

50 YIL **akfen**

2025

akfen GYO

akfen YENİLENEBİLİR ENERJİ

akfen ÇEVRE ve SU

Travellex worldwide money

akfen inşaat

akfen turizm

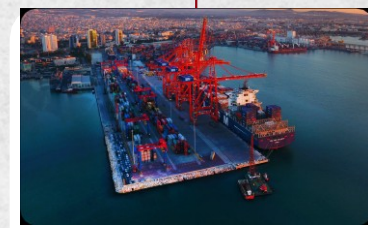
Acacia Mining Operations

MIP

ido



Akfen Holding (Shareholders: Selim Akın 45.10%, Pelin Akın Özalp 45.10%, Hamdi Akın 3.29%, Akfen Holding 3.83%, Akfen International Holding B.V 2.67%)



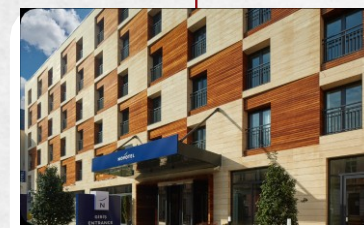
Mersin International Port
10%



Akfen Renewable Energy*
56.45%



Istanbul Sea Buses
50%



Akfen REIT*
45.27%



Akfen Environment & Water
100%



Acacia Mining
38.25%



Akfen Construction*
89.5%



- City Hospitals:
 - Isparta
 - Eskişehir
 - Tekirdağ
- Student Housing:
 - Klinik Inc.
- Real Estate Assets



Akfen Tourism Inv.
100%



- Bodrum Loft
- Terminal Kadıköy
- 7de7

Other Subsidiaries:

- Akfen Merter
- Akfen Adv. & Project Dev.
- Akfen Asset Man.**
- Akfen Hospital Zeki Group

Other Financial Investments:

- Travelex (10%)

Akfen Group's Exits (Last 20 Year)

MIP Initial Shareholding

Akfen Holding 50%
PSA 50%



Partial Exit
40% / Q42017

Current Shareholder
Akfen Holding 10%
PSA: 51%
IFM Investors 39%

Akfen Renew. Energy Initial Shareholding

Akfen Holding 100%



Partial Exit***
33.3% / Q32016
IPO 33.5%
Q12023

Current Shareholder
Akfen Hold. 56.4%
Akfen Int. 15.1%
Free Float 28.4%

HEPP Assets Initial Shareholding

Akfen Holding 100%

Full Exit

Pirinçlik: Q42010
Karasular: Q42012 & Q22013

Akfen Construction Initial Shareholding

Akfen Holding 100%



Partial Exit IPO
10.5% / Q12025

Current Shareholder
Akfen Hold. 89.5%
Free Float 10.5%

TAV Airports Initial Shareholding

Akfen Holding 50%
Tepe 50%



Full Exit
Q32017

TAV Investment Initial Shareholding

Akfen Holding 50%
Tepe 50%



Full Exit
Q22019

Acacia M. Initial Shareholding

Akfen Holding 30%
İlbak M. 30%
İz Bir M. 40%



Partial Exit
4.5% / Q32022
4.25% / Q42024

Current Sharehold.
Akfen Hold. 38.3%
İlbak M. 38.3%
BMA M. 13.5%
Acacia 10%

Akfen GYO Initial Shareholding

Akfen Holding 100%



Partial Exit
IPO 29.4% / Q22011,
10% / Q42022

Current Sharehold.
Akfen Holding 45.3%
Hamdi Akın 10%
Others 45%

TÜVTürk Initial Shareholding

Akfen Holding 33%
Dogus Oto. 33%
TÜV Süd 33%



Full Exit
Q42009

Travelex (prev. Artı Döviz) Initial Shareholding

Akfen Holding 50%
Tepe 50%



Partial Exit
32.5% / Q22014

Current Sharehold.
Akfen Holding 10%
Travelex 75%
Tepe 12.5%
Sera 2.5%

Ege Liman İşl. Initial Shareholding

Akfen Holding 25%
Royal Caribbean 27.5%
Avrasya Y.Holding 20%
Others 27.5%

Full Exit
Q12005

IBS Initial Shareholding

Akfen Holding 60%
Süha Güçsav 20%
Diğer 20%

Full Exit
Q12021

Current Structure

* Listed on Borsa Istanbul

** "Akfen Asset Management operates in compliance with the Capital Markets Board (CMB) regulations and, end of 2025, manages real estate investment funds worth TRY 3.654 million."



Akfen Holding

Business Lines	Company	Akfen's Stake	Partner	Description
Port Management		10%		<ul style="list-style-type: none"> ➤ Privatization: 36-year concession, USD 755 mn ➤ Turkey's largest import and export container port, multi purpose port ➤ In October 2017, our 40% stake was sold to IFM Investors for USD 869 mn. ➤ 2.04 mn TEUs handled in 2025 (CAGR 2007-2025: 5.3%)
Renewable Energy		56.45%		<ul style="list-style-type: none"> ➤ HEPP: Installed capacity of 229 MW, ➤ SPP & Hybrid SPP: Installed capacity of 207MW ➤ WPP: Installed capacity of 451 MW, ➤ Total installed capacity of 887 MW; hybrid and additional capacity increases are under development
Sea Transportation		50%		<ul style="list-style-type: none"> ➤ Privatization – block sale worth USD 861 mn, ➤ Inner city Istanbul and intercity sea transportation operations across the Marmara sea ➤ In the 2025, 21.9 million passengers and 4.7 million vehicles were transported.
Waste Management		100%		<ul style="list-style-type: none"> ➤ The first private sector company in the Water & Environmental PPP sector, previously operated the Güllük and Dilovası concessions. ➤ Advanced wastewater EPC projects (e.g., the Acacia Copper Mine project). ➤ Solid waste services provided to IDO, MIP, and 3 PPP hospitals.
Hotel REIT		45.27%		<ul style="list-style-type: none"> ➤ A portfolio of 19 operational city hotels in Turkey and Russia, a luxury resort in Bodrum, 1 factory building, 2 student dormitories with a capacity of 7,840 beds, Terminal Kadıköy food and beverage center, and a culture and arts center. ➤ Real estate projects under development in Bodrum Yalıkavak/Kıyıkışlacık and Florida.
Mining		38.25%		<ul style="list-style-type: none"> ➤ Open pit copper mine facility in Kastamonu that became operational in March 2019, with an approximate investment of USD 467 mn.
Construction		89.5%		<ul style="list-style-type: none"> ➤ Akfen Construction has 3 city hospitals with 2,610 bed capacity being operated under PPP scheme. In addition, there is a portfolio of student dormitories and real estate assets, along with contracting services.



1976 - 1997

Contracting period

- Akınısı A.Ş. was established in 1976.
- In 1980, Akfen Construction was founded and awarded a government contract (by İller Bankası).
- In 1988, the construction of the Bursa Orhaneli Central Heating Plant expansion was completed.
- In 1989, the apron expansion and miscellaneous works construction at Antalya Airport were completed.
- In 1990, the renovation of the Antalya Airport Terminal Building and the construction of additional axes were completed.

1997-2008

The Concession Acquisition Period / Growth Period

1997-2007 Concessions:

- TAV Airports was established.
- The Build-Operate-Transfer (BOT) agreements for Istanbul Airport and Ankara Esenboğa Airport were signed.
- The concession for Kuşadası Cruise Port was awarded, and the sale of Akfen's shares was completed a year later.

2005-2008 Expansion:

- The concession for Mersin Port was secured.
- A partnership agreement was signed with Accor for Turkey.
- The Istanbul Airport agreement was renewed, and TAV Airports underwent an IPO.
- The TüvTürk tender was won, and station constructions were completed.
- The concession agreement for Güllük was signed.
- Hydropower plant (HPP) licenses were acquired.

2008-2014

Anchoring Period in Capital and Debt Markets

- Akfen Holding's primary and secondary public offerings were completed on the Istanbul Stock Exchange (ISE).
- Corporate bond issuance was carried out.
- Akfen REIT's public offering was executed
- Akfen's shares in TüvTürk were sold.
- Istanbul Sea Buses (İDO) was acquired.
- Sale of TAV and HPPs.
- MIP issued Eurobonds.
- Refinancing of hydropower plants (HPPs).
- Public-Private Partnership (PPP) hospital projects: Isparta, Eskişehir, and Tekirdağ.
- İncek Loft Project.
- Hacettepe University student dormitory project.
- New renewable energy projects.

2015-2018

Restructuring & Financial Discipline and Value Creation Period

- Refinancing of Akfen REIT.
- Restructuring: Shares in Akfen Construction were sold, and shares in energy assets were acquired
- Akfen Holding: Delisted from the stock exchange in May 2016, initiated the demerger process in June 2016, and completed the demerger process in February 2017.
- In July 2016, EBRD and IFC became partners in Akfen Renewable Energy.
- Akfen Construction launched the Bulvar Loft project in 2016.
- The Isparta City Hospital became operational in March 2017.
- Investment in a copper mine began in 2017, with production starting in March 2019.
- In July 2017, the remaining TAV shares were sold to ADP for USD 160 mn.
- In October 2017, 40% of MIP was sold to IFM Investors for USD 869 mn.
- In February 2018, Akfen Holding merged with Akfen Engineering.
- In March 2018, IBS was transferred to Akfen Holding.
- In May 2018, Akfen Holding acquired 48.81% of Akfen Construction.
- In August 2018, Akfen Infrastructure Holding became the 99.36% shareholder of Akfen Holding.
- The Eskişehir Hospital became operational in October 2018.

2019-2021

Resource & Risk Management Period

- In May 2019, the remaining 21.68% stake in TAV Investment was sold.
- In August 2019, the Dilovası BOT shares were transferred to the Dilovası Organized Industrial Zone.
- In March 2020, 17% of IBS was transferred to DASSAV Inc.
- In October 2020, the ownership stake in İDO increased to 50%.
- The Tekirdağ City Hospital became operational in November 2020.
- The sale of the remaining 20% stake in IBS was completed in January 2021.
- In February 2021, Akfen REIT acquired Bodrum Loft and the dormitories in Isparta and Kütahya.
- In March 2021, Akfen Energy Production merged with Akfen Holding.
- In April 2021, Akfen Güllük was sold.
- In November 2021, Akfen Infrastructure Holding merged with Akfen Holding.

2022-2025

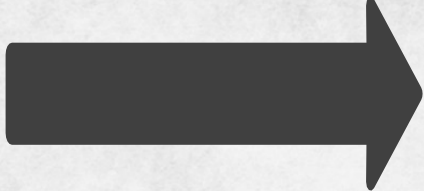
Corporate Action Period

- Jul.22 The Group's 4.5% stake in Acacia was transferred to Bacacı International.
- Nov.22 A secondary offering of 10% of Akfen GYO shares was carried out by Akfen Holding.
- Nov.22 The contract for the renovation and reconstruction tender of the Sister of Mercy Hospital in Zagreb, Croatia, which was awarded under a partnership of Akfen (60%) and Dost İnşaat (40%), was signed.
- Dec.22 The Bodrum Yalıkavak Loft project of Akfen İnşaat commenced.
- Jan.23 Akfen Holding became the 100% owner of Akfen Ç&Su.
- Jan.23 The transfer of all shares (33%) of EBRD & IFC in Akfen Renewable Energy to Akfen Holding was completed.
- On January 2, 2023, the Company transferred 50% of its wholly owned subsidiary BİZ Madencilik A.Ş. (formerly BISS Savunma Sanayi A.Ş.) to İlbak Madencilik San. ve Tic. A.Ş., and Biz Madencilik, which was a subsidiary of the Company as of December 31, 2022, became a joint venture as of June 30, 2023.
- Mar.23 The IPO of 33.5% of Akfen Renewable Energy was completed.
- Mar.23 Akfen Holding's stake in Acacia became 45.5%.
- The joint ventures in which Akfen İnşaat participated won the tenders opened by the Ministry of Health for the construction of the 600-bed İskenderun State Hospital, the 600-bed Amasya State Hospital, and the Emergency Hospitals in Hatay Altınözü, Erzincan, and Payas districts.
- Nov.23 Mersin International Port issued a Eurobond.
- Nov.23 Akfen Holding's stake in Acacia became 42.5%.
- Dec.23 The Capital Markets Board approved Akfen GYO's 200% rights issue.
- The issuance certificate for lease certificates (sukuk) based on a management contract, up to TRY 500,000,000, to be issued domestically with Akfen İnşaat as the fund user, was approved by the Capital Markets Board.
- The issuance certificate for bonds/financing bills up to a nominal amount of TRY 1 billion by Akfen İnşaat was approved by the Capital Markets Board.
- Jan.24 Akfen GYO completed the sale process of the Merit Park hotel in Kyrenia, Cyprus, for approximately USD 74 million.
- May.24 A share transfer agreement was signed regarding all shares of Dost İnşaat in the joint ventures—except for a 0.01% stake—between Akfen İnşaat – Dost İnşaat Ordinary Partnership (Amasya State Hospital Construction) and Akfen İnşaat Turizm ve Ticaret A.Ş. with Dost İnşaat ve Proje Yönetimi A.Ş., and Akfen İnşaat's share in these companies increased to 99.99%.
- Sep.24 Akfen Holding sold a 4.25% stake in Acacia Maden.
- Oct.24 Akfen İnşaat issued bonds amounting to TRY 300 million.
- Nov.24 Akfen International sold 31.32% of its shares in Akfen GYO to Akfen Holding.
- Nov.24 A private capital increase of TRY 3.15 billion was carried out in Akfen Renewable Energy (to Akfen International).
- Dec.24 The provisional acceptance process of Hatay Emergency Hospitals was completed.
- An application was made for the merger of Akfen Karaköy, which merged with Akfen Güney, with Akfen GYO.
- Dec.24 The USD 215 million refinancing of Akfen Renewable Energy was completed.
- Jan.25 The IPO of 10.5% of Akfen İnşaat was completed and its shares started trading on the stock exchange.
- May.25 The Terminal Kadıköy project under Akfen GYO became operational.
- May.25 The first phase of the EMH II Project was commissioned on May 29, 2025, and with a total investment of USD 446 million, it is targeted to reach a capacity of 3.6 million TEU upon completion of the second phase.
- Jun.25 Akfen İnşaat acquired a 20% stake in Fountains at Westside LLC, which owns a 25.72-acre property in Florida, for USD 3.18 million using IPO proceeds.
- Jul.25 The issuance certificate for debt instruments up to TRY 3 billion by Akfen Holding was approved by the Capital Markets Board on July 3, 2025, and no issuance has yet been made under this program.
- Dec.25 All 6 hybrid SPP projects with a total installed capacity of 85.3 MW and 4 WPP capacity increase projects with a total installed capacity of 102.2 MW of Akfen Renewable Energy were commissioned. With these investments, the Company reached a total installed capacity of 887 MW as of December 26, 2025.
- Dec.25 The real estate located in Kocaeli, Gebze Balçık Neighborhood, with a size of 141,007.78 m², was included in the REIT portfolio for TRY 1,391.247 million.
- Dec.25 The IPO size of Akfen İnşaat was realized as TRY 2,586 million (USD 73 million). As of December 22, 2025, shares with a nominal value of TRY 6 million were repurchased and the program was completed.
- Dec.25 Akfen Renewable Energy repurchased a total of 14 million shares under the share buyback program, and the program was completed upon reaching the maximum number of shares determined.

* As of 16 May 2012, TAV Airports and TAV Construction deals were finalized.

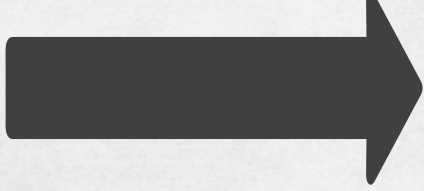
** In November 2012, 40% of Karasular Enerji was sold to Aquila Group and in June 2013 the remaining 60% was sold to the same group.

Sustainable, predictable, and long-term cash flow-focused monopolistic concessions.

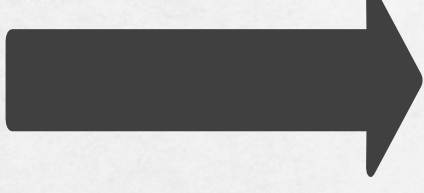


- MIP: 36-year concession for Mersin Port.
- Akfen Renewable Energy: Minimum price guarantees of USD 7.3 cents/kWh (hydro/wind) and USD 13.3 cents/kWh (solar).
- IDO: Strong market entry barriers.
- Akfen REIT: Profit-sharing with downside risk protection.
- Akfen Construction: Guaranteed revenue streams in hospital PPP projects.
- Acacia: The largest open-pit copper mine in Turkey with off-take agreement.

Global business partners with strategic knowhow

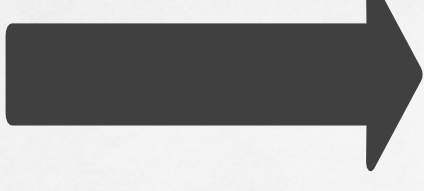



Efficient asset and company management



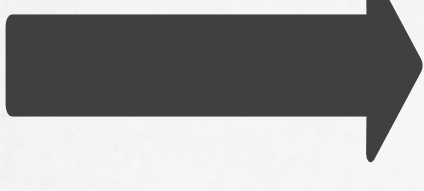
- MIP: 10% stake – strong management rights
- Akfen Renewable Energy: 56.4% stake (free float: 28.4%)
- IDO: 50% stake – joint control
- Akfen REIT: 45.27% stake (free float: 45%)
- Acacia Mining: 38.3% stake – joint control
- Akfen Construction: 89.5% stake (free float: 10.5%)

Effective utilization of advanced financing instruments



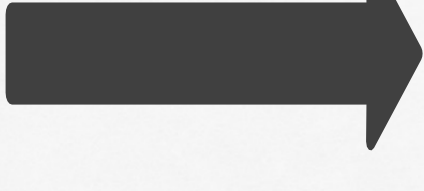
- Corporate bonds at the holding level and Eurobonds at the asset level
- Asset-based non-recourse project financing

Strong exit capability



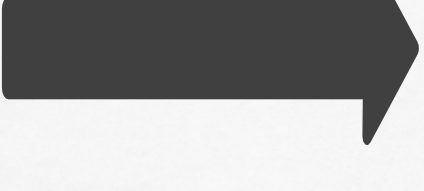
- Track record of pre-IPO, initial public offering (IPO), secondary public offering, private placement, partial sales, and full divestments.

Rapid decision-making and execution

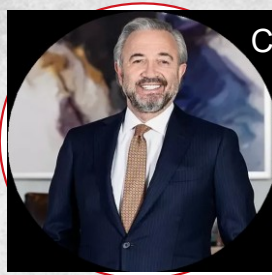


- The senior management team, which has worked together for many years, ensures agility.

Sustainable and socially responsible stakeholder policy



- The first holding company in Turkey to sign the United Nations Global Compact (July 2002).
- Corporate Social Responsibility: Through our foundation, TİKAV, we support education and construct public schools. We also contribute to initiatives such as The Duke of Edinburgh's International Award Turkey and the LSE Contemporary Turkish Studies Chair.
- Akfen Renewable Energy: Ranked 29th out of 1,626 companies in the European and Asian markets with an overall score of 70 in the Sustainability Report published by Moody's ESG Solutions (October 2022).
- Our 2024 CDP (Carbon Disclosure Project) Results: Akfen Holding: Scored B in the Climate Change category and B- in the Water Security category, Akfen Renewable Energy: Scored B in the Climate Change category, Akfen REIT: Scored B in the Climate Change category, Akfen Construction: Scored B in the Climate Change category



Chairman

Hamdi Akın

Hamdi Akın founded Akfen Holding in 1976, a company active in the construction, tourism, trade, and services sectors. In addition to his role as Chairman of the Board of Akfen Holding, Akın also serves as Chairman of the Board for companies such as Mersin International Port, Akfen Renewable Energy, and others. Akın has extended his dynamism and hard work from the business world into the voluntary sector and civil society organizations, founding and managing many associations, foundations, and chambers of commerce.

Hamdi Akın, who has brought his dynamism and efforts from the business world into civil society organizations by serving as a founder and manager in various voluntary institutions such as associations, foundations, and professional chambers, has held positions such as Vice President of Fenerbahçe Sports Club, Chairman of the Representative Board of the Ankara Region of MESS (Turkish Metal Industrialists' Union), Chairman of the Board of Directors of TÜGİAD (Turkish Young Businessmen's Association), Member of the Board of Directors of TİSK (Turkish Confederation of Employer Associations), Member of the Board of Directors of TÜSİAD (Turkish Industrialists and Businessmen's Association), and Chairman of the Information Society & New Technologies Commission. Since 2011, he has been serving as a Member of the Board of Directors of Deniz Temiz Association/TURMEPA.



Vice Chairman/CEO

Selim Akın

Selim Akın served as President of the Turkish Society at Surrey University in 2005-2006 and is a member of the Turkish Young Businessmen's Association (TÜGİAD). He is also a Member of the Executive Board of the DEIK Turkish-Russian Business Council and the DEIK Turkish-Iraqi Business Council.

Selim Akın began his career at Akfen Holding in the Accounting Department, later working in the Project Development and Finance Departments. Currently, Selim Akın serves as the Chairman of the Board of Directors of Akfen Infrastructure Holding and Akfen Construction and Tourism Inc., as well as the Vice Chairman of the Board of Directors of Akfen Holding. He also holds the position of CEO at Akfen Holding.



Board Member

Pelin Akın Özalp

Pelin Akın Özalp began her professional career at Deutsche Bank in Madrid, working in the Strategy division of the Finance Department, and was later accepted into the Management Trainee Program at TAV Airports. She currently serves as a Board Member of Akfen Holding, Akfen REIT, and IBS Insurance Reinsurance Brokerage. Akın is also involved in various working groups within the DEIK Spanish and British Business Councils and holds positions as a Member of the Board of Trustees and Board Member at TIKAV. Additionally, she is the Deputy Chair of the Duke of Edinburgh International Award Turkey Program and the Chair of the Advisory Board for the Contemporary Turkey Studies Chair at the London School of Economics. Moreover, Akın is a member of several organizations, including TÜSİAD, TIKAD, TÜRKONFED, YPO, the B-20 Infrastructure and Investments Committee, the TOBB Young Entrepreneurs Advisory Board, and the World Economic Forum's Global Shapers. In 2015, she was elected as an Alternate Member of the Board of Directors of TÜSİAD and became a Board Member of TÜRKONFED, PODEM, and TAİDER.

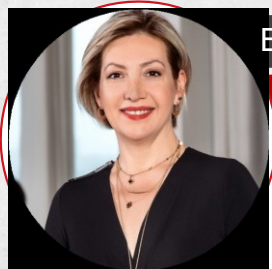


Executive Member

İrfan Erciyas

İrfan Erciyas served as Deputy General Manager from 1996 to 2002 and as General Manager from 2002 to 2003 at Türkiye Vakıflar Bankası. In 2003, he joined Akfen Holding as Vice Chairman of the Board.

Since March 2010, İrfan Erciyas has been serving as an Executive Member of Akfen Holding and holds Chairman, Vice Chairman, and Board Member positions at many of Akfen Holding's subsidiaries and affiliated companies..



Board Member

Sıla Cılız İnanç

Sıla Cılız İnanç graduated from the Faculty of Law at Marmara University in 1995. After completing her legal internship in 1996, she began working at Akfen Holding in 1997. She has worked in areas including Public-Private Partnerships (PPP) in Turkey, mergers and acquisitions, construction, energy, and competition law. She has actively participated in the secondary legislation work for the Public Procurement Law.

She has been involved in all stages of build-operate-transfer projects, rights/concession transfers, and privatization practices, including tenders and transfers, and has contributed to the structuring of financing for projects, loan agreements, and the IPO processes of Akfen Holding Inc. and Akfen REIT Inc., as well as compliance with the Capital Markets Board (SPK) regulations. Sıla Cılız İnanç is a Board Member of Akfen Holding Inc. and continues to hold Board Memberships in various Akfen Holding subsidiaries.



Advisor to the Board

Kayrıl Karabeyoğlu

Kayrıl Karabeyoğlu graduated from the Department of Civil Engineering at Middle East Technical University (METU) in 1998. Between 1998 and 2001, he completed a double master's degree in Finance and Information Systems at the Lubin School of Business in New York. Karabeyoğlu started his career at Standard & Poor's New York Office between 2001 and 2004 and continued his career at Garanti Bank in the Project Finance Department from 2004 to 2006. From 2006 to 2010, he served as a Director at SU Private Equity Management and as the Country Manager for Turkey at Advent International from 2010 to 2013. Following that, between 2013 and 2018, Karabeyoğlu served as the CEO of Doğuş SK Venture Capital Investment Company and also held Board Memberships at Radore Data Center and Endeavor Advisory Board.

Karabeyoğlu has authored three articles published in international journals, titled "LBO and Credit Risk – The Relationship Between LBO Transaction Volumes and Credit Performance," "Leverage and Dividends – Private Equity Fund Balance Sheet Restructuring Strategies," and "Credit Quality of Derivative Market Players' Portfolios." From 2018 to 2022, Karabeyoğlu served as the General Manager of Akfen Renewable Energy. As of 2023, he holds the position of Board Advisor at Akfen Holding.



Board of Directors

5 Members

Executive Member of the Board

Irfan Erciyas

CEO

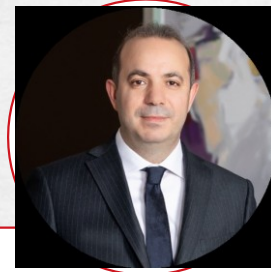
Selim Akın



D.GM.(Finance&HR / CFO)

Gülbin Uzuner Bekit

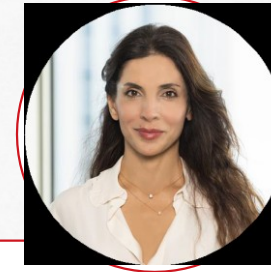
Gülbin Uzuner Bekit has been with Akfen Holding since 1998 and currently serves as the Deputy General Manager of Finance and CFO. She manages the project financing, management, and refinancing of many investments within Akfen Holding and its subsidiaries, along with overseeing share purchase and sale processes and associated financing. Uzuner Bekit is responsible for asset and debt management in both national and international markets, as well as for IPOs, bond issues, convertible bonds, eurobond issuances, privatizations, and corporate restructuring processes. During her tenure, she has successfully completed a total of TRY 2.05 bn in bond issuances, including TRY 1.88 bn in bonds and TRY 170 mn in Turkey's first convertible bond issuance, USD 1.65 bn in eurobond issuances, USD 2.5 bn in project financing, USD 1.7 bn in share sales, and USD 530 mn in IPOs, along with various refinancings for different projects.



D.GM.(Accounting&Budgeting)

Gündoğlan Durak

After graduating from Hacettepe University Faculty of Economics and Administrative Sciences in 2001, Durak started his career as an Assistant Accounting Expert in the Ministry of Finance. He was Accounting Expert and Special Advisor of the Minister of Finance (2005- 2008) and Group Manager of the Tax Administration Department of Ankara (2008-2009). He completed the Finance master program at the University of Illinois (2010-2011), and was appointed Chief Tax Inspector in 2012. He joined Deloitte Turkey in 2013 and worked until August 2017 as Chartered Accountant, Director, and Partner at the Tax Department. Durak has CPA title, and also CMA and CGMA certifications. He is currently Assistant General Manager - Financial Affairs at Akfen Holding. In addition, Durak serves as the Chairman of the Board at Acacia Mining and as the Board Member at Akfen REIT.



D.GM. (Business Development)

Tuba Şahanoğlu

Tuba Sahanoglu received her Bachelor of Arts degree in Banking & Finance from Bilkent University in 1996 and holds an MA degree in European Business from EHSAL European University College, Belgium. Ms. Sahanoglu started her professional career as a financial analyst at Alternatifbank in 1996 and accomplished a significant expertise in treasury banking at TAIB Investment Bank and Turkish Eximbank between 1998-2006 serving as senior dealer at different trading desks. She joined Akfen Holding in 2007. Since then, she has been involved in numerous corporate actions in both equity and debt capital markets including M&A transactions, IPOs, SPOs, rights' issues, private placements, delisting, bond issues and acquisition financing across different sectors and verticals. She also covers venture capital investments in emerging technologies of the group. She is currently serving as Deputy General Manager responsible for in-house M&A and Business Development at Akfen Holding.



D.GM. (Public Relations)

Kürşat Tezkan

After holding several managerial positions, Tezkan, worked as Deputy General Manager at Kusadasi Port Ege Port Operations, General Manager at Akfen Tourism Investment, Director at Tuv-Turk Vehicle Inspection Stations, and Coordinator for Public and Business Development at Akfen Holding. He led the tendering, feasibility, and takeover processes of significant privatization projects like Kusadasi Port, Vehicle Inspection Stations, and Mersin Port. From 2007 to 2012, as part of the privatization of Mersin Port, he served as the Deputy General Manager responsible for the takeover, restructuring, business development, and institutional relations of Mersin Port. Between 2012 and 2015, he served as the Coordinator of Public Relations at Akfen Holding and as the General Manager of Akfen Water. From 2015 to 2023, he held the position of Deputy General Manager responsible for business development and permits at Akfen Renewable Energy. He has been a board member of the Turkish Port Operators Association and the Foreign Economic Relations Board (DEIK) business councils. He also continues to serve as a board member for the Energy Investors Association and the Hydrogen Producers Association.



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