

In order to protect the security of information belonging to our Bank and its customers, the e-mail and internet traffic of the personnel and risky/harmful programmes on the computers are checked within the scope of the information system controls of the Internal Control Centre. Activities that involve important risks or security breaches are forwarded to the related units and managers, notably the Board of Internal Auditors for appropriate action.

Also, important changes on the main computer operating system, which is vital for our Bank, and security measures, are checked periodically. In addition to routine checks, the examination of information systems is conducted in keeping with changes in legislation and developments in our Bank and important deficiencies in this field are remedied.

The risk-preventing feature of our internal control system, which has been installed in all units and branches of our Bank,



OUR PRODUCT RESPONSIBILITY

and in associations subject to consolidation, made an important contribution in preventing operational losses caused by the nature of banking under the difficult conditions of 2009.

The Risk Management Department carried on with its activities to ensure the most accurate calculation and reporting of the Bank's potential exposure to credit, market, operational and asset-liability risk using effective risk management measurements and methods. The Department closely monitored developments in the risk management field and improved its existing models following the economic fluctuations in global markets that began in the last quarter of 2008 and continued in 2009.

With its highly-qualified and competent staff, the Risk Management Department closely monitors changes and innovations in the internationally accepted risk management principles and regulations, constantly improves itself and increases its contribution to the Bank. Analyses, calculations, simulations, scenario analyses, stress tests and other efforts as part of the Bank's risk management activities provide input into the strategic decisions of the Bank's Board of Directors and Executive Management and support the overall decision-making mechanism.

Customer-Oriented Risk Management

Akbank's Customer Oriented Risk Management forms an important part of its risk management processes and its goal of establishing permanent and long-term relations with its stakeholders. Solution-oriented approaches are provided through various support products and services and by aiding customers who benefit from the products and services of our Bank, in foreseeing possible risks. In this way risks are mutually minimized for our customers as well as for our Bank.

Our customer-oriented risk management, while protecting our customers from the consequences of possible risks, also increases their awareness with regard to precautions.

Control and Security Practices Addressing the Conscious Use of Credit Cards

- **smsAgent** Our customers are informed of all transactions made with credit cards through mobile short messaging.
- **Supplementary Card smsAgent** In order that supplementary card expenditures are checked on a transaction basis, our customers are informed of all transactions through mobile short messaging.
- **smsExtract** Information on credit card debts, due date, remaining limit etc. is transmitted to the card holder through mobile short messages if requested.
- **Different limits for supplementary cards** A separate limit is assigned for the management of supplementary card expenditures.
- **Expenditure according to sector choice in business cards** It is possible to close company cards to expenditures in sectors to be determined by the user company.
- **Encrypted Shopping (chip&PIN)** Through chip&PIN, we as Akbank encourage our customers to use PINs while shopping and especially emphasise this point through our channels of communication. 92% of our credit card transactions are carried out with PINs and our customers are sent a warning mobile short message after each transaction carried out without the use of a PIN. Through these measures a significant decrease was achieved in credit card fraud rates.



OUR PRODUCT RESPONSIBILITY

• **Informing card holders of suspicious transactions** Our card holders' transactions are tracked on-line through special software and in cases considered suspicious, our customers are called and informed and, if necessary, their credit cards are blocked.

Loan and Insurance Applications

Collateralized Loans

In loans made available against property guarantees, a detailed expert report is drawn up by CMB-licensed experts before taking the collateral. These reports evaluate, in addition to the value of the building, any earthquake risks, the quality of the property and whether or not it has been built legally, thereby ensuring both the safety of the customer and the strength of the bank guarantee. If a decision is made in favor of making the loan available, the obligatory TCIP, Workplace or Residence insurances are made in order to provide coverage against earthquakes, fires and other risks.

Structuring of Loan Debts

The requests of customers who have had difficulty in paying their loan or credit card debts as a result of the economic fluctuation of 2009 and for a change in their payment plans, and those who were in default but were considered capable of regular payment if a new payment plan were to be implemented, were taken into consideration and facilities to enable them to pay their debts were granted before initiating actions for the collection of their debts.

Loan Insurances

A 'Life Insurance' is made to our loan customers, against the risk of failure in repayment or financial liabilities against inheritors in the event of the customer's demise or invalidity. An 'Unemployment

Insurance' is offered against loan or credit card owners' risk of unemployment.

Bodycard Card Protection Plan

In the event that the wallet of a customer or that of any of their family members using a credit card of our Bank is lost or stolen, all credit and bank cards are blocked on behalf of the customer upon calling the Akbank Telephone Branch in a very short period. Starting from the moment it was called, the telephone branch covers the expenditure risk for the credit cards for TL 3,000 retrospectively and TL 50,000 in total.

Guarantee and assistance services in many subjects are also offered together with this product:

- A support of TL 2,000 for hotel expenses and TL 2,000 for travel expenses is offered domestically or internationally in the event that the cards are stolen or lost. This amount may be repaid within 15 days without any additional costs.
- 7/24 unlimited housing assistance and locksmith service is provided.
- 7/24 unlimited road assistance and a free-of-charge towing service are supplied.
- TL 100 is paid for communication expenses.
- TL 300 covers the guarantee for replacing bags and purses.
- TL 200 covers the guarantee for forwarding lost luggage to the customer.



OUR PRODUCT RESPONSIBILITY

- Cash support of TL 1,000 per person is given to our customers who lose their cards while abroad. This amount may be paid back within 15 days without any additional costs.
- TL 400 renewal support is given for identification cards and passports lost abroad.
- TL 200 covers the cash loss guarantee abroad.

Loan Guarantee Fund (LGF)

In cooperation with the Credit Guarantee Fund, our Bank provides its customers with the facility of using the LGF security as a guarantee in their loan usages.

By supporting small and medium-scale businesses with this security, the Credit Guarantee Fund helps these businesses in using bank loans in financing their investments and operations. The chief goal of the LGF securities is to support the growth and development of entrepreneurs and small and medium-scale businesses. SMEs, tradesmen and craftsmen, agricultural enterprises and farmers, women and young entrepreneurs of all regions of Turkey are eligible to apply for LGF security.

By encouraging SMEs, through making LGF-secured loans available, Akbank contributes to economic growth and development.

School-Family Loan

In addition to being a privileged service package offering solutions to the financial needs of schools, students and guardians, the Akbank 'School-Family' Programme is a system that offers many privileges, facilities and advantages as well as meeting financial needs.

School payments made by families are guaranteed to a certain extent within the framework of the School-Family Union. In this way, if the family fails to make payments to the school for whatever reason, students are able to continue with their education as Akbank makes the payment for the family through a loan. This system mitigates the effects parents' financial difficulties may have on their children's schooling. Through the 'School-Family' Programme Akbank makes an important contribution to education.

Social Security Institution (SSI) Payments

In 2009 Akbank started to participate in the payment of the pensions of those retired from corporations covered by SSI. If they receive their salaries from our Bank, pensioners covered by SSI are offered various advantages such as discounts in consumer loans, a special rate of interest in term deposits, and exemption from account transaction fees. Through this system, fixed income earners are encouraged to meet their needs through the banking system as well as being offered banking services at much smaller fees.

The AvivaSa Private Pension System

The AvivaSa Private Pension System (PPS) products are offered to all of our customers holding PPS licenses and through AvivaSa financial advisors through our CRMs. Since individuals receive an additional income after they are retired by making savings towards individual pensions where savings are kept in funds chosen by professional fund management companies, they continue using our Bank's financial products. In 2009 a total of 200 thousand active PPS participants were served through the sale of 70 thousand PPS agreements.



OUR PRODUCT RESPONSIBILITY

TCIP Insurance

With the 'Statutory Decree Concerning Compulsory Earthquake Insurance' No. 587, it became mandatory, as of 27 September 2000, for residences within the coverage of the law to be insured against earthquakes. Through the TCIP Insurance campaigns regulated according to the advantages offered by the TCIP institution, provide the community with awareness against the risk of earthquakes and ensure state assurance for financial losses. 85 thousand TCIP policies were sold in 2009.

Unemployment Insurance

Credit Card Unemployment Insurance is offered to all of our customers who are holders of credit cards from our bank, who are of 18 to 65 years of age and are healthy, who have been working uninterruptedly for the last 6 months and who are business owners (occupational pension fund), civil servants (government pension fund) or are working in retirement. The programme aims at paying the credit card debts of policyholders in order to maintain their life standards, guaranteeing their payments during unemployment, mitigating their concerns caused by unemployment and in general enabling them to continue contributing to the economy, should they come across any of the risks of 'Temporary disability, Involuntary Unemployment and Hospitalization'. This product offered by our bank was sold to a total of 40,000 customers.

Local Deposits

The aim has been to increase the number of customers by inviting small savings to the bank and contributing to the development of the market by winning 'under-mattress savings' over to the market in regions where the deposits market is low compared to that of other cities. Akbank won about 15 thousand customers through this campaign.

Akbank Complaints Management

ISO 10002-2004 has been used as the Customer Complaints Management (CCM) Standard in Akbank since 2007. In this work, conducted through cooperation between the Information Technologies Department and the Quality and Process Management Department, the Quality and Process Management has served as a kind of process advisor.

Related personnel from the entire CCM and the Quality and Process Management were given training on the 10002 standard.

The most important factors enabling the continuation of the ISO process for the last 3 years are:

- The fact that business units, branches, regions etc. are working under a measurable system,
- Standard flows/documentation,
- Internal audits,
- Management revisions,
- Assignment of team personnel responsible for quality,
- Financial resources,
- Our continuous improvement activities,
- Satisfaction surveys,
- Monitoring/Measuring and regular reporting,
- Training,
- Internal and external customer satisfaction.



OUR PRODUCT RESPONSIBILITY

The Akbank Information Technologies Unit obtained the ISO 9001:2000 Quality Certificate in 2000. No deficiencies were found during the inspection carried out in February 2009; the term of our quality certificate was extended.

Secure Banking

Security in banking products and services means 'forwarding problems experienced with regard to customer information safety and to the use of the products to the concerned units in the healthiest, most risk-free and quickest manner possible, and solving them'. Akbank's responsibility in this regard begins as soon as the product is sold and continues for the entire life cycle of the product or service. Any trouble experienced in any phase could result in customer loss and affect the reputation of our Bank adversely. For this reason it is our duty to provide customers satisfaction regarding 'security and healthy use' at all phases.

Risk control and security in processes

- According to the 'Regulations Regarding the Internal Systems of Banks' that entered into force in November 2006 after being published in the Official Journal of the Republic of Turkey, it is essential that risks arising from new products and services launched by banks be evaluated in detail, and that Senior Managements of these banks should be given detailed information on them.
- Within this scope the definition 'new product and service' was evaluated in terms of risk and was revised, approved by our CEO and our Board of Directors, thereby it was ensured that products and services falling into this category should be launched only after being evaluated by other units (e.g. process management, internal control, legal counseling, legislature, risk management and the audit committee) as well as the related business unit.

Information Security

Security committees were formed in order to develop suggestions and to make strategic decisions to the end of continuously monitoring technology-based threats in services offered to our customers through branches and alternative distribution channels and to prevent, minimize and stop internal and external technology-based threats targeting our Bank.

Security Committee

The Akbank Security Committee is a working committee that develops solutions aimed at foreseeing potential fraud threats and/or eliminating existing risks. This committee, which meets at least once a month under the Executive Vice President responsible for Information Technologies develops suggestions during meetings and creates solutions, and when necessary prepares a report for the information or approval of the higher committee.

Security Higher Committee

The Akbank Security Higher Committee, which monitors the suggestions made by the 'Security Committee' to prevent potential fraud threats on a monthly basis, and makes decisions after discussing the agenda at meetings if necessary, reports directly to the Head Office. Committee members are Executive Vice Presidents.

Our Bank informs its customers regularly through e-mails regarding security in order to keep the awareness of Information Safety always in the foreground. A warning containing the security precautions to be observed while using the Internet Branch media is presented to our customers on our website:

<http://www.akbank.com/guvenlik-uyarilari-2392.aspx>



OUR PRODUCT RESPONSIBILITY

All of our products are developed after being assessed in terms of risk and security as set forth in our written processes. Akbank develops all of its products and services using information technologies in compliance with the internationally acclaimed PMI (Project Management), CMMI (Software Development), ISO 9001 (Quality Management), ISO 27001 (Information Security), ITIL (Operation) and COBIT (Information Technologies Governance) standards and disciplines. Our compliance with these standards is checked every year by internal and external inspectors and the results are reported within the company.

Akbank has offered to its internet customers as an option the 'two-phase identity verification' function, the use of which was made mandatory by the Banking Regulation and Supervision Agency (BRSA) to be effective as of 1.1.2010 in the entry screens of bank Internet Branches, as of January 2009.

A separate group working within the body of Information Technologies and reporting directly to the Executive Vice President was formed for the evaluation of the subjects of security and risk in terms of information technologies and the monitoring of the works carried out.

The infrastructure of the systems are arranged so as to ensure the continuity of services at the highest possible level. SLAs (Service Level Agreements) are concluded with the related work units in order to keep the continuity of critical services under constant surveillance; these are reported within the company. Also, works were initiated in 2009 in order that OLAs (Operational Service Level Agreements) to support these SLAs may be concluded between technical groups responsible for providing services. The signature of these agreements is scheduled for 2010.

We contribute to the achievement of a high level in public security by sharing suspicious cases targeting our products, or arising from the use of our products, with BAT (The Banks Association of Turkey) and security forces.

Compliance Unit

A 'Compliance Unit' was formed within the body of our Bank through the Board of Directors (decree no. 9493 dated 14.01.2009) to enable the effective implementation of the compliance activities required by the 'Law on the Prevention of Laundering Proceeds of Crime' no. 5549, and the provisions related to the regulations issued in accordance with the Law.

The fundamental responsibilities of the unit are summarized below:

- Forming a Compliance Programme aiming at the prevention of the laundering of criminal incomes and the financing of terror,
- Forming a risk management policy concerning the risks defined in the Law and regulations regarding the Prevention of Laundering Proceeds of Crime and implementing the risk management activities,
- Forming a bank security policy and implementation principles against money laundering / financing terrorism,
- Installing a system infrastructure enabling the monitoring of banking transactions and the determination of suspicious transactions in order to prevent money laundering and terror financing as well as fraud attempts connected with these,
- Conducting investigations on potentially suspicious transactions and informing transactions considered suspicious to MASAK (Financial Crimes Investigation Board),



OUR PRODUCT RESPONSIBILITY

- Carrying out the Bank's obligation of supplying MASAK with information and documents and participating in the fulfillment of information requests;
- Requesting all information and documents regarding scope of duty from all units of the Bank;
- Meeting information and document requests from offices which are authorised to request information and documents regarding subjects such as money laundering and the financing of terror, through coordination with the related units and branches if necessary.

The Compliance Unit provides all personnel employed in our Bank with training on the Prevention of the Laundering Proceeds of Crime. Also, the "Prevention of the Laundering Proceeds of Crime e-Learning" designed in cooperation with the Compliance Unit was completed by 13,636 of our employees, who passed the examination held at the end of this training. The completion rate and examination success status for the e-Learning trainings are reported to the Compliance Unit and therefore to MASAK at predetermined intervals.

Security Applications for Alternative Distribution Channels

MOBILE PASSWORD: Many transactions (all money transfers, e.g. transfers and EFTs, Credit Card Transactions and Donations) are carried out via a Mobile Password sent to the customer's mobile phone through a Mobile Short Message. Mobile Password is the name of the transaction of receiving approval for transactions conducted over the Internet Branch through a Mobile Short Message. The Mobile Password application is also used to log-on to the Internet Branch.

MOBILE SIGNATURE: Many transactions (Money Transfers, Credit Card Transactions and Donations) carried out over the Akbank Individual Internet Branch can be conducted through a Mobile Signature. If wished, Mobile Signatures can be used to log-on to the Internet Branch, in addition to the Customer Number, Security Code, User Name and Internet Password.

SECURITY WARNINGS: Akbank Internet Branches are systematically protected by high-level protection measures in order to provide customers' funds with maximum safety.

Information to be noted in order that these security measures are adequately effective is published on our website, and we recommend reading it carefully.

<http://www.akbank.com/guvenelik-uyarilari-2392.aspx>

1. IP / ISP RESTRICTION:

Access to our Internet Branch can be limited to IP addresses specified by our customer by using the IP restriction function. This restriction can be applied so as to cover only certain Internet Service Providers (ISPs) by using the ISP restriction function.

2. DATE / TIME RESTRICTION:

This function enables our customers to log-on to the Internet Branch only on dates and times specified by themselves. Access to the Internet Branch other than at dates and times specified by the customer is denied.

3. SPECIAL MESSENGER APPLICATION:

This function enables customers belonging to the Small and Micro business segments to be informed via mobile phones or text messages on the due dates of their cheques pending which were



OUR PRODUCT RESPONSIBILITY

not paid due to insufficient balances, their automatic payments, their Biz.cards (company credit cards) and the due dates of their credit cards on a number and amount basis.

4.4475 smsAgent

Through 4425 smsAgent, customers are informed of any credit card expenditures exceeding an amount specified by the customer or any EFT/Transfer/Cash deposit/withdrawal transactions on their accounts via text messages.

Global Finance has awarded the Akbank Personal Internet Branch with the 'Best Information Security Initiatives of Europe' award.

MobileBranch Security Measures

- Mobile signature and the wap otp/sms link enable customers to log-on to the MobileBranch only via customers' mobile phones registered with our Bank.
- The last date on which the customer logged-on to the Mobile Branch is shown on the main page.

smsBranch Security Measures:

- Only customers who have secure telephones such as the ADC telephone can become members of the smsBranch.

Call Centre Security Applications:

- There are authorisation levels and security measures in all applications in which the customer is contacted in order to ensure the security of our Bank and of our customers.
- When there are no calls, transactions are prohibited by allowing limited visibility of customer information.

- Accessing customer information through a call or non-call channel without the customer's request is not allowed. This is regularly reported and checked.

- There are system restrictions for risky transactions.

- There are limit and number restrictions for transactions.

- Third persons are not able to obtain information from the Call Centre.

- Measures are implemented against fraud, and monitoring against fraud is carried out through the Compliance Unit.

- Monitoring on all subjects are provided through call listening and evaluation.

- All transactions carried out are recorded and reported.

- Duplicating any information belonging to the customer is conducted under control in order to protect customer and Bank secrets.

Our Customers

In keeping with its customer-oriented service understanding, Akbank continues working to provide a higher level of customer satisfaction. Activities planned in accordance with customer satisfaction levels measured with the aid of research conducted on a segment and channel basis are implemented in order to increase the level of satisfaction. Opinions and suggestions coming from customers, as well as from annual surveys, are used.



OUR PRODUCT RESPONSIBILITY

Our branches are the chief channels for customer satisfaction. The service quality levels of our branches are observed closely and fields of development in increasing the service level are ascertained.

The service levels of Head Office units that support branches and distribution channels are also effective in increasing customer satisfaction. Through this awareness, the service quality of the portion of services visible to the customer, conducted within the divisions of Head Office, is also monitored and assured through inter-unit service agreements.

The intelligibility and easy use of screens, forms and reports used by customers and employees are also factors that affect customer satisfaction. The Customer Experience team formed within the body of the Quality and Process Management Department obtains the opinions of the customers and employees at the development phase of screens, forms and reports, and determines their needs. This practice ensures the ease of use for all of our channels.

Relations with customers are dealt with under a separate heading in the Akbank Code of Ethics. According to these principles, relations with customers should be as follows:

Our Employees:

- Are aware that one of the most important factors in winning superiority against our competitors is the best customer service.
- Forward the work, transaction or demand to other authorised persons or units if it is beyond their authority, responsibility or field of interest.

- Though avoiding cause for complaint in the first place is of essence, give special importance to unavoidable customer complaints, try to solve customers' problems under general principles and Akbank procedures, and use caution and show diligence to avoid the repetition of such complaints.

- Collect interest, commissions, fees etc. in compliance with Akbank procedures and general announcements for all transactions carried out and services provided; record collections immediately and unconditionally; will not carry out any transaction that must be carried out by customers in person, not even through powers of attorney, and will conduct all transactions carried out on behalf of the customer in accordance with the customer's precise and clear instructions.

Customer Satisfaction Survey

Customer satisfaction survey is commissioned every year by Akbank for the purpose of measuring the satisfaction provided by Akbank and its competitors to their retail, business, commercial, corporate banking and credit card customers and the tendencies of these customers to recommend their main banks, as well as to track the development of this satisfaction and tendency over the years. As a result, Akbank's strong points and those requiring development according to its customers and competitors are determined and shared with the Akbank Board of Directors and senior management.

The segment-based customer satisfaction achieved by Akbank remains within the annual performance targets of the related business units. In order to increase customer satisfaction, detailed action plans are formed on a business unit base parallel to the prioritised fields of improvement, and the development and the realisation of these targets are monitored during the year. Akbank's General Customer Satisfaction, which was 75.4 in 2008, increased to 76.2 in 2009.



OUR PRODUCT RESPONSIBILITY

Customer Satisfaction Survey Results*	
Retail	80
Credit Card	72
Business	70
Commercial	79
Corporate	80
Akbank (overall)	76,2

*The ceiling used in the questionnaire results is 100.

Informing the Customers

In keeping with our transparent pricing policy, deceptive advertisements are not used for credit cards. Price or interest changes to the disadvantage of customers are announced in the extracts 1 month in advance in a font size of 12. Such information is also announced on our websites and all customers are given time to decide before the new prices are applied. Footnotes shown on Akbank Credit Card advertisements are in sizes and speeds in which legibility is especially regarded.

<http://www.ayess.com.tr/taiz-ve-ucretler.aspx>

<http://www.wingscard.com.tr/wings/merakettikileriniz>

http://www.fishcard.com.tr/taiz_ve_ucretler.htm

We are Exquisite in Our Communication with Akbank Credit Card Holders

While all campaigns and innovations are announced via our websites, our customers are also sent informative via mobile text messages and e-mails. Akbank takes precautions to prevent mobile short message pollution and limits our messages sent to customers requesting to be contacted through this channel to a maximum of 3 e-mails and 3 mobile short messages a week. Messages from all marketing teams for our campaigns that we cannot transmit during this process are announced after being bundled into weekly e-mail messages (e-bulletins). In order to prevent communication pollution, we send e-mail chains, separating them according to card type and location. No messages are sent during weekends or off working hours.

Technological Developments, New Channels: twitter, facebook

In order to provide our customers with fast access to information on our cards and campaigns and to emphasise our innovative image, technological developments are closely followed and adopted.

Product information, novelties and campaigns are announced daily through these dynamic and colourful channels.

We also have a game on Facebook, the most widely used social network on the internet, the prize of which is flight tickets.



OUR PRODUCT RESPONSIBILITY

With Wings, Hold a Competition Among Countries
<http://www.facebook.com/axesskizi?ref=ts#!/apps/application.php?id=278263119276&ref=ts>

Axesskizi
<http://www.facebook.com/axesskizi?ref=ts>

WINGS
<http://www.facebook.com/axesskizi?ref=ts#!/pages/WINGS-Turkiyenin-En-Kolay-Ucuran-Kart/284483063542?ref=ts>

Fishcard
<http://www.facebook.com/video/video.php?v=334202395114&saved#!/pages/Fish-Card/291324722371?ref=ts>

Akbank Credit Cards Are on Twitter
Axesshaber <http://twitter.com/axesshaber>

Wingscard <http://twitter.com/Wingscard>

Fishkart <http://twitter.com/fishkart>

Video IVR and Video Agent Services at the Akbank Call Centre

Turkcell 3G subscribers who make video calls to the Akbank Call Centre are able to conduct their banking transactions through the Akbank Video Telephony Branch not only aurally but also visually, in a faster and easier manner. The Akbank Call Centre added another to its list of leading services by initiating both the video IVR

(IVVR) and the video agent services simultaneously with Turkey's GSM operators' 3G launches.

Cooperation with Chambers of Trade

We, as Akbank, are continuing our support of the real sector through the special services and solutions offered to tradesmen and craftsmen, who are among the most important links of Turkish economy.

Through cooperation with Chambers and Unions of Tradesmen and Craftsmen, we provide members of the union with financial support enabling them to renovate and increase their production capacities.

The loans made available under advantageous terms and payment conditions to members of the chambers belonging to the union include loans such as Machinery/Equipment Loans, Raw Material Purchase Loans, Automotive Loans, Commercial Loans in Installments, Workplace Loans and Workplace Renovation Loans.

Although the interest on the loans, which provide the advantage of repayment through equal instalments, changes according to the type and term of the loan made available, these are offered to chamber members of the union under appealing conditions. Cooperation was established with 106 trade chambers under this heading.

Cooperation with Chambers of Commerce and Industry

Chamber members requiring financing for raw material supply, or wishing to increase their production capacities or to work internationally, or planning to repair, renovate, extend or paint their offices or buildings, or wishing to have additional buildings built or decorated or to purchase or replace fleets are provided support through the cooperation we have established with Chambers of Commerce and Industry.



OUR PRODUCT RESPONSIBILITY

Loans that are made available to chamber members under advantageous terms and payment conditions include loans such as Machinery/Equipment Loans, Raw Material Purchase Loans, Automotive Loans, Commercial Loans in Instalments, Workplace Loans and Workplace Renovation Loans

<http://www.akbank.com/ticaret-ve-sanayi-odolari-anlasmalari.aspx>

Cooperation with Chambers of Pharmacists

With the cooperation we have established with the Chambers of Pharmacists we provide member pharmacies with banking, insurance and pension services as well as meeting their financial needs.

The possible short-term financing needs of chemists are met with the Pharmacy Loan at advantageous rates of interest. The Pharmacists' Package contains the Commercial Additional Money Loan and the Commercial Loan in Instalments for pharmacists' urgent cash needs. With the biz.card that is also included in the package, we provide pharmacists with additional buying power by supporting their advance and dated purchases of supplies from wholesalers with the Supply Loan specific to pharmacy wholesalers.

Pharmacists are also able to take advantage of advantageous POS commission rates for collections made through credit cards, and of special commissions in cheque books.

<http://www.akbank.com/eczaci-odasi-anlasmalari.aspx>

Our Suppliers

Another stakeholder group for which Akbank determines performance criteria is suppliers. Akbank shares its performance criteria with over 500 suppliers in order to form a transparent mutual understanding. Providing them all with equal opportunities, we monitor their compliance with our corporate social responsibility criteria.



HUMAN RESOURCES IN AKBANK

Our human resources policy consists of forming human resources strategies compatible with our Bank's mission and goals, adopting business units as our strategic business partners, and guiding corporate structure, mechanisms and human resources.

Creating the best by working with the best, adding values

Our aim in our human resources practices is to earn the first rank among companies where qualified individuals with a high level of self confidence and value creativity wish to work, and to maintain our role as a corporation whose employees are proud to be a part of.

Therefore our recruitment policy is to win candidates most suitable for the vacancies in our organisation through fair and objective measurement and internationally accepted evaluation methods. Our policy is focused primarily on hiring new graduates with no work experience. Our aim is to raise future leaders through our dynamic and innovative perspective and to offer them career opportunities in the banking sector.

Our Focuses are:

- to recruit the best candidates to our Bank,
- continuous development of the corporate culture and business understanding,
- making active and correct investments in human resources in line with targets and strategies,
- participatory career planning,

- a transparent and fair performance management based on targets and capability and a reward system that encourages and supports high-level performance.

In keeping with the importance we give to Customer Satisfaction, our most important field of activity is our branches, which are points of one-to-one contact with our customers. Most of our employees are our colleagues working at our branches.

Our wages policy for the beginner level does not vary between branches, where most of our employees work, or in other locations. What is meant by beginner level here is the recruitment of employees with no previous work experience. The beginner's salary is equal to minimum wages for Private Security Staff, 52% over minimum wages for Assistants, and 106% for Management Trainees. Also, an additional payment is made to those speaking foreign languages.

	Number of Employees
Head Office	4,853
Regional Directorates	398
Branches	9,463
Bank in Total	14,714

* Date of 31.12.2009.



HUMAN RESOURCES IN AKBANK

Gender Distribution Chart

The average age of those working in our Bank is 31.6 and 91% of our employees are university graduates.

Akbank's target with respect to the distribution of our employees according to gender, age and category is that the distribution should consist of qualified and well trained persons. Akbank has adopted a balanced distribution of staff as its principle, allowing no gender or age discrimination.

56% of Akbank employees (8,170 employees) are covered by a collective labour agreement.

	Male (%)	Female (%)
Board of Directors	88.9%	11.1%
Senior Management	68.%	31.9%
Mid-Level Managers	63.5%	56.5%
Auditors	70.9%	29.1%
Assistant Managers	62.1%	57.9%
Other	73.1%	26.9%
Security Staff	99.8%	0.2%
Bank in Total	68.9%	51.1%

Age Distribution Chart

There are no employees under the child worker (employees under 15 years of age, at which compulsory education ends) or young worker (over the minimum age for employment and under 18) categories in Akbank. Hiring those of full legal age is Akbank's recruitment policy. High-school and university students may work in Akbank as interns provided that high-school students are in their 4th year and university students in their 2nd or 3rd years.

	Under 30 (%)	Between 30 and 50 (%)	50 Years and Over (%)
Board of Directors	0.0%	11.1%	88.9%
Senior Management	0.1%	93.6%	6.3%
Mid-Level Managers	5.2%	93.8%	1.0%
Auditors	69.1%	30.9%	0.0%
Assistant Managers	56.2%	43.7%	0.1%
Other	28.0%	68.7%	3.3%
Security Staff	48.9%	50.5%	0.6%
Bank in Total	47.0%	52.2%	0.8%



HUMAN RESOURCES IN AKBANK

Those that can be classified as young employees are only interns. Providing students and young employees with internship support is among Akbank's Human Resources principles.

Distribution of the workforce turnover rate*

	%
Head Office	4.95%
Regional Directorates	1.45%
Branches	4.04%
Bank in Total	4.26%

* Date of 31.12.2009

Forced labour is against Akbank's code of work. Employees are free to resign given the terms on their work contract are assured.

Workforce turnover rate according to age distribution* (%)

	Under 30	Between 30 and 50	50 Years and Over
2009	6.08%	2.43%	1.93%

* Date of 31.12.2009

There have been no occupational diseases or accidents in Akbank. Nevertheless, the total number of absences due to health issues (days lost) was 39,246 days in 2009, by a total of 4,950 employees.

Internal Communication in Akbank

In order to establish effective and efficient business relations and to form a team spirit, works aimed at improving communication between employees are being conducted. Participation in management is always encouraged, and our employees' suggestions taken through the suggestion system are evaluated carefully and rewarded.

Also, a corporate portal was established in order to increase communication among employees and to inform employees faster. All announcements were brought from printed media to the on-line system with the Akbank Corporate Portal, which is the internal information sharing system. Also, many social events organised within the body of Akbank may be followed via this portal. All internal information is accessed over this system. Our employees have access to the information they seek, from different locations, immediately and with the use of keywords. The Akbank Corporate Portal has had a direct effect on employee satisfaction, and also prevents the loss of time and labour.

132 'Innovation Envoys' formed of employees of different units get together around Akbank's prioritised subjects, form opinion teams and hold idea-generating meetings.

In addition to these, opinions, suggestions and requests brought to the 'Akbank 1001 Ideas & Suggestions Evaluation System' by our employees are regularly evaluated.



HUMAN RESOURCES IN AKBANK

Being a Part of the Akbank Family

The 'Being A Part of the Akbank Family' communication platform found in our corporate portal, which is one of the most important elements to strengthen trust and loyalty towards Akbank, has been among the ways we have been reinforcing communication with our employees. This platform was launched in April 2009 in order to offer employees exclusivities of being part of the Akbank family. Being a Part of the Akbank family is something that brings the pleasure of achieving goals together, the positive reflection of having fun, and the joy of being together to the quality of our work.

Some Titles from Being Part of the Akbank Family:

Awards of our Bank
Feedback from Customers
Social Events
Board of Pride and Joy
Special for the Akbank Family
From our Customers
Akbank in the Press

Also, we strengthen the team spirit through the 'Being a Part of the Akbank Family' portal under titles such as 'company campaigns special for members of the Akbank family' and 'privileges'.

The Bank of Learners and Teachers

Supporting the development of Akbank employees, creating motivation and work satisfaction is one of the main goals of our

Bank. Through its developed human resources applications Akbank plans different duties and responsibilities that employees may undertake within the organisation, by preparing the atmosphere necessary for them to advance according to their potentials and choices. The necessary conditions are provided in keeping with this plan. In Akbank, where career paths are clearly defined, employees are offered flexible and diversified opportunities.

Supporting the development of all employees and increasing motivation and work satisfaction is targeted through the training system, which has a strategic importance in the Akbank Human Resources policy.

Akbank's training programmes include starting work, candidate pool, career, certificate programmes, restructuring trainings, project-based trainings and management skills development trainings. The competence levels of employees are developed through remote learning (e-Learning and video conferencing) that supports personal and professional development and on-the-job training methods as well as lectures. A total training of 922,456 hours was completed as of 31.12.2009, and an employee received an average of 9.03 work days of training. A total of 1,126,427 hours training is planned for 2010, which will allow for training of 11 hours per employee.

Knowing well that knowledge is an important value among employees and that a well-equipped human resource is a significant competitive factor, Akbank carries out training activities that contribute to its employees' personal and professional development.

Trainings change every year according to Akbank's strategies, the needs of the sector and the fields of development of the employees.



HUMAN RESOURCES IN AKBANK

The goal of the Akbank training system is to enable Akbank employees to carry out their current jobs successfully and to prepare them for the responsibilities required by the position for which they may apply. Employees participate in career and certification trainings for their current duties, and are admitted to the specially designed 'Candidate Pool' for the duties for which they apply. Additionally, Management Trainees, branch and Head Office employees at the 'assistant' status who have just started work and will be having their first experience in the banking sector attend the 'Management Trainee' and 'Basic Banking' programmes. The aims of these trainings, which are given as applied but are also practice-oriented, is to instill the corporate culture, and loyalty to the company, in our employees from the first day.

Akbank employees transmit their opinions, ideas and suggestions concerning the training they have received, primarily through the on-line questionnaires, at the end of the training. Our employees, who can also send their questions, requests, suggestions and opinions with regard to all of the trainings through the e-mail address 'egitim@akbank.com,' are able to share their thoughts on the e-learning programmes using the send 'message' function on the training portal. All questionnaire results are carefully evaluated by training executives and necessary actions are taken.

The training requirements of Akbank Branch and Head Office employees are determined after consultation with the related business units representing them, and the annual training plan and budget thus prepared are forwarded to the Akbank management for its opinion and approval.

The training requests brought by Akbank employees and executives before our Training Unit in connection with their fields of development are also examined and answered.

Certification System (lifelong learning)

In the Certification System employees attend specified training programmes, and participate at exams before and after the programme. In addition to these programmes and exams our employees prepare papers for certain certificate programmes. Participants succeeding in the certificate programmes receive the 'certificate of success,' an important indicator in their professional and personal developments, which they can use in any field.

The Targets of the Certification System are:

- To assure that the success of the employees in the programmes they attend is certified, ensuring that they have a proactive say in their personal career managements,
- To form a culture that 'creates its own leaders' by raising employees who are professionally and managerially well-equipped, competent and innovative, and are leaders in their work.

Success of our employees in the trainings directly reflect their quality of work as the certification programmes and the assignments they complete at the end of these programmes are directly related to their jobs.

The method of e-learning was widely used in Akbank in 2009. Part of the trainings given as e-learning consisted of class trainings that supported career trainings.

- Legislation regarding loans, foreign trade, consumer and commercial loans, basic knowledge of the law, basic knowledge of accounting, bank and credit cards etc.



HUMAN RESOURCES IN AKBANK

e-Learning conducted in order to accelerate the employees' adaptation to the newly launched products and processes:

- Branch without paper application, Maestro, Identity Share System/New Intelligence System (ISS/NIS).

Trainings targeting personal development:

- Meeting management, time planning, customer-oriented relationship management, communication on phone, presentation techniques, techniques of writing reports, project management etc.

All employees are able to receive e-Learning assigned to them or in the form of free activities from the **Akbank Development Centre**. The employees in each task group have access to the 'Training Catalogue' that shows the trainings they will receive during the year as well as the contents of those trainings. There are also about a 100 documents on subjects such as Banks and Credit Cards, Basic Law, Foreign Trade Legislation on the training portal, which are freely accessible to all.

Up-to-date articles and publications on finance, banking, management and personal development can be obtained periodically from the articles section.

Our employees are provided with access to the contact information of specialist Intra-Bank Trainers and are able to contact these trainers to obtain information on their training subjects.

In short, the Akbank Development Centre supports its employees' development continuously in a regenerating way.

Total training hours / days:

Employee Category	2009	Ratio
Head Office	188,690 hours / 26,955 days	%20
Branch	733,766 hours / 104,823 days	%80

Training hours / days per employee:

Employee Category	2009	Ratio
Head Office	12.92 hours / 1.85 days	%20
Branch	50.26 hours / 7.18 days	%80

Training Methods:

- In Class
- e-Learning
- Mixed (class + e-Learning)
- On-the-job training
- Other



HUMAN RESOURCES IN AKBANK

Ratio of training methods for 2009

Training Methods	Hours of Training for 2009	% in 2009	Planned Total Hours of Training for 2010	Planned % for 2010
In Class	305,194	33%	554,734	49%
e-Learning	647,651	51%	112,832	10%
Mixed (In Class + e-Learning)	118,974	12%	251,542	31%
On-the-job	11,417	1%	182,442	9%
Other	19,218	2%	4,457	0.4%
Total	922,456		1,126,427	

Titles of e-Learning subjects

- Finance and investment
- Law
- Loans
- Risk
- Products and Processes
- System
- Communication and Sales
- Management
- Other

Support Given to Proficiency Exams

Akbank employees are especially encouraged to obtain internationally valid certificates on their fields of specialisation, although these are not offered as rewards. Fees for exams and preparatory trainings are covered by Akbank subject to certain criteria.

Some of the commonly supported exams are listed below:

- Chartered Financial Analyst (CFA) held by the CFA Institute: Exam concerning treasury transactions;



HUMAN RESOURCES IN AKBANK

- The CIA (Certified Internal Auditor) exam held by the CIA Institute and CMA (Certified Management Accountants) held by ICMA: Exam concerning internal audit;
- The Project Management Professional - PMP exam held by the Project Management Institute (PMI), which awards the most widely accepted certificate on Project Management;
- The CDCS (Certified Documentary Credit Specialist) exam held by the ICC National Committee of Turkey, which offers the opportunity of earning the internationally accepted title of Certified Letter of Credit Specialist.

Half of the exam fee for those unsuccessful in the examination and the whole fee for those that are successful are reimbursed by Akbank. By December, 2009, 33 employees had taken the related exams.

Master's Degree (Specialisation) Opportunity Offered to our Employees

In accord with the cooperation established with the Sabanci University, every year a certain number of Akbank employees are given the opportunity to attend the Executive MBA programme, the tuition fee for which is provided by Akbank. Especially senior management candidates and those having displayed a high-level performance are admitted to the programme. 7 employees benefited from this programme in 2008 and 5 employees in 2009.

Akbank Corporate Portal

Research and Development

The monthly technology bulletins prepared by the R&D teams functioning under the Information Technologies Unit are published in the 'Innovation' section of the Corporate Portal. The bulletin features examples from the innovative applications in the sector and in technology.

Innovative Force

Akbank has 132 innovation envoys, employees in Head Office and Regional Directorates. Information on the Innovation Envoys and their work are given in the Innovative Force section. In 2008, the Innovation Envoys were given training on innovation and thinking techniques. They come together from time to time and organise workshops and create innovative ideas on subjects specified beforehand. The subjects of the workshops are determined according to the needs of the Business Units.

About Innovation

A monthly bulletin entitled '1001 news' is published by the Quality and Process Management Department within Akbank. Examples of innovative applications from both the Banking sector and other sectors are given in this bulletin, and articles, essays etc. on innovation are published. Examples of success with regard to innovation from all over the world are also given.

1001 Good Ideas

Suggestions coming from all employees are collected through '1001 Good Ideas', which involves the application of the 1001 Ideas & Suggestions Evaluation System. After being reviewed by the Quality and Process Management Department, ideas are forwarded



HUMAN RESOURCES IN AKBANK

to the related Business Units for evaluation. Following evaluation by the Business Units, action plans are made and the originator of the suggestion is informed. Every month 'the suggestion of the month' is chosen and the suggestion and its originator are recognised in a general announcement made throughout our Bank. Customer suggestions evaluated by the Customer Complaint Management team are also added daily to the Suggestion System and are evaluated in the same way.

January - December 2009

A total of 11,000 suggestions, 85% of which are from employees and 15% from customers.

Examples of Realised Suggestions

- The development of a separate insurance product for children.
- A 3-month non-repayment loan campaign addressing school bus owners during school holidays.
- Inviting customers using consumer loans covered by insurance, to the branch through a text message 1 month before their insurance expires in order that their policy can be renewed.

The Akbank Ethics Line

An 'Ethics Line' was formed in our Bank in order to enable employees to share problems they believe they cannot solve within the unit, or refrain from sharing with their colleagues

or managers for whatever reason, to support employees in such matters, and to offer counselling if necessary. Also, the unchanging principles of our Bank's corporate culture and management were codified under the title 'the Akbank Code of Ethics' and were published on the corporate portal.

The corporate portal also publishes the birthdays of employees, news on marriages, births etc., and the names of employees receiving certificates of appreciation.

Business Intelligence Applications - ARGUS

The first phase of the ARGUS System Infrastructure Modification, which was initiated in 2007 for the purpose of enabling a quick and active response to the requirements of the sector and of Akbank, was completed and commissioned in 2009.

The second phase works of the project, which aims at establishing a suitable, flexible, active and fast information management and decision support system in compliance with standards, was planned and the improvements initiated. The authorised managerial information requirements of users of all levels shall be met and the report production and information management processes shall be managed more actively through the project, slated for completion in the last quarter of 2010.

Performance Management System (PMS)

A transparent and flexible performance system keeping fair evaluation factors in the foreground, responding to changing needs and remaining receptive to development is used in Akbank.



HUMAN RESOURCES IN AKBANK

The targets of the system we have developed under our management understanding that supports and encourages high-level performance are:

- Enabling our employees to realise their targets, to increase corporate performance,
- Guiding and developing our employees in order to better meet their changing and developing needs,
- Harmonising our Bank's targets with our employees' personal targets,
- Ensuring that our employees know what is expected of them, that they are involved with their jobs and that they are motivated to attain their targets,
- Encouraging their continuous development through open communication and regular feedback, and increasing their motivation,
- Ensuring a fair and objective evaluation of employees' contributions and performances and shaping their competences in accordance with Akbank's needs,
- Making correct decisions on subjects regarding our employees, such as career planning, training and other Human Resources processes to ensure the individual developments of our employees.

The Criteria of the Akbank Performance Management System are targets and competences. The types of targets and competences in the performance forms, their weights and numbers are determined through projects conducted jointly by Akbank Business Units and Human Resources. The performance period covers a term of one year. The Operations and Digital Score card measurements are conducted twice a year at 6 month intervals.

Employee Satisfaction

Our employees' happiness, their loyalty to our Bank, and maintaining a strong team spirit are important factors supporting us in achieving goals and maintaining permanent success. With this in mind, Akbank conducts the Employee Satisfaction Survey once every two years.

Each of our business units carried out the necessary planning and took appropriate actions based on the analyses resulting from the Employee Satisfaction Survey conducted between November 2007 and January 2008. We expect to repeat the Employee Satisfaction Questionnaire in April 2010, and target to have various business units plan improvement and development activities in accordance with the feedback.

In addition to Employee Satisfaction Survey, regular regional visits are conducted and our communication channels are kept open through collective and one-to-one interviews between business units, management teams and Human Resources specialists and employees.



HUMAN RESOURCES IN AKBANK

Equal Career Opportunity Internal Job Postings

In keeping with business performance and efficiency, vacancies in our organisation (together with their specific qualifications) are first announced to employees through the special area on our corporate portal.

Our employees may apply to these postings over the portal. Those employees, who are deemed suitable for positions following interviews held by Human Resources, will be able to start their new work quickly.

Employee Satisfaction at the Call Centre

The Akbank Call Centre, which occupies an important place within our direct communication channels with current and potential customers, improves itself continuously through feedback from employee satisfaction surveys in keeping with the dynamism of the business processes.

Employee Health and Safety

The ventilation systems in our branches were installed to provide 100% fresh air and heat recovery. By these systems, which undergo regular maintenance, our employees are protected against diseases arising from allergic reactions, and work environments with air quality meeting stipulated values of respective standards are created. Energy is saved by preventing uncontrolled air flow.

Information on epidemics or other important diseases is regularly given at the "Health Column" published on the Akbank Staff Pension Fund Trust (AKSandik) webpage. In cases of emergency information is spread via e-mail. (www.akteksan.net)

First aid training is held for the health and safety of Akbank employees. Class training on this subject is given to the number of employees stipulated by law, and other employees are trained through e-Learning.

The Akbank Staff Pension Fund Trust

Akbank employees and pensioners are members of the Akbank Staff Pension Fund, which is a legal fund established in accordance with the provisions of the Social Security Law.

Services provided by this fund equal those provided by the Social Security Institution. The fund provides health services for employees and pensioners and their families. Pensions of retired employees are also paid from this fund.

The Akbank Individual Pension System with Contributions from the Corporation

Akbank employees are also offered "Personal Pension System [PPS]" with contributions from the Bank. Employees in the middle management, auditor and senior management categories are included in the PPS with contributions from the Bank plan. Participation in the plan is voluntary. The purpose of the plan is to ensure that employees maintain their present living conditions after retirement.



HUMAN RESOURCES IN AKBANK

Akbank contributes to its employees' savings, making an additional contribution to the PPS agreements of employees of managerial level at a certain percentage of their gross salaries. Increasing motivation and loyalty to the corporation is targeted through these contributions.

The loyalty and motivation of its employees are very important for Akbank. PPS contributions from the corporation are therefore given special importance. PPS programmes are followed carefully by our Human Resources Unit and wider participation is encouraged.

Internal and Retired Trainer Application

Successful, retired Akbank employees who possess training skills are hired as "trainers" to provide their business experience and banking knowledge to use. These persons are paid a trainer's fee. Almost all of the basic banking training for new recruits is given by retired trainers; new employees' sense of belonging and motivation are enhanced through the knowledge and experience imparted by the retired trainers.

In the same way, employees who are specialists in their fields and possess the skill to train are chosen according to certain criteria and take the training of the trainer programme; those emerging successful become intra-bank trainers. They also continue with their present duties. Intra-bank trainers are paid a certain fee for each hour of training they give.

Akbank and Human Rights

The greatest proof of Akbank's adherence to universal principles regarding human rights, work conditions, the environment and a clean society is the fact that it has signed the United Nations Global Compact, the most important document world-wide of corporate social responsibility. By signing this document, Akbank has accepted responsibility for policies and practices such as respecting human rights, providing safe and healthy business environments and protecting the environment, transparent corporate governance, and on subjects such as providing employees and society with sustainable values and benefits. Akbank promises to take its share of responsibility in creating a more humane globalisation.



AKBANK AND THE ENVIRONMENT

Our Policy Regarding the Environment

Akbank has played a leading role in our country's Banking sector by making a commitment to carry out projects for the purpose of minimising the negative impact its activities have on the physical environment.

Our bank has adopted the following methods as its environmental principles in carrying out this policy:

- Conducting studies for the efficient use of natural resources and to minimise the waste caused by our processes,
- Supporting recycling and reuse activities for our employees and all of our key stakeholders, and making efforts to increase awareness in this subject,
- Initiating awareness activities in order to reduce the environmental impacts of our activities,
- Ensuring full compliance with environmental laws and regulations, following developments in this field closely and encouraging awareness in this subject among our stakeholders,
- Establishing international cooperation and supporting transparency policies in order to reduce the emission of greenhouse gasses.

Carbon Disclosure Project

The Carbon Disclosure Project - CDP is a global initiative taken to gather information and data and to share such information with the public for the purpose of encouraging states and governments, investors, corporations and institutions to take action against the anticipated negative impacts of climate change.



Around 2,500 corporations and institutions in 60 countries are measuring their greenhouse gas emissions and announcing their strategies regarding climate to the public through CDP. In this way these corporations and institutions are able to improve their performances, setting goals for reducing harmful emissions to the atmosphere.

The results made public through CDP are shared with investors, corporations and institutions, states and governments, politicians, public bodies, the academic world and all related institutions.

- CDP is the only global reporting system concerning climate change.
- CDP carries out its activities in a wide field that covers the large economies of the world.
- CDP is a massive awareness and improvement project that 534 corporate investors maintain with a US\$ 64 trillion investment.

CDP Turkey

The first step of the "Carbon Disclosure Project", which was actualised by the Sabancı University Corporate Management Forum with Akbank's support, was taken when invitation letters were sent to the companies in the ISE-50 list asking them to disclose their carbon purchases and their policies regarding climate change. The Carbon Disclosure Project will constitute an important step in mobilising ISE companies with regard to climate change and greenhouse gas emissions, and in forming Turkey's emission inventory.



AKBANK AND THE ENVIRONMENT

Our goal is to increase the awareness of corporations and institutions of our country with regard to climate change, cause constructive changes with regard to decreasing emissions, and support positive changes in the social perception of this subject, in addition to our support in the CDP and to being the first company in Turkey to promise a greenhouse gas emission report in compliance with international standards. As Akbank, we aim at becoming one of the corporations that plays a leading role in this subject for the adoption and popularisation of these practices, both with our solution partners and through services we shall render.

Natural Gas Consumption kWh/year

	2007	2008	2009
Akbank Sabancı Centre	2,854,824	2,385,427	2,599,544
Maslak Operations Centre and Other Centres (*)	-	-	2,471,627
Branches (*)	-	-	14,717,098

(*) These data are being reported since 2009. The data were still being checked during reporting.

Both Akbank Sabancı Centre and Maslak Operations Centre use natural gas.

63% of the branches using fuel for heating purposes use gas fuel, 2% use solid fuel and 35% use liquid fuel.

Natural Gas Consumption kWh/m²/year

	2007	2008	2009
Akbank Sabancı Centre	45.11	40.53	44.17
Maslak Operations Centre and Other Centres (*)	-	-	44.57
Branches (*)	-	-	91.00

(*) These data are being reported since 2009. The data were still being checked during reporting.

Electricity Consumption million kWh/year

	2007	2008	2009
Akbank Sabancı Centre	10,458,000	12,427,000	12,115,000
Maslak Operations Centre and Other Centres (*)	-	-	12,121,059
Branches (*)	-	-	49,156,457

(*) These data are being reported since 2009. The data were still being checked during reporting.



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Total Electricity Consumption kWh/m²/year

	2007	2008	2009
Akbank Sabanci Centre (**)	178	215	223
Maslak Operations Centre and Other Centres (*)	-	-	159
Branches (*)	-	-	163

(*) These data are being reported since 2009. The data were still being checked during reporting.

(**) In Sabanci Centre electricity consumption per m² is higher compared to other branches due to the main servers located in the bank.

Akbank and Energy Savings

Akbank Sabanci Centre Total Amount of Energy Saving kWh/year

	2007	2008
Resulting from Process Re-Design	890,590	1,223,891
Resulting from Equipment Change and Mechanisation	1,642,647	1,799,947
Total Energy Savings	2,533,237	3,023,838

These data are in the process of calculation as of 2009-end.

Some of the practices implemented at our Head Office and our branches for the purpose of making savings in power and water consumption are:

- Savings in electricity were achieved in the use of cooling systems by replacing the cooling systems in Sabanci Centre, which is our largest operations centre apart from our branches, with high-efficiency devices.
- The Sabanci Centre UPSs that operated at 73% efficiency due to capacity reduction and ageing were replaced in 2008 with new UPSs operating at 94% efficiency.
- Sink and basin taps are fitted with percolators. This system provides a 5-15% reduction in water consumption.
- The number of breakdowns and the amount of exhaust gas were reduced by having the boilers and chimneys in our branches maintained and cleaned regularly.
- Power consumption was reduced by having the air conditioners maintained regularly.
- The reporting of electricity, water and fuel consumption in our branches was initiated in 2009. The saving practices for 2010 shall be determined according to the results of the analyses to be carried out.
- The floodlights of the front signposts of the Akbank buildings are illuminated with NEON. Within the Branch Transformation Network project, NEON lighting is replaced with LED lighting at new branch openings, and at system replacements due to breakdown in existing branches. Through this a saving of approximately 50% per square meter was achieved in electricity consumption for illumination.



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• The tracking of electricity counters over a central system is among our goals for 2010. This will enable the online monitoring and comparing of electricity consumptions of all branches. Another advantage is that, with centralization, breakdowns in our branches shall be recovered in a shorter time due.

Emissions Resulting from Business and Training Travels

In 2009 a total distance of 5,549,940 km was travelled by the personnel transport busses used in the four buildings of the Head Office units, the vehicles appointed to senior management, and by public transport used by employees.

An important economy in fuel consumption is achieved with the use of public transport for personnel in place of the use of individual vehicles. This amounts to 921,500 people/year, according to a calculation made on an average of 250 work days in a year for 3,686 people. This also reduces carbon emissions.

Employees are transported by service busses to certain points of the city from Akbank Sabancı Centre, the Maslak Operations Centre and the Ümraniye and Gümüßsuyu buildings. 64% of those working at Akbank Sabancı Centre, 97% of those working at the Maslak Operations Centre, 99% of those working at the Ümraniye building and 78% of those working at the Gümüßsuyu building are transported by service busses. There are 4 shuttle services between Akbank's Maslak - Levent - Ümraniye centres. The use of these vehicles, each carrying 12 people, enables the use of public transport instead of private vehicles.

Water Consumption

Water Consumption (m³)

	2007	2008	2009
Akbank Sabancı Centre	48,561	44,537	40,374
Maslak Operations Centre and Other Centres (*)	-	-	39,454
Branches (*)	-	-	290,000

(*) These data are being reported since 2009. The data were still being checked during reporting.

Water Consumption m³ per person

	2007	2008	2009
Akbank Sabancı Centre	20	24	22
Maslak Operations Centre and Other Centres (*)	-	-	15
Branches (*)	-	-	28

(*) These data are being reported since 2009. The data were still being checked during reporting.



AKBANK AND THE ENVIRONMENT

Water Resources

Istanbul Sabancı Centre	Terkos Dam
Istanbul Maslak Operations Centre	Terkos Dam
Branches on the European Side of Istanbul	Pabuçdere, Sazlıdere, B.Cekmece, Alibey, Terkoza, Kazandere, Istrancalar (Kırklareli), Sultandere (Tekirdağ)
Branches on the Asian Side of Istanbul	Ömerli, Elmali, Darlık, Düzdere, Melan River, Büyükdere
Ankara Regional Directorate and Branches	Çamlıdere, Kurtboğaz, Kavaklıkaya, Ejrekikaya, Akyar, Asaritepe Dam, Kayas Bayındır, Çubuk 1, Çubuk 2, Kızılırmak-Kesikköprü Dam and HES, Hıranlı Dam and HES
Izmir Regional Directorate and Branches	Kestel, Balçova, Güzelhisar, Ürkmez, Sefehisar, Tahtalı, Alacati, Kavakdere
Bursa Regional Directorate and Branches	Doğancı, Nilüfer Dam, Demirtaş, Golbaşı, Büyükerhan, Hasanağa, Çınarcık

Akbank has no fields of operation in or close to areas with a high level of biodiversity or in or close to natural reservation areas.

Emissions and Waste Management

The importance of emission measurements and improvement activities has increased since Akbank participated in the Carbon Disclosure Project in 2009. Beside this leading position, Akbank possess the willingness and awareness to display a performance comparable to that of its peers both in Turkey and in the international arena.

Carbon Emission as a Result of Natural Gas Consumption, tons

	2007	2008	2009
Akbank Sabancı Centre	421	558	408
Maslak Operations Centre and Other Centres (*)	-	-	859
Branches (*)	-	-	3,364

(*) These data are being reported since 2009. The data were still being checked during reporting.

Other Fuel (Wood, Coal, Diesel Fuel)

The carbon emission caused by the consumption of other fuel (wood, coal, diesel fuel, butane etc.) by our branches in 2009 is approximately 2,917 (*) tons.



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Carbon Emission as a Result of Electricity Consumption, Tons

	2007	2008	2009
Akbank Sabanci Centre	4,580	5,534	5,743
Maslak Operations Centre and Other Centres (*)	-	-	4,981
Branches (*)	-	-	34,747

(*) These data are being reported since 2009. The data were still being checked during reporting.

Akbank Sabanci Centre's key performance indicators (KPI) regarding emission reduction have been given in the following chart. However, determining the KPIs for our branches is among our goals.

Carbon Emission According to KPI Targets, Tons

	2007	2008	2009
Electricity Consumption - KPI	0.08	0.09	0.10
Natural Gas Consumption - KPI	0.01	0.01	0.01
Total	0.08	0.10	0.10

An increase was observed in the carbon emission goals per m² compared to previous years due to the fact that new servers were installed in 2008.

Refectory wastewater lines in our service buildings are separate from the existing installation. This enables the use of grease traps in order to prevent the grease produced in the kitchens from leaking into the city sewer system. Planning has been made to provide the Gebze ABC Akbank Banking Complex, which will be commissioned in 2010, with recycling facilities for waste grease.

The 'Give Life to Trees' Campaign (e-Extract)

In Akbank an intensive campaign to promote e-extracts has been underway since August 2008. The fact that our customers would contribute to the protection of the environment by abandoning printed extracts was emphasised in the communication works carried out simultaneously with this campaign, and our campaign was at times supported with chip-money rewards as an incentive.

Proactive e-extract definition transactions were completed for the last customer group with an e-extract potential in 2009. Accordingly our total number of e-extracts has reached 1,176,000.

2009 e-Extract Performance

- The number of customers receiving extracts via e-mail and text messages that was 250,000 in January reached 1,176,000 with a 470% increase.
- e-extract penetration in the number of active extracts reached 35%.
- The savings achieved through e-extracts defined in 2009 is approximately TL 5,467,000* (approximately 515 trees), and



AKBANK AND THE ENVIRONMENT

the estimated saving for 2010 is TL 12,000,000* (approximately 1,131 trees).

* The extract delivery unit prices were taken as TL 0.9

The payment made to Akbank in 2009 for 699,143 kg waste paper for recycling amounted to TL 117,760.

Also, after the Akbank Corporate Portal was commissioned and efficient use was encouraged, a saving of 131,692,880 A4 sheets (657 tons) has been achieved since 2006. This prevented 11,171 trees from being cut.

Reclaiming technological waste

Technological waste is disposed of through scrap sales or donations.

	2007			2008			2009		
	Scrap Sale	2 nd Hand Sale	Donation	Scrap Sale	2 nd Hand Sale	Donation	Scrap Sale	2 nd Hand Sale	Donation
PC	1,692	-	153	3,666	-	177	5,962	-	197
Monitors	1,401	-	153	2,079	-	177	3,471	-	188
Passbook Printers	710	-	-	465	-	-	445	-	-
Dot Matrix Printers	91	-	-	50	-	-	23	-	1
Laser Printers	349	-	3	413	-	7	642	-	13
PDS Equipments	-	20,642	-	50,030	2,628	-	50,049	-	2

Automatic Banking Machines Out of Use

Years	2006	2007	2008	2009
Sold Abroad	-	482	-	-
Sold for Spare Parts	93	72	55	164
Total	93	554	55	164

360 degrees HR (Human Resources Portal)

On-line notifications of payroll viewing, overtime notifications, business travel notifications, and cash indemnity notifications began in the last quarter of 2007 through the 360 degrees HR Portal, only accessible by Akbank employees, which enabled a significant economy in paper, as shown below:



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Paper Saved Through On-Line Payroll Viewing

Years	Total Paper Saving (pcs.)
2005 (5 months)	117,200
2008	337,047
2009	347,147
Total	801,394

Branch Without Paper

The Branch Without Paper applications initiated in 2008 enabled transactions between the centre and the branches that had been carried out on paper to be managed electronically. The aim of this project was to decrease the traffic of physical documents (and the use of photocopiers and fax machines) between Akbank Head Office and the branches. Through this project a daily saving of 40,000 photocopies and a 10% efficiency in operational transactions were achieved. 3,700,000 sheets of paper were saved to date through this application.

A further saving of 27,000,000 sheets was achieved by committing end of day reports to electronic media. This project has enabled the reports printed in the branches at the end of days to be transferred to magnetic media, and has provided an active reduction in paper and toner consumption as well as increasing efficiency in archiving etc.

The funds provided by Akbank from the European Investment Bank have reached US\$ 960

Akbank has signed a new loan agreement of €150 million with the European Investment Bank (EIB). This 7-year loan is provided through an agreement signed between Akbank and EIB made available to SMEs through Akbank. The loan was provided within the scope of the Framework Agreement approved by the European Commission and the Member States for the purpose of supporting Candidate Countries, and was supplied to Akbank in order that the real sector should be supported in the process of Turkey's joining the European Union.

Remarking on the loan from EIB, Akbank CEO Ziya Akkurt said 'This loan will ensure that the long-term financing needs of our SMEs will be met at more advantageous costs. Through this we, as Akbank, continue supporting the real sector and contribute to the growth of the economy.'

Executive Vice President Hülya Kefeli, who is responsible for Akbank International Banking, said 'Our cooperation with the EIB has been growing since 2007. With this new loan, the loan total we have obtained from the EIB currently has reached US\$ 960 million. Through this loan, Akbank shall provide SMEs with resources under advantageous conditions. The loan is also in keeping with Akbank's Corporate Social Responsibility policies as it contains articles regarding economic growth, social welfare and the protection of the environment.'



AKBANK AND THE ENVIRONMENT

Environmentalist Loans

This new product, designed for the financing of heat/fuel saving expenses of individuals, such as conversion to natural gas, window renovations, central heating boiler purchases, insulation of roofs and buildings the installation of solar panels, shall be at our customers' service in 2010.

Financing support shall also be provided for measures targeting an increase in energy efficiency to be implemented by companies, such as the installation of façade insulation, electricity and heat cogeneration, electricity-fuel heating conversion, boilers, steam systems, cooling systems, energy transmission systems, lighting systems, rehabilitation of insulation, energy management systems, building management systems and conversion to renewable energy.

Environmentally Sensitive Technologies

We follow technological developments closely in order to be able to provide our customers with speedier, safer and healthier services. While continuously increasing our service quality, we are more aware of our negative impact arising from the use of technology, and make the necessary efforts to decrease this impact.

The number of servers we use to provide our customers with faster and safer, but at the same time more economic service is increasing day by day. Virtualisation technology, which we initiated in 2008 to decrease the servers' electricity and energy consumption, is now in use. A comparison of cooling and electricity consumption of physical machines and the corresponding virtual machines is given below.

Our Information Technologies Hardware Unit conducts the maintenance work for certain technologic devices used in Akbank (POS terminals, laptop computers, monitors, PCs, printers, scanners etc.). Lead free (Pb Free) solders have been used in these maintenance works since 2008. Lead-free components are preferred when electronic components are to be purchased for maintenance purposes.

Annual Operating Cost	Virtual Server (\$/year)		Physical Server (\$/year)	
	June/2009	Dec/2009	June/2009	Dec/2009
Cooling	4,161	7,687	24,946	31,208
Electricity	27,655	51,055	139,367	147,680

Additionally, LCD monitors have been used instead of CRT for the last three years in order to reduce energy consumption, and special announcements have been reminding our employees to turn their machines off when leaving their offices, and necessary projects have been conducted to increase awareness.

In 2009, the infrastructure necessary for video conferencing was installed in Sabancı Centre, Maslak, Ümraniye and 20 Regional Directorate buildings, to decrease the number of trips between offices for meetings.



AKBANK AND THE ENVIRONMENT

Usage Data for Alternative Distribution Channels (ADCs)

Akbank considers the technological development of ADCs important. The number of customers using our channels is monitored on a monthly basis. The increase in the number of our customers using ADCs reduces the number coming to our branches for banking transactions, and makes a positive contribution to our efforts for reducing carbon release.

	2007	2008	2009
Number of Active ADC Customers	2,846,050	3,299,332	3,556,696
Number of Customers Using Only ADCs for Their Transactions	1,539,186	1,539,029	1,598,626

The Akbank Emergency and Contingency Plan

Akbank has an 'Emergency and Contingency Plan' to be implemented in the case of fire, disasters, mass poisoning, viruses, terror etc. in its branches, where services are supplied, or in the Head Office and in departments, where operation, control, execution and support activities are carried out. This plan is reviewed regularly in compliance with 'Article 13 on Emergency and Contingency Plans of the Regulations on the Internal Systems of Banks,' the legal arrangement regarding Continuation of Activities in Banks.

The Public Emergency Management Committee formed upon decree of the Akbank Board of Directors for the purpose of the Management of Continuity of Business is answerable to the CEO. Committee meetings are held once every 3 months.

We have procedures to ensure that Akbank Data Processing Centre continues providing banking services in the event of a disaster [natural disasters such as earthquakes, floods etc. and terrorism]. Akbank's Public Emergency Centre (PEC) is currently within the boundaries of Istanbul. Works to ensure that the PEC is capable of providing services in Izmir were initiated in 2009 and it was decided that the works should be projected in 2010.

The risk concerning a possible fire in the system rooms of the SC Data Processing Centre, where data processing hardware equipment is located, was evaluated and the system rooms were secured through the installation of carbon dioxide emitters. Plans to replace carbon dioxide with Novac1232, the use of which was made mandatory by the Kyoto resolutions, will be implemented in 2010.



AKBANK AND SOCIAL ENGAGEMENT PRACTICES

Akbank believes that an important part of corporate responsibility lies in supporting social development. Due to the nature of the sector in which it carries out operations, our Bank makes efforts to develop the social environment together with all of its stakeholders in order both to increase social welfare and to ensure economic stability.

Work for Akbank's social engagement practices is carried out by the Corporate Communication Department.

Power of Thinking

In its 60th year Akbank, in order to provide an innovative route for the education system, aims at reaching hundreds of thousands of students through its 'Power of Thinking' project.

The aim of the project is to reach 200,000 students every year through teachers in order to develop these students' thinking skills.

The aim of the first phase of the project, to be actualised under the slogan 'Supporting Teacher Education for an Asking and Questioning Youth', is to raise tutors and trainers adept in the method of 'critical thinking'. Methods for developing the skill of critical thinking, among the common basic skills to be given to students in accordance with the modification in the teaching programme carried out by the Ministry of National Education in primary schools in 2004 shall be popularised among 160 trainers and 6,600 teachers by specialised trainers.

The training to be given aims at developing and diversifying teachers' educational methods and applications. The aim of the second phase is to contribute to the effectiveness of teachers using this model actively, so that students' thinking skills are strengthened in class in such a way that each year, 200,000 students taught by the teachers participating in the programme will internalise the ability to question what they hear and to form their own opinions. The training given to the teachers consists of 6 subjects: active learning, qualities of the asking-questioning student, teaching methods and techniques, course planning and evaluation, methods for teaching in different disciplines and multidisciplinary teaching, and active learning.

www.dursinmeguceri.org

The Akbank Thinking Club

Akbank founded the 'Akbank Thinking Club' in September 2008 in order to think together with youth, which is among the most important representatives of continuous development and innovation, in order to create a joint value for Turkey's future.

The Akbank Thinking Club has opened the gates of a new formation where youth, who will be tomorrow's innovative force and who will have a say in Turkey's future, will feel privileged and will be able to develop themselves.



AKBANK AND SOCIAL ENGAGEMENT PRACTICES

The Purpose of the Akbank Thinking Club is:

- To unite, academically and socially, successful young people under the Akbank brand,
- To create a platform for the exchange of opinions between Akbank Senior Management and young people,
- To create a source of value and prestige targeting Turkey's future by ensuring the continuity of this formation,
- To ensure that Club members deeply interested in their country and their environment walk with the Akbank brand through their lives,
- To support the development of youth, creating a sense of loyalty and belonging,
- To develop Turkey's innovative and creative potential.

The introductory activities for the Akbank Thinking Club were held in eight universities at the beginning of the academic year (September 2008) through various activities and channels, and 1,650 students applied to join the club in its first year.

Universities in which club activities are conducted:

- Sabancı University
- Middle East Technical University
- Bilkent University
- Boğaziçi University
- Istanbul Technical University

- Koç University
- Bilgi University
- Çukurova University

22 students with grade point averages of 3 and above (out of 4) who are innovative, extraverted, analytically minded, communicative, result-oriented, inclined to team work and capable of multi-perspective thought, were admitted in the first year of the club, to which a maximum of 30 students meeting the criteria can be accepted.

Unlike similar organizations, the Akbank Thinking Club is not designed as a one-time study where only workshops are held, but as a club, a process. Activities targeting the development of its members such as trainings, seminars, brainstorming with Akbank executives, workshops with academicians, together with social activities strengthening the club structure and supporting loyalty and friendship are organised within the body of the club.

The Akbank Thinking Club also has a yearly competition involving intellectual study on a theme set by Akbank Management. The first year group activities carried out by the members on the theme 'How can a globally ambitious and creative environment/culture be created in Turkey?' were evaluated by a special jury consisting of academicians and members of the press. The student group to prepare the work earning the highest acclaim at the evaluation was rewarded with a Summer School Scholarship at Harvard University.

During the 2009 - 2010 academic year, which was the second year of the Akbank Thinking Club, 9 Eylül University and Galatasaray University were included among the member universities, which raised the number of universities from which applications are received from eight to ten.



AKBANK AND SOCIAL ENGAGEMENT PRACTICES

28 more students were admitted to the club in its second year, increasing the number of members to 50, through a procedure similar to the acceptance process of the first year, which involved personality inventories, evaluation centre applications and interviews.

In our second year that encompasses the 2009 - 2010 academic year, the theme chosen is "What are the trends that affect lives? How should financial services be in consideration of these trends?" In this new academic year too, works will be evaluated by a jury consisting of academicians, members of the press, specialists and Akbank executives, and the members of the successful team will be rewarded with a Harvard Summer School Scholarship.

CAN ÖZÜRETMEN

METU 4TH YEAR STUDENT

'I SPENT A SUMMER AT HARVARD'

THE POSTERS ATTRACTED MY ATTENTION

'I am a 4th year student in the Ortadoğu Technical University Industrial Engineering Department. I came across the club during my 3rd year. I saw the 'You Think, Therefore Are You?' brochures. It was different, it attracted my attention. I mentioned summer schools; there were expressions such as 'club of the chosen.' I was curious and applied. I attend all meetings and workshops regularly.'

FIRST I MADE 21 FRIENDS, NOW THERE ARE 50 OF US

There are very important things the club added to my life. First of all, I made 21 wonderful friends, I acquired a target apart from my courses. I was able to take a break from

my life that consisted only of courses. The club helped my social life to develop. For instance, as club members we are invited to all social and cultural events organised by Akbank. We go to concerts. We are accommodated at beautiful places in Istanbul, where we come for meetings, and go to dinners and special events. We join seminars held by the business world although we are still students. Frankly, I feel privileged! Akbank and our Club have a very special place in my life and I believe this will last for years.'

I EXPERIENCED BEING AT HARVARD

'I was also among the team that won the competition last year. Three students were sent to the Harvard Summer School as reward; I was one of them. It was a summer school lasting seven weeks, from June to August. I took two courses that I chose. It was a very good summer for me. I was able both to study at Harvard and to see the U.S.A. for the first time. All of our expenses were covered by Akbank. I met people with other nationalities. It was a beautiful, unforgettable experience.'

www.akbankdusununcekulubu.com

Make a Wish

The 'Make a Wish' foundation is a voluntary organization that was founded in order to fulfil the wishes of children between 2 and 18 years of age who are fighting life-threatening diseases. It has been carrying out activities in Turkey since 2000. The goal of 'Make a Wish', which is active in more than 30 countries throughout the world and which has fulfilled the wishes of more than 1,300 children since the day it was founded, is to reach more children from all over Turkey. Akbank has been, since 2005, the chief sponsor of the project, which seeks to make these children's wishes, subject to their physicians' approval, come true. In this way Akbank is able to reinforce the feelings of hope, endurance and joy, which it believes to play an

DÜŞÜNÜ-
YORSUN...
ÖYLEYSE
VAR MISIN?





AKBANK AND SOCIAL ENGAGEMENT PRACTICES

important role in the development of society, by helping these children trying to hold on life, have their wishes come true in magic settings. Akbank employees play an active role in fulfilling these children's wishes.

Platform for Donation via Credit Card

Akbank has formed a bridge for donations to ten Associations and Foundations that are active in Turkey and that seek to promote the public welfare. These are: Make a Wish, Directorate of Darülaceze Institution, the Darüşşafaka Association, Löseve, the Tohum Autism Foundation, Community Volunteers Foundation, the Turkish Education Foundation, the Turkish Heart Foundation, Turkish Foundation for Supporting Modern Life, and Turkish Foundation for Spastic Children. Akbank Credit Card holders are able to make donations at the amounts they choose from accumulated chip-money or their credit card limits in lump sum, or through automatic orders. Making an automatic donation order from a credit card or making a lump-sum donation is as easy as clicking on the related link on the Individual Internet Branch, or calling the Telephone Branch. A dedicated system has been formed within the body of Akbank for this purpose.

This application has enabled our customers to forward their donations to the related non-governmental organisations and has instilled in them the trust that their donations are forwarded to the related associations, and also has provided associations and foundations with an opportunity for a regular income. The Associations and Foundations to be included into this platform were carefully investigated by Akbank; that they pursue public interest was a fundamental criterion. The platform work was initiated after necessary permissions were obtained in accordance with the Turkish Law of Associations. In 2009 donations amounting to

over TL 50,000 were forwarded to these Associations and Foundations through the Akbank Donation Platform.

CERN Summer Scholarship

Through the 'Engin Anık Fund' created by his colleagues for Prof. Dr. Engin Anık, who lost his life in the aeroplane crash in Isparta, Akbank has undertaken to pay the tuition fees of 2 students to be sent to the European Centre of Nuclear Research (CERN), one of the most advanced scientific centres of the world. Akbank is glad to be among the supporters of project, initiated in order to provide our country with highly-qualified physicists.

KAGIDER BIZ

The Development Centre for Women, 'BIZ', founded by KAGIDER and aiming at bringing women together in order to increase their individual productivity, was opened under Akbank's sponsorship on 26 May 2009. Through the BIZ project, which was formed in order to increase the participation of women in economic life, important opportunities for thinking and producing professional women, academicians, non-governmental organisations for women and all individuals and corporations wishing to take advantage of the BIZ infrastructure, will be offered.

The 'Strengthening Women' workshops, 'Leadership of Women' seminars and tailored mentoring and counselling services as well as the 'I am establishing my Business' and 'I am Developing my Business' seminars shall be provided by successful and specialised members of KAGIDER at BIZ, for which Akbank will provide periodical financial counselling, planning, seminars in which the latest economic developments are evaluated, and investment counselling services in addition to acting as its main sponsor.



AKBANK AND SOCIAL ENGAGEMENT PRACTICES

Among the fields of activity of BIZ, the Centre for Advancement of Women, are entrepreneurship workshops, seminars and meetings targeting the agenda, personal development seminars and exhibitions. BIZ aims at supporting the activities of non-governmental organisations focused on women studies.

Endeavor

"Endeavor" is a non-governmental organisation founded to contribute to economic development in developing countries by supporting active entrepreneurs. In 2006 Endeavor, the centre of which is in New York, commenced its activities in Turkey. Endeavor makes an important contribution to developing economies by identifying and supporting active entrepreneurs.

Akbank has been Endeavor's corporate sponsor since 2007. In addition to the organisation of joint meetings that support enterprise in Anatolia, Management Guru Azim Jamal was introduced to the Business World during the Global Enterprise Week in November 2009 within the scope of our corporate sponsorship, which still continues. Akbank continues with the support it gives entrepreneurs through Endeavor.

The Istanbul Film Festival

Since 2004, Akbank has been the major supporter of the International Film Festival, which has been bringing the most select and original films of the cinema world to cinemagoers and contributing to the formation of cinema culture through special activities held with the participation of cinema stars and master directors. The festival attracts almost 200,000 viewers each year, mostly young people. It is among the greatest organisations of the cinema sector, involving various lives,

different points of view and a rich programme. Akbank expects to work with İKSV (Istanbul Foundation for Culture and Arts) for many years in this festival.

Contemporary Istanbul

Contemporary Istanbul, the 'modern and contemporary art' event with the widest scope in Turkey, introduces the country's cultural and artistic life to the world. Akbank, Contemporary Istanbul's sponsor since 2007, has entered the hall of fame of the international art arena with the contribution it makes in the organisation of Contemporary Istanbul, Turkey's most important exhibition of contemporary art. From 3 - 6 December 2009, Contemporary Istanbul brought art lovers and the international contemporary art environment together for the fourth time. The event was held in the Rumeli Halls of the Istanbul Lütfi Kırdar Congress and Exhibition Centre under the main sponsorship of Akbank Private Banking, brought together contemporary art galleries, artists and works from Turkey and from abroad.

Contemporary Istanbul lasts for four days, during which national and international galleries, artists from all over the world, collectors, museum directors, curators, art critics, members of the press and art lovers come together under the roof of the Lütfi Kırdar International Congress and Exhibition Centre. In addition to the main event, Contemporary Istanbul presents many side events and art projects throughout the year, from discussion panels to exhibitions, in order to make contributions to the country's artistic development.





AKBANK AND SOCIAL ENGAGEMENT PRACTICES

Akbank Art

Hosting culture and art, Akbank Art has been reaching art lovers since 1993 through a wide variety of activities such as exhibitions, workshops, dance, theatre, concerts and movies. Akbank's mission is to bring art performed throughout the world to Istanbul, to support Turkish artists abroad, and to bring contemporary foreign artists together with the art audience of Istanbul.

Akbank Art has now become a venue that artists coming from abroad proudly add to their resumes.

Akbank Art has conducted many intellectual enterprises by inviting world-famous philosophers, artists and writers to Istanbul. Providing a place for newly emerging young artists as well as hosting the greatest living thinkers, Akbank Art has continued to support the development of future generations as well as contemporary art in Turkey.

Akbank Art attracted attention due to the diversity of its activities in 2009. A number of varied audience groups were reached through different activities.

Distinguished examples of contemporary art were presented to art lovers at personal and group exhibitions with the participation of world famous artists. Akbank Art made an important contribution to the momentum gained by contemporary art in Turkey with a total of eight exhibitions held in 2009. These exhibitions created an atmosphere where Turkish viewers would be able to follow works exhibited on the international art platform. The quality of the exhibitions contributes to Akbank Art's respectability not only in Turkey



but also throughout Europe. The second stop of the 'A Journey with no Return' Exhibition held in Akbank Art in 2009 was 'A Foundation London Rochelle School' in London. An environment providing art lovers with the opportunity for interactive participation was created through conferences, movie projections and workshops.

The Akbank Contemporary Art Workshop hosted many seminars, workshops and conversations as a platform of thought, examining and discussing the interdisciplinary structure of contemporary art. Fields such as cinema, photography, philosophy, history of art, literature etc. comprised the main titles of these workshop programmes. These events were organised with the participation of invited guests, curators, philosophers and sociologists. The activities held have an important place in the introduction of the concept of contemporary art that is still in the process of development in our country. These activities, in which there are music, design and art workshops for children as well as for adults, have attracted great interest.

Many Turkish and foreign artists met art lovers in the activities (Piano Days, Guitar Days and Baroque Music Days) held in the Multi-Purpose Hall. World-renowned artists such as Gülsün Onay, Roland Dyens, Ana Vidović, Eduardo Egüez, Natalie Clein, and Sandra Pires have given concerts at Akbank Art. In addition to concerts, leading writers, poets and critics of the literary and artistic world have attended panels and discussions within the scope of the Literature Days and Art Days, and important names of the world of photography have held photography presentations.



AKBANK AND SOCIAL ENGAGEMENT PRACTICES

The Zeynep Tanbay Dance Project (ZTDP), which Akbank Art sponsored during the 2005-2006 season, entered a new era then, and succeeded in reaching large audiences in Turkey and abroad with the 4 Feet and Vivaldi - Stravinsky choreographies. ZTDP has held the premieres of ARAZ, the new project for 2009, through two performances in the CRR and CKM halls.

In addition to workshops lead by choreographers and dance tutors of international renown, dance training for both children and adults have also continued in the Akbank Art Dance Workshop.

Jose Rivera's play 'References to Salvador Dali Make Me Hot' and the group's 'The Shape of Things', widely admired in the previous years, were performed by the New Generation Theatre.

The Karagöz and Puppet Theatre has held its performances both in Akbank Art and on tours.

The Children's Theatre has performed 'Fairy Tale within Fairy Tale' and 'Who is the Happiest?'. As in the previous year, the Children's Theatre went on a tour with the 'Freedom is Our Right' train and brought the play 'Who is the Happiest?' performed on the theatre-car, to thousands of children in forty-two different provinces from Edirne to Kars.

The Akbank Chamber Orchestra, conducted by Cem Mansur, gave fourteen concerts in the Cemal Resit Rey Concert Hall and the Caddestaban Culture Centre with world-famous soloists such as Anders Paulsson and Alexander Markov. Also, the concert titled 'Bachlama' was performed under the Istanbul International Music Festival.



Award-winning films at the Akbank 5th Short Film Festival were shown at nineteen universities and reached a large audience.

The Akbank 19th Jazz Festival once more accommodated the most important jazz artists of the world between 15-25 October, and provided music lovers with the opportunity of participating in this feast. World famous names under four separate concepts (Jazz of the World, Jazz on Campus, Jazz from the Masters and Nu Jazz) performed at the festival this year with the motto of 'Jazz State of the City'. Various panels, discussions and workshops were also held at the festival, which brought more than 150 artists to jazz fans in thirty-two concerts.

Turkish and international reference books in fields such as history of art, cinema, theatre, art, photography, architecture, music, sociology and philosophy as well as all books published by Akbank Books to date are collected in the Akbank Art Library, formed within the context of Contemporary Art.

An archive of about 2,000 CDs, most of which are classical music and jazz albums, are available to music lovers in the Music Room. Also, movies exhibited at the Akbank Short Film Festival can also be viewed in the Music Room.

The 'Akbank Map of Contemporary Art' was initiated in 2009 in order to form an up-to-date and fluent network by reinforcing the bonds between works carried out in the field of art and contemporary art institutions, and to ensure that art institutions are known better among lovers of art. The Akbank Map of Contemporary Art was also presented to Turkish and foreign art viewers through the internet.



GRI INDEX

Profile Indicators	Explanation	Performance	Reference Pages
1. Strategy and Analysis			
1.1	CEO Statement	Full	1-4, 5-8
1.2	Impact of operational activity, key risks and opportunities	Full	1-4, 5-8, 31-32, 35-36, 37-38, 47-49, 63
2. Organizational profile			
2.1	Name of the organization	Full	213
2.2	Primary brands, products and services	Full	15, Basic Scope of Activities 20, Akbank Branch Network & Subsidiaries 59, Our Business Units For detailed product and service information please see tabs and sub-menus from www.akbank.com website



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2.3	Operational structure of the organization	Full	18, Organizational Chart 19, Segment-based structure 20, Akbank Branch Network & Subsidiaries
2.4	Location of organization's headquarters	Full	211
2.5	Countries where the organization operates	Full	20-21
2.6	Ownership structure and legal form	Full	17-18
2.7	Markets served	Full	19-20
2.8	Scale of the organization profile	Full	22-24
2.9	Significant changes regarding size, structure or ownership	Full	18
2.10	Awards	Full	25-28



GRI INDEX

3. Report parameters			
3.1	Reporting period	Full	29
3.2	Date of the most recent report	Full	Akbank 2009 Sustainability Report is the first report of the company.
3.3	Reporting cycle	Full	Akbank 2009 Sustainability Report is the first report of the company.
3.4	Contact people for questions regarding the report	Full	213
3.5	Process for defining report content	Full	29-31, About the Report, AA1000 Process 36, Sustainability Task Group
3.6	Boundary of the report	Full	29-30
3.7	Limitations of the scope or boundary of the report	Full	29-30



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3.8	Basis for reporting on joint ventures	Full	Akbank 2009 Sustainability Report includes all social, economic and environmental corporate performance of Akbank T.A.Ş. in the context of Turkey operations.
3.9	Data measurement techniques and bases of calculation.	Full	29, 36-38
3.10	Re-statements of information	Full	Akbank 2009 Sustainability Report is the first report of the company.
3.11	Changes from previous reporting periods in the scope, boundary or measurement methods.	Full	Akbank 2009 Sustainability Report is the first report of the company.
3.12	GRI Index	Full	181-208
3.13	External assurance	N/A	Akbank 2009 Sustainability Report was prepared in accordance with the level C requirements of the GRI G3 Principles.





GRI INDEX

4. Governance, commitments and engagement			
4.1	Governance structure of the organization	Full	49-51, Corporate Governance in Akbank 52, Corporate Disclosure Policy 54-55 Akbank International Advisory 56, Associations, Unions and Initiatives of which Akbank Is a Member http://www.akbank.com/doc/CORPORATEGOVERNANCE-REPORT.pdf (Page no: 11 -12)
4.2	Independence of the Chairman of the Supervisory Board	Full	49-51
4.3	Number of independent members in the highest governance body	Full	50-51
4.4	Co-determination right of employees and shareholders	Full	53-54, Our Shareholders and Investors 128, Internal Communication in Akbank 138, Akbank Corporate Portal 139, Akbank Ethics Line



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4.5	Linkage between executive compensation and achievement of sustainability goals	Partly	1-4, 49-55
4.6	Process in place to avoid conflicts of interest	Full	49-52 For detailed information; Akbank Ethical Principles http://www.akbank.com/ethical-principles.aspx
4.7	Qualifications and expertise of the highest governance body regarding CSR topics	Full	31-36
4.8	Values, mission statements, principles and codes of conduct of organization relevant to sustainability	Full	31-41
4.9	Oversight of sustainability performance and relevant risks by the Board of Management	Full	3-4, 35-36, 49
4.10	Assessment of the performance of the Board of Management regarding sustainability	Partly	3-4
4.11	Precautionary approach	Full	1-2, 5-6, 55, 57, 94-110, 147-148, 166



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4.12	Support for external economic, environmental and social activities	Full	3-4, 13-14, 23, 49, 56, 146 - 148
4.13	Memberships in associations and representations of interests	Full	56
4.14	Stakeholder groups engaged by the organization	Full	41-43
4.15	Basis for identification and selection of stakeholders	Full	36-37, Stakeholder Identification Process 37-38, Materiality Chart for Stakeholder Identification
4.16	Approaches to stakeholder engagement	Full	36, 38
4.17	Key stakeholder topics	Full	37-48





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Performance Indicators			
Economic			
EC1	Direct economic value generated	Full	22, Key Financial Figures and Loans 24, Comparative Results For detailed financial results please visit our web site and related pages at http://www.akbank.com/financial-highlights.aspx
EC2	Financial implications due to climate change	Partly	57, 147-148, 149
EC3	Organization's defined benefit plan obligations	Full	144
EC7	Procedures for local hiring	Partly	20, 124 We have 877 branches with 9,463 employees employed locally all around of Turkey.
EC8	Impact of infrastructure investments and services	Partly	173-180



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EC9	Indirect economic impact	Partly	7, 23, 63-72, 103, 162
Environment			
EN3	Direct energy consumption	Partly	149-151
EN4	Indirect energy consumption	Partly	150-151
EN5	Energy savings	Partly	151-153
EN6	Energy efficient products and services	Partly	162-164
EN7	Energy reduction initiatives	Partly	147-148, 152-153, 163-164
EN8	Total water withdrawal	Full	154-155
EN9	Water resources	Full	154-155
EN11	Production plants in protected areas	Full	Akbank does not have any branches or activities in or around the protection areas.



GRI INDEX

EN12	Significant impact upon biodiversity in protected areas	Full	Akbank has no significant impact on biodiversity in or around the protection areas.
EN14	Strategies, operations and objectives regarding biodiversity	Full	Not reported as it does not exist in neither Akbank's operations nor Akbank's material issues regarding sustainability.
EN15	Areas with IUCN Red List species	Full	Not reported as it does not exist in neither Akbank's operations nor Akbank's material issues regarding sustainability.
EN16	Direct and indirect greenhouse gas emissions.	Partly	156-157
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Partly	152-153, 156, 163-164, 166
EN22	Total weight of waste by type and disposal method	Partly	157-160
EN23	Significant spills	Full	158 There is no chemical or oil leakage originated from Akbank's operations.





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EN26	Initiatives to mitigate of harmful environmental impact of products	Full	151, Energy Savings 153, Business Travels 156, Emissions and Waste Management 158, Give Life to Trees 159, Technological Waste 161, Branch without Paper 163, Environmentally Sensitive Technologies
EN28	Significant fines and sanctions for non-compliance with environmental laws	Full	Akbank has not fined as of not complying with environmental laws and regulations during the reportin period.
EN29	Significant environmental impact of transporting products, goods, materials and members of the workforce	Full	153
Labor practices and Decent Work			
LA1	Breakdown of workforce by employment, type, contract and region	Partly	124
LA2	Employee fluctuation ratio	Partly	127



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LA3	Benefits provided only to full time employees	Full	129, The Bank of Learners and Teachers 140, Performance Management System 143, Equal Career Opportunity 144, Pension Funds and Individual Pension System 145, Retired Trainer Application
LA4	Percentage of employees covered by collective bargaining agreements	Full	125
LA7	Injuries, occupational diseases, working days lost, absentee rate and work related fatalities	Full	128
LA10	Education and further training measures	Full	130, 133-134
LA11	Skills management and lifelong learning that support the continued employability of employees	Full	129, The Bank of Learners and Teachers 131, Life-long Learning 133, Trainings 136, Support Given to Proficiency Exams 137, Master's Degree Opportunity
LA12	Employee performance and career development reviews	Partly	140-142



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LA13	Diversity in senior management and employee structure	Full	125-126
Human Rights			
HR4	Incidents of discrimination and actions taken	Partly	34, 57-58, 125, 211-212 (UNGC Principle 6)
HR5	Operations with significant risk concerning the freedom of association and collective bargaining	Full	125, 211-212 (UNGC Principle 3)
HR6	Operations with significant risk for incidents of child labor	Full	126, 211-212 (UNGC Principle 5)
HR7	Operations with significant risk for incidents of forced and compulsory labor	Full	127, 211-212 (UNGC Principle 4)
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Full	There has been no violation against human rights and Akbank has not fined because of this reason.



GRI INDEX

Product Performance			
PR2	Health and safety of products - non-compliance	Full	There has been no incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes during the reporting period.
PR3	Principles and measures related to product and service information and labelling	Full	127-128
PR4	Product and service information - non-compliance	Full	Akbank complies with regulations and voluntary codes concerning its products and services.
PR5	Customer satisfaction	Full	47, Call Centre 88, 92, Operations Centre 105, Complaints Management 116, Customer Satisfaction Survey
PR9	Significant fines for non-compliance with laws and regulations concerning the provision and use of products	Full	Akbank has not fined as of not complying law and regulations concerning the provision and use of products.



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Social Performance			
S01	Significant fines for non-compliance with laws and regulations concerning the provision and use of products	Partly	147-148
S02	Number of business units analyzed for corruption-related risks	Full	96, 98, Auditing and Control Activities in Akbank
S03	Employee training regarding anti-corruption	Full	58, Code of Ethics e-learning, Discipline Regulations e-learning
S04	Anti-corruption measures	Full	57, Ethical Banking 96, Auditing and Control Activities 110, Compliance Unit
S05	Public policy positions and participation in public policy development and lobbying	Partly	63
S08	Non-compliance with laws and regulations	Full	There has been no incidents of non-compliance with regulations and voluntary codes during the reporting period.



UNGC INDEX

The Ten Principles	GRI Indicator
Human Rights	
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	2, 4, 33, 146
Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	2, 4, 33, 146
Labour	
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	41, 125
Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labour.	127
Principle 5 Businesses should uphold the effective abolition of child labour.	126
Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	34, 57-58, 123-126



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Environment	
Principle 7 Businesses should support a precautionary approach to environmental challenges.	2-5, 57, 147-149
Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	2, 3-5, 33, 147-149
Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	147-148, 161-164
Anti-Corruption	
Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	33-34, 49-50, 57-59, 115-116, 139-140 Akbank Ethical Principles http://www.akbank.com/ethical-principles.aspx



This is our Commitment as Progress
in implementing the principles of the
United Nations Global Compact.
We welcome feedback on its content.



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