TCMA

TURKISH CAPITAL MARKETS 2025 ANNUAL REVIEW

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TCMA RESEARCH

Ekin Fıkırkoca-Asena

Deniz Kahraman

Mert Dede

research@tspb.org.tr

www.tspb.org.tr

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FINANCIAL MARKETS OUTLOOK

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New tariffs introduced by the U.S. administration during 2025, together with broader protectionist trade policies, increased concerns over the global growth and trade, leading to heightened in financial market volatility.

Uncertainty surrounding trade policies weighed on investors' risk appetite, particularly during the first quarter, when concerns over trade restrictions and slowing global growth were at their peak, while geopolitical developments and concerns over global economic activity also affected market sentiment. Nevertheless, improving inflation prospects, the gradual monetary easing initiated by major central banks, and the recovery in global risk appetite contributed a more favourable market environment during the latter part of the year.

In particular, the European Central Bank's interest rate cuts in the first half of the year and the rate cuts by the Federal Reserve in the final months of the year helped improve global financial conditions.

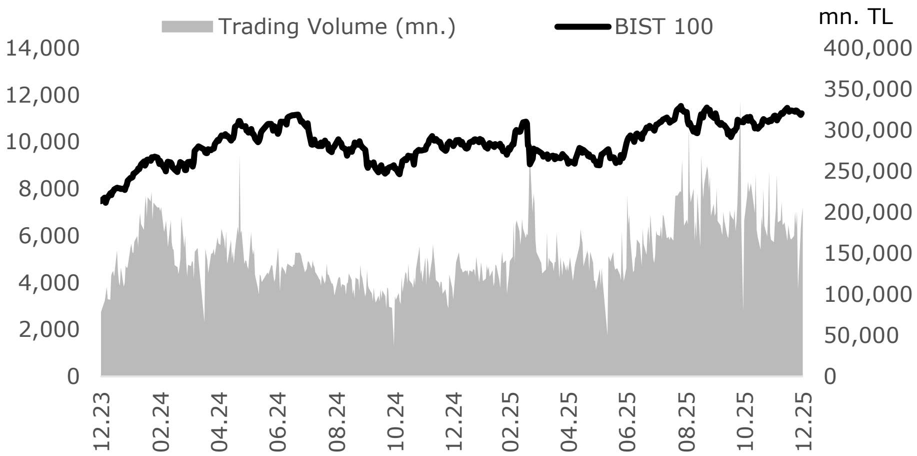
As a result, global equity markets posted a strong performance despite persistent trade policy uncertainties. Supported by the gradual monetary easing implemented by major central banks, the relatively weaker USD against emerging market currencies, improving global risk appetite, and continued strong investment in artificial intelligence-driven technology companies, the MSCI ACWI (All Country World Index) gained 22.9% in USD terms during 2025. Emerging markets outperformed developed markets, with the MSCI Emerging Markets Index returning 34.4%, helped by improved financial conditions and stronger capital inflows. In this environment, the total market capitalization of listed companies worldwide increased by 18% to USD 151 trillion, while global equity trading volume rose by 35% to USD 302 trillion.

Primary equity markets also recorded stronger activity during 2025. Supported by improving financial conditions, global IPO markets gained further momentum. According to the Ernst & Young Global IPO Trends 2025 report, a total of 1,331 companies went public worldwide during the year, raising USD 177 billion. Compared to the previous year, the number of IPOs increased by approximately 7%, while total IPO proceeds rose by 44%.Strong investor demand for artificial intelligence-driven businesses continued to support Technology, Media and Telecommunications (TMT) companies, which represented approximately 21% of total global IPO proceeds in 2025.While global equity markets performed strongly in 2025, Türkiye's capital markets presented a more cautious outlook, mainly reflecting the high real interest rate environment, the disinflation process, political developments, and the impact of inflation accounting on listed companies' profitability.

The BIST-100 Index remained volatile throughout the first quarter. Domestic political developments in March increased uncertainty and temporarily weakened investor sentiment.

The Central Bank of the Republic of Türkiye (CBRT) continued the monetary easing cycle initiated in December 2024 and lowered the policy rate to 42.5% in March 2025. However, following heightened volatility in financial markets during March, the CBRT tightened its monetary policy stance and raised the policy rate to 46% in April. Benchmark government bond rates, which remained in the 35-37% range during the first months of the year, increased to as high as 46% following the market volatility experienced in March. Following the March volatility, disinflation became more pronounced later in the year, allowing the easing cycle to resume during the second half. As monetary conditions eased and inflation continued to decline, financial markets gradually stabilized. Following policy rate cuts in July, September, October and December, the policy rate declined to 38% by the end of 2025.

Figure 1: Equity Market



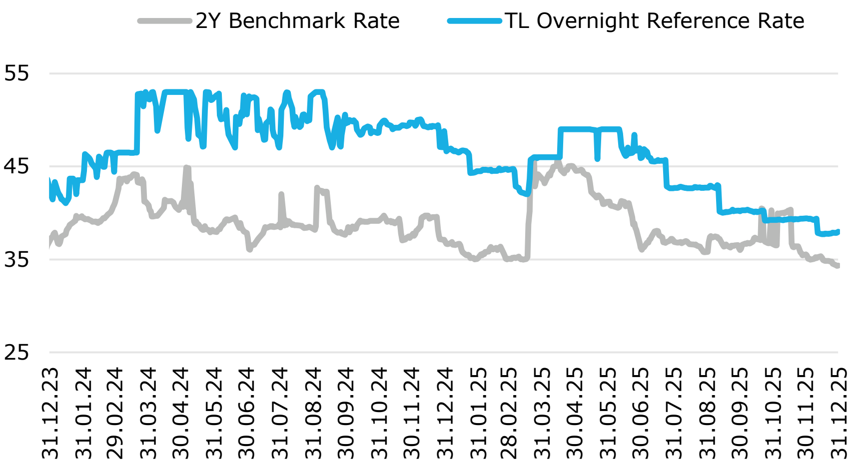
Source: Borsa Istanbul

After the measures taken by the Central Bank and the subsequent stabilization in financial markets, bond yields followed a volatile path throughout 2025. The two-year benchmark government bond yield, which had risen from around 36% at the beginning of the year to nearly 45% in March, declined to approximately 36% during the third quarter, supported by front-loaded monetary tightening and the maintenance of a tight monetary policy stance. However, bond yields increased again towards the end of October, approaching 40%, as deteriorating inflation expectations and concerns over the U.S. fiscal outlook pushed global bond risk premiums higher.As international financial conditions gradually stabilized during the remainder of the year, bond yields resumed their downward trend, with the two-year benchmark yield ending 2025 at around 34%. Accordingly, while the bond market was characterized by high volatility during the first half of the year and again in the early part of the fourth quarter, a more stable environment prevailed towards the end of the year.

In the equity market, despite the strong performance of global markets, the high real interest rate environment continued to shape investors' preferences. Nevertheless, foreign investors turned into net buyers after the selling trend observed in the previous year, recording net equity inflows of approximately USD 2.3 billion in 2025. While foreign investor activity remained volatile throughout the year—with notable outflows in late March–early April and early September—these were more than offset by sustained inflows from late April to mid-August and strong purchases towards year-end. Meanwhile, public offerings, which had remained strong in recent years, slowed compared to previous years, reflecting a more selective investment environment. Against this backdrop, the BIST-100 Index gained approximately 15%

in Turkish lira terms during 2025, while it declined by 6% in USD terms due to the depreciation of the Turkish lira. It is important to note that while annual consumer inflation declined from 44.4% at the end of 2024 to 30.9% by the end of 2025, the Turkish lira depreciated by 22% against the USD and 37% against the euro, year-on-year.

Figure 2: Interest Rates (%)



Source: Rasyonet

BROKERAGE COMPANIES 2025/12

Mert Dede – Deniz Kahraman

In this report, we review the operational and financial data of brokerage firms and investment banks whose principal business activity is capital market transactions for 2025 and compare them with those of previous periods. Operational and financial data were obtained from 63 brokerage firms and 1 investment bank. More information on the data sets is available on https://tspb.org.tr/

BROKERAGE ACTIVITIES

While activity in the equity market remained relatively subdued amid weaker investor interest in the year 2025, trading volumes increased significantly across other products, particularly options, fixed income, repo and forex transactions.

Table 1: Trading Volumes (million TRY)

	2024	2025	Change
Equity	**68,616,910**	**86,496,947**	**26.1%**
Brokerage Company	59,747,111	75,172,443	25.8%
Bank	8,869,799	11,324,503	27.7%
Fixed Income	**10,426,229**	**20,625,577**	**97.8%**
Brokerage Company	1,559,456	3,278,665	110.2%
Bank	8,866,773	17,346,912	95.6%
Repo	**372,737,094**	**604,540,974**	**62.2%**
Brokerage Company	108,572,505	182,327,300	67.9%
Bank	264,164,589	422,213,674	59.8%
Futures	**32,698,834**	**48,944,845**	**49.7%**
Brokerage Company	29,982,714	44,822,295	49.5%
Bank	2,716,121	4,122,550	51.8%
Options	**329,159**	**842,458**	**155.9%**
Brokerage Company	277,471	677,844	144.3%
Bank	51,687	164,614	218.5%
Warrants*	**315,417**	**293,538**	**-6.9%**
Forex*	**42,513,003**	**69,723,295**	**64.0%**
Client	24,252,378	39,352,317	62.3%
Liquidity Provider	18,260,625	30,370,978	66.3%

Source: Borsa İstanbul, TCMA

**Authorized only for brokerage companies*

Table 1 presents the double-counted trading volumes of investment institutions. fixed income and repo volumes include both transactions executed on Borsa İstanbul and over-the-counter transactions registered with Borsa İstanbul. Transactions conducted by the Central Bank of the Republic of Türkiye (CBRT) and Takasbank are not included in the table.

EQUITIES

In 2025, 59 brokerage firms and 1 investment bank traded in the local equity market. Equity trading volume increased by only 26% compared to 2024, reaching TRY 86 trillion. Concentration in the market remained high, as the top four institutions, including one investment bank, accounted for 44% of the total market volume. Foreign investors' share in total equity trading volume increased by 7 percentage points compared to the previous year, reaching 33%. According to the Central Bank of the Republic of Türkiye, foreign investors recorded net equity purchases of USD 3.8 billion, adjusted for price and exchange rate effects, in 2025. Meanwhile, the number of domestic individual investors declined from 6.8 million at the end of 2024 to 6.5 million by the end of 2025. Accordingly, their share in total equity trading volume decreased by 6 percentage points to 53%.

Table 5 displays the breakdown of equity trading volume according to brokerage firms' departments. Internet remained the largest trading channel, accounting for 46% of total equity trading volume, followed by Direct Market Access (DMA) with a 24% share. Direct Market Access (DMA) is generally preferred by foreign institutions engaging in high-frequency and algorithmic trading. A total of 13 intermediaries offered this channel to their clients for equity trading in 2025. However, firm-based concentration remained high, with 87% of total DMA equity trading volume generated by only two institutions.

Table 2: Breakdown of Trading Volume by Investors (2025)

	Equity	Fixed Income	Repo	Futures	Options	Warrants	Forex
Number of Brokerage Firms	60	45	48	53	44	50	30
Domestic Investors	**67.0%**	**99.2%**	**96.2%**	**56.6%**	**79.6%**	**86.0%**	**100.0%**
Domestic Individuals	52.8%	1.8%	3.3%	34.8%	38.0%	39.4%	56.5%
Domestic Corporations	6.5%	21.7%	3.1%	8.4%	36.3%	41.6%	43.5%
Domestic Institutional	7.6%	75.7%	89.8%	13.4%	5.3%	5.0%	0.0%
Domestic Investors	**33.0%**	**0.8%**	**3.8%**	**43.4%**	**20.4%**	**14.0%**	**0.0%**
Foreign Individuals	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Foreign Corporations	32.4%	0.8%	0.0%	43.3%	20.3%	14.0%	0.0%
Foreign Institutional	0.4%	0.0%	3.8%	0.0%	0.1%	0.0%	0.0%

Source: TCMA

FIXED INCOME

Both brokerage firms and banks operate in the fixed income market. Including registered transactions, the trading volume in the fixed income market increased by 98% compared to 2024, reaching TRY 20.6 trillion in 2025. During the year, 45 brokerage firms and 49 banks traded in the bond market. Brokerage firms increased their market share in these transactions from 14% in 2024 to 16% in 2025.As illustrated in Table 2, almost all fixed income transactions conducted by the brokerage firms and the investment bank covered by the Association's survey were carried out by domestic investors. Domestic institutional investors accounted for 75.7% of the total trading volume, followed by domestic corporations with a 21.7% share. Including registered transactions, repo trading volume increased by 62% compared to 2024, reaching TRY 605 trillion in 2025. A total of 48 brokerage firms and 49 banks traded in the repo market, while brokerage firms accounted for 30% of the total trading volume. Similar to the fixed income market, almost all repo transactions conducted by the brokerage firms and the investment bank covered by the Association's survey were carried out by domestic investors. Domestic institutional investors accounted for 90% of the total repo trading volume. As shown in Table 5, the high share of the international sales department in both fixed income and repo transactions mainly reflects the trading activities of a single brokerage firm, which executes domestic institutional investors' transactions through this department.

FUTURES

In 2025, 53 brokerage firms and 17 banks traded in the futures market. As shown in Table 1, total futures trading volume increased by 50% compared to 2024, reaching TRY 49 trillion. As illustrated in Table 3, equity and indices remained the largest underlying assets, accounting for 39.3% and 33.4% of the total futures trading volume, respectively.

Brokerage firms and the investment bank covered by the Association's survey accounted for 92% of the total futures trading volume, while the trading activity of the remaining 17 banks was limited. The top two institutions accounted for approximately one-third of the total trading volume. Foreign investors, mainly represented by foreign institutions, accounted for 43% of the total futures trading volume. Meanwhile, domestic individuals generated 35% of the total trading volume (see Table 2).

Table 5 displays the breakdown of futures trading volume according to brokerage firms' departments. The international sales department accounted for 14% of the total trading volume. Part of foreign investors' trading activity was carried out through direct market access (DMA). A total of 6 intermediaries offered this channel to their clients, and DMA accounted for 31% of the total futures trading volume. Meanwhile, the internet channel, mainly preferred by domestic investors, accounted for 26% of the total futures trading volume.

Table 3: Breakdown of Futures Volume

Underlying Asset	2024	2025
Indices	38.4%	33.4%
Currencies	11.2%	12.4%
Equity	42.9%	39.3%
Other	7.5%	15.0%
Total	**100%**	**100%**

Source: Borsa İstanbul

OPTIONS

In 2025, 44 brokerage firms and 7 banks traded in the options market. As shown in Table 1, options trading volume increased by 156% compared to 2024. The top five institutions accounted for 54% of the total options trading volume. As illustrated in Table 4, currencies remained the largest underlying asset, accounting for 62% of the total options trading volume

Table 4: Breakdown of Options Volume

Underlying	2024	2025
Indices	17.4%	15.3%
Currencies	45.6%	62.4%
Equity	31.8%	22.3%
Total	**100%**	**100%**

The institutions covered by the Association's survey generated TRY 842 billion in options trading volume during 2025. As shown in Table 2, domestic individuals accounted for 37% of the total trading volume, followed by domestic corporations with 36% and foreign corporations with 20%. Table 5 displays the breakdown of options trading volume according to brokerage firms' departments. DMA and proprietary trading each accounted for 21% of the total options trading volume, with the high share of DMA mainly reflecting the trading activity of a single institution. Meanwhile, the internet channel accounted for 14% of the total trading volume.

WARRANTS

Only brokerage firms are authorized to execute warrant transactions. In 2025, warrant trading volume declined by 7% compared to the previous year. Similar to previous years, trading activity was mainly generated by domestic corporations.

Market concentration remained high, with approximately 45% of the total warrant trading volume generated by two brokerage firms, both of which were also warrant issuers.

As presented in Table 5, the Internet channel accounted for the largest share of warrant trading volume with 43%, followed by proprietary trading with 30%, mainly reflecting the trading activity of warrant issuers.

FOREX MARKET

Only brokerage firms are authorized to execute leveraged forex transactions. In 2025, the total volume of these transactions increased by 64% compared to 2024, reaching TRY 70 trillion. TRY 39 trillion of this volume reflected transactions with clients, while the remaining volume consisted of transactions executed with liquidity providers for hedging purposes. The forex market remained highly concentrated. In 2025, 30 brokerage firms executed leveraged forex transactions, while 30% of the total trading volume was generated by a single brokerage firm. As presented in Table 5, proprietary trading mainly reflects transactions with liquidity providers. Excluding proprietary trading, 58% of leveraged forex transactions were executed through the internet, while domestic sales accounted for the remaining 42%.

Table 5: Breakdown of Trading Volume by Departments (2025)

	Equity	Fixed Income	Repo	Futures	Options	Warrants	Forex
Domestic Sales	6.2%	40.2%	53.1%	8.9%	17.5%	3.2%	18.5%
Branch, Bank Br., Rep. Office	9.7%	25.7%	26.8%	13.9%	29.8%	27.3%	8.4%
Branches	7.3%	10.2%	4.6%	12.7%	28.6%	2.6%	8.2%
Bank Branches	0.9%	14.5%	22.0%	0.4%	0.5%	0.1%	0.2%
Representative Offices	1.4%	1.0%	0.2%	0.8%	0.6%	24.6%	-
Internet	55.0%	-	-	37.3%	7.9%	32.3%	29.6%
Direct Market Access	24.1%	-	-	29.7%	8.2%	-	-
Call Centre	-	-	0.7%	0.1%	-	-	-
Asset Management	0.2%	-	0.1%	0.3%	-	-	-
Proprietary Trading	1.7%	21.5%	5.1%	5.0%	32.5%	37.2%	43.5%
International Sales	3.1%	12.6%	14.2%	4.9%	4.3%	-	-
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Source: TCMA

CORPORATE FINANCE

This section reviews the corporate finance projects carried out by the institutions covered in this report. In 2025, 34 brokerage firms were engaged in corporate finance activities. While the global IPO market was buoyant in Türkiye, equity initial public offering activity slowed compared to the previous year. The number of company IPOs declined from 22 in 2024 to 16 in 2025, while total IPO proceeds decreased from TRY 58.3 billion to TRY 41.0 billion. On the other hand, 2 investment trusts went public in 2025, raising approximately TRY 2.9 billion. In addition, 3 exchange-traded funds (ETFs) were listed during the year, with total IPO proceeds amounting to TRY 67 million. Meanwhile, companies' demand for financing through the capital markets continued.

Table 6: Equity Offerings and Bond Issuance		
Initial Public Offering	**2024**	**2025**
Number of companies	23	18
IPO size of co.'s (mn TRY)	59,513	43,871
Number of ETFs	-	3
IPO size of ETFs (mn TRY)	-	67
Bond Issuance		
Number of issuances	1,607	1,862
Size (million TRY)	632,228	956,640

Source: Borsa Istanbul

Table 7: Corporate Finance Activities (Completed Projects)	2024	2025
Initial Public Offering	41	23
Secondary Public Offering	0	0
Debt Instruments Issuance	1,204	1,381
M & A / Buy-Side	1	3
M & A / Sell-Side	5	3
Private Equity	0	
Other Financing	1	1
Capital Increases	36	18
Dividend Distribution	45	51
Privatization/Buy-Side	1	0
Privatization/Sell-Side	1	1
Other Consultancy	50	68
Total	**1,385**	**1,549**

Source: TCMA

According to the data compiled by the Association, corporate finance activities of investment institutions increased in 2025. A total of 1,549 corporate finance projects were completed during the year, representing a 12% increase compared to the previous year. Debt instruments issuance continued to account for the largest share of completed projects, with 1,381 transactions. In addition, investment institutions completed 3 M&A / buy-side and 3 M&A sell-side advisory projects, as well as 1 privatization / sell-side advisory project during the year.

While the number of initial public offering projects declined from 41 in 2024 to 23 in 2025

Debt instruments issuance projects increased from 1,204 to 1,381. Similarly, other consultancy projects and dividend distribution projects increased compared to the previous year, whereas capital increases declined from 36 to 18. The differences between the figures presented in Table 6 and Table 7 mainly arise because Table 6 also includes bond issuances carried out by banks, whereas Table 7 covers only projects completed by brokerage firms. In addition, differences resulting from co-lead mandates also affect the reported figures.

ASSET MANAGEMENT

In Türkiye, brokerage firms may provide discretionary asset management services in addition to their brokerage activities. As of end 2025, 17 brokerage firms provided asset management services to 3,690 individual and corporate investors. However, while evaluating the number of investors, it should be noted that some investors may have accounts with more than one institution.

The portfolio size managed by brokerage firms increased by 65% compared to the end of 2024, reaching TRY 50 billion by the end of 2025.

Table 8: Asset Management by Brokerage Companies	2024	2025
Number of Investors	**3,074**	**3,690**
Corporates	156	177
Individuals	2,918	3,563
Portfolio Size (TRY mn.)	**30,417**	**50,083**
Corporates	11,797	26,091
Individuals	18,619	23,992

Source: TCMA

MARGIN TRADING

Brokerage firms may extend margin loans to their clients solely for the purchase of equities.

As of the end of 2025, the number of investors using margin loans remained almost unchanged at 44 thousand compared to the end of 2024, while the outstanding margin loan balance increased by 75% to TRY 110 billion. During the year, 54 brokerage firms had clients using margin loans.

The top three brokerage firms accounted for 37% of the total outstanding margin loan balance. The average outstanding margin loan balance per investor varied considerably across brokerage firms, ranging from TRY 69 thousand to TRY 27 million.

While evaluating margin loan statistics, it should be noted that an investor may have accounts with more than one brokerage firm. In addition, the data do not include margin loans provided through banks by brokerage firms.

Table 9: Margin Trading

	2024	2025
Loan Size (million TRY)	62,656	109,929
No. of Investors	43,576	44,165
Average Loan/Investor (TRY)	1,437,861	2,489,047

Source: TCMA

BRANCH NETWORK

Brokerage firms provide services to investors through their headquarters, branches, representative offices and bank branches. The investment bank covered by the Association's survey does not have any offices other than its headquarters. As of the end of 2025, 46 institutions had offices outside their headquarters. The majority of these offices consisted of bank branches providing order transmission services. While bank-owned brokerage firms use their group banks' branches for order transmission, four independent brokerage firms had intermediation agreements with various banks for order transmission.

The role of offices outside headquarters in trading activity varies across markets. These offices accounted for a significant share of the trading volume, particularly in fixed income, repo and options markets. Nevertheless, in practice, bank branches and representative offices are primarily involved in customer acquisition rather than trading activities.

Table 10: Branch Network

	2024	2025
Branches	390	378
Representative Offices	141	119
Bank Branches	9,203	8,906
Total	**9,734**	**9,403**

Source: TCMA

EMPLOYEES

The total number of employees in the sector declined slightly to 8,001 in 2025. The decrease was mainly attributable to the lower number of employees working in branches, bank branches and representative offices.

The average number of employees per institution was 125, while the number of employees ranged from 4 at Delta Securities to 654 at GCM Investment.

Table 11: Number of Employees		
	2024	2025
Female	3,588	3,515
Male	4,487	4,486
Total	**8,075**	**8,001**

Source: TCMA

As illustrated in Table 12, more than half of the employees worked in Branches, Bank Branches and Representative Offices, and Domestic Sales departments. Together, these departments accounted for 54% of total employment.

Research departments were available at 54 institutions, with the number of employees ranging from 1 to 18. Corporate Finance departments operated at 42 institutions, while the top five institutions accounted for approximately 31% of total employment in these department. Table 12 also presents the distribution of employees by department together with the share of female employees. Human Resources had the highest proportion of female employees at 74%, followed by Representative Offices with 61%. The share of female employees was 22% in Research departments and 35% in Corporate Finance departments.

Extensive data on the age, gender, experience and educational background of brokerage companies' employees are available at www.tspb.org.tr.

Table 12: Brokerage Companies' Employees						
	Total Number of Employees				Avg. No. of Employees	
	2024	Women%	2025	Women%	2024	2025
Branch, Bank Br., Rep. Office	2,918	48%	2,718	48%	5.5	5.5
Branches	1,904	42%	1,776	41%	4.9	4.7
Bank Branches	6	17%	9	44%	.	.
Representative Offices	1,008	60%	933	61%	7.1	7.8
Domestic Sales	1,580	48%	1,619	48%	29.8	29.4
Broker	67	25%	72	31%	1.7	2.0
Dealer	146	40%	147	40%	5.6	6.7
International Sales	198	36%	217	36%	5.7	7.0
Treasury	179	39%	218	33%	4.5	5.1
Portfolio Management	57	21%	40	18%	2.6	2.4
Corporate Finance	222	37%	202	35%	5.0	4.8
Research	255	23%	276	22%	4.8	5.1
Financial & Admin. Affairs	930	47%	957	48%	14.3	15.0
Internal Audit	301	44%	315	45%	4.6	4.9
Human Resources	165	79%	156	74%	4.2	4.0
IT	455	18%	448	17%	7.8	8.0
Other	602	44%	616	44%	11.4	11.0
Total	**8,075**	**44%**	**8,001**	**44%**	**124.2**	**125.0**

Source: TCMA

FINANCIALS

According to the Capital Markets Board's Decision No. 81/1820 dated 28 December 2023, issuers and capital market institutions subject to the Board's financial reporting regulations are required to apply inflation accounting in accordance with TAS 29 (Turkish Accounting Standards for Financial Reporting in Hyperinflationary Economies), starting with their annual financial reports for the accounting periods ending on 31 December 2023. However, the financial data of an investment bank whose principal field of activity is capital market transactions were available only on an unadjusted basis, as the bank is not required to publish inflation-adjusted financial statements. The Association has therefore also compiled the financial data of brokerage firms based on records not adjusted for inflation. Accordingly, the financial data in this section are presented in both formats.

In addition to the financial statements released to the public, TCMA compiles additional data from brokerage companies for analysis purposes. There may be minuscule differences in the aggregate values of data obtained from public sources and the data compiled proprietarily by TCMA. This analysis focuses on the latter it provides more standardized and clear information on the brokerage companies.

As illustrated in Table 13, the total assets of investment institutions, on an unadjusted-for-inflation basis, increased by 118% compared with the end of the previous year and exceeded TRY 632 billion in 2025, mainly driven by the rise in short-term trade receivables.

Table 13: Balance Sheet (TRY million)

	2024	2025	2025 (TAS 29)
Current Assets	**274,041**	**605,323**	**603,599**
Cash and Cash Equivalents	69,924	98,695	97,447
Financial Assets (Short-term)	40,626	167,851	171,698
Trade Receivables (Short-term)	151,952	277,548	276,702
Others	11,539	61,229	57,752
Non-Current Assets	**15,529**	**27,165**	**38,156**
Financial Assets (Long-term)	3,665	9,849	16,867
Others	11,864	17,316	21,289
TOTAL ASSETS	**289,570**	**632,488**	**641,756**
Short-Term Liabilities	**171,942**	**425,325**	**424,835**
Financial Liabilities (Short-term)	60,990	137,069	137,093
Trade Payables (Short-term)	100,428	262,870	263,203
Others	10,525	25,387	24,539
Long-Term Liabilities	**2,513**	**14,116**	**14,445**
Equity	**115,115**	**193,047**	**202,476**
Paid-in Capital	15,156	23,694	23,644
Buyback Shares	-195	-9,151	-9,399
Adjustments on Equity	1,589	-973	60,958
Shares Premiums/Discounts	1,476	601	1,737
Non-Classified to Profit or Loss	1,309	2,573	612
Income or Expenses Classified to P/L	4,751	9,446	22,270
Retained Profit/Loss	42,350	72,138	36,514
Net Profit/Loss	48,679	94,719	66,140
TOTAL LIABILITIES	**289,570**	**632,488**	**641,756**

Source: TCMA

A detailed analysis of short-term trade receivables shows that receivables from clearing and custody centre increased by 57% to TRY 88 billion in 2025. During the same period, while the outstanding balance of margin loans extended to customers rose by 75%, receivables from margin trading customers increased by 74% to TRY 109 billion. Meanwhile, receivables from customers, which represent amounts arising from transactions carried out in the markets, increased by 88% compared with the end of 2024 and approached TRY 45 billion as of December 2025. It is noteworthy that almost the entire increase in receivables from customers was attributable to a single institution.

On the liabilities side, short-term trade payables increased by 162% over the same period and exceeded TRY 263 billion, reflecting the rise in payables to customers and to clearing and custody centre.

The industry has a liquid asset structure, with current assets accounting for 96% of total assets based on figures unadjusted for inflation. Cash and cash equivalents amounted to TRY 99 billion, representing 19% of total assets, while short-term trade receivables accounted for 36%. Financial investments increased by 313% compared with the end of 2024, reaching TRY 168 billion at the end of 2025 and accounting for 27% of total assets. It is noteworthy that TRY 40 billion of the increase in financial investments was attributable to a single institution's higher equity holdings.

When cash and cash equivalents and short-term financial investments are considered together, other assets accounted for 32% of brokerage firms' TRY 242 billion short-term portfolios, as illustrated in Table 14. Of the approximately TRY 79 billion in other assets, TRY 19 billion consisted of investment fund holdings of two brokerage firms, while TRY 39 billion arose from the classification of deposits with maturities longer than three months by a single brokerage firm.

In 2025, brokerage firms' equity investments increased by 423% and approached TRY 70 billion, as a limited number of institutions expanded their positions despite the moderate performance of Borsa İstanbul. Of the TRY 56 billion increase, TRY 46 billion was attributable to a single brokerage firm.

At the end of 2025, the outstanding balance of bank loans increased by 172% to more than TRY 36 billion, mainly driven by a combined TRY 17 billion increase in the bank borrowings of two brokerage firms. During the same period, funds raised by brokerage firms through debt instrument issuances rose by 174% to over TRY 50 billion. As of year-end 2025, the number of institutions issuing debt instruments increased by three compared with the end of 2024, reaching 20.

A significant portion of the funds obtained through bank borrowings, as well as some of the proceeds from debt instrument issuances, was invested primarily in deposits, money market funds and investment funds reported under cash and cash equivalents.

Table 14: Short-Term Assets (TRY million)

Financial Instruments	2024	2025	2025 (TAS 29)
Repo and Deposits	53,016	73,810	74,977
Public Bonds & Bills	1,532	6,702	6,598
Corporate Bonds & Bills	5,919	13,150	13,910
Equities	13,267	69,396	71,813
Other	19,908	78,603	79,375
Total	**93,643**	**241,661**	**246,675**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Based on figures unadjusted for inflation, the total equity of investment institutions reached TRY 193 billion as of December 2025, increasing by TRY 78 billion compared with the end of 2024, mainly due to the rise in retained earnings and profit for the period. The industry's paid-in capital increased by 56% compared with year-end 2024 to TRY 23.7 billion.

Under inflation accounting, non-monetary assets and liabilities are adjusted for inflation, primarily affecting property, plant and equipment and long-term financial investments classified under non-current assets. The net monetary gain or loss, which reflects the impact of inflation adjustment, is presented under equity. A net monetary loss arises when monetary assets exceed monetary liabilities. Consequently, inflation accounting generally has an adverse effect on the profitability of brokerage firms.

INCOME STATEMENT

Based on figures unadjusted for inflation, the revenues of investment institutions, comprising brokerage firms and the investment bank, increased by 72% compared with the previous year and reached TRY 153 billion in 2025.

In 2025, brokerage companies' revenue grew by 27% y-o-y to TRY 32.3 billion.

Against a 26% increase in brokerage firms' equity trading volume compared with the previous year, equity brokerage revenues increased by 13% on an unadjusted-for-inflation basis, as shown in Table 16. Meanwhile, derivatives trading volume rose by 48%, while brokerage firms' revenues from derivatives transactions increased by 50%.

Clients' leveraged trading volume increased by 62% compared with the previous year, whereas commissions generated from leveraged transactions rose by 52%, slightly below the growth in trading volume.

Table 15: Breakdown of Revenues (TRY million)			
Unadjusted	**2024**	**2025**	**Change**
Brokerage Commissions	25,366	32,316	27.4%
Proprietary Trading	10,094	45,187	347.7%
Corporate Finance	2,657	2,666	0.4%
Asset Management and Funds Sales	907	1,820	100.6%
Interest Revenue from Customers	41,865	53,138	26.9%
Other	8,264	18,221	120.5%
Total	**89,151**	**153,348**	**72.0%**
TAS 29 (Inflation-Adjusted)			
Brokerage Commissions	35,663	34,052	-4.5%
Proprietary Trading	11,150	45,955	312.2%
Corporate Finance	4,250	2,946	-30.7%
Asset Management and Funds Sales	1,380	2,027	46.9%
Interest Revenue from Customers	60,303	56,910	-5.6%
Other	12,120	19,104	57.6%
Total	**124,867**	**160,995**	**28.9%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Table 16: Breakdown of Brokerage Commissions (TRY million)			
	2024	**2025**	**Change**
Unadjusted			
Equities	20,375	23,144	13.6%
Derivatives	3,397	4,949	45.7%
Forex	2,227	3,388	52.1%
Fixed Income	1,744	2,938	68.5%
Foreign Securities	1,442	2,529	75.5%
Gross Profit from Commissions	**29,185**	**36,948**	**26.6%**
Deductions from Commissions	-3,819	-4,632	21.3%
Net Profit/ Loss	**25,366**	**32,316**	**27.4%**
TAS 29 (Inflation-Adjusted)			
Equities	29,109	23,209	-20.3%
Derivatives	4,795	5,172	7.9%
Forex	3,217	3,663	13.9%
Fixed Income	2,313	4,226	82.7%
Foreign Securities	2,151	2,780	29.2%

Gross Profit from Commissions	**41,585**	**39,050**	-6.1%
Deductions from Commissions	-5,921	-4,998	-15.6%
Net Profit/ Loss	**35,663**	**34,052**	**-4.5%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

As shown in Table 15, based on figures unadjusted for inflation, all revenue items except corporate finance revenues increased in 2025 compared with the previous year. The largest increase was recorded in profits from proprietary trading, which rose by 347%, or TRY 35 billion. This item reached TRY 45 billion, surpassing brokerage revenues.

Based on figures unadjusted for inflation, the industry's corporate finance revenues declined slightly year-on-year to TRY 2.7 billion in 2025. As shown in Table 17, a significant portion of these revenues was generated from intermediation in public offerings and debt instrument issuances.

Table 17: Breakdown of Corporate Finance Revenues (TRY million)

	2024	2025	Change
Unadjusted			
Initial Public Offerings	2,127	2,130	0.1%
Mergers & Acquisitions	17	9	-46.2%
Other Capital Increases	305	145	-52.5%
Corporate Actions	65	53	-19.2%
Others	142	329	132.1%
Total	**2,657**	**2,666**	**0.4%**
TAS 29 (Inflation-Adjusted)			
Initial Public Offerings	3,262	2,373	-27.2%
Mergers & Acquisitions	26	10	-60.1%
Other Capital Increases	467	162	-65.3%
Corporate Actions	94	67	-29.0%
Others	401	334	-16.6%
Total	**4,250**	**2,946**	**-30.7%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Brokerage firms provide intermediation services for the distribution of investment funds managed by portfolio management companies. In 2025, revenues generated from investment fund sales, an activity from which 20 institutions earned income, increased by 109% to TRY 1.6 billion based on figures unadjusted for inflation.

Meanwhile, asset management activities, carried out by 13 institutions, generated TRY 205 million in revenues. In total, revenues from investment fund distribution and asset management increased by 101% to TRY 1.8 billion, as shown in Table 15. These revenues accounted for only around 1% of brokerage firms' total revenues.

Tablo 18: Breakdown of Expenses (TRY million)	2024	2025	Change
Unadjusted			
Marketing, Sales, Distribution and R&D	**7,989**	**13,102**	**64.0%**
Trading Commissions Paid to Exchanges	5,329	7,755	45.5%
Other Marketing, Sales, Distribution and R&D	2,661	5,346	100.9%
Administrative	**26,976**	**41,256**	**52.9%**
Salaries and Fringe Benefits	15,483	23,204	49.9%
Depreciation Expenses	1,027	2,591	152.3%
Depreciation Expenses on Intangible Assets	109	217	99.2%
Membership Fees and Contributions	264	403	52.5%
Commissions and Other Service Charges	821	1,055	28.5%
Taxes and Other Legal Dues	1,365	1,860	36.2%
Other Administrative Expenses	7,908	11,927	50.8%
Total	**34,965**	**54,358**	**55.5%**
TAS 29 (Inflation-Adjusted)			
Marketing, Sales, Distribution and R&D	**10,954**	**10,954**	**25.1%**
Trading Commissions Paid to Exchanges	7,130	7,130	10.4%
Other Marketing, Sales, Distribution and R&D	3,824	3,824	52.5%
Administrative	**38,023**	**38,023**	**15.8%**
Salaries and Fringe Benefits	21,737	21,737	13.9%
Depreciation Expenses	1,875	1,875	31.5%
Depreciation Expenses on Intangible Assets	291	291	-2.9%
Membership Fees and Contributions	370	370	22.2%
Commissions and Other Service Charges	991	991	15.2%
Taxes and Other Legal Dues	1,802	1,802	13.1%
Other Administrative Expenses	10,957	10,957	17.5%
Total	**48,977**	**48,977**	**17.9%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Other revenues, which include other commission income such as custody and investment advisory fees, as well as other operating revenues, increased by 121% to TRY 18 billion during the period under review, based on figures unadjusted for inflation.

In 2025, the total expenses of investment institutions increased by 56% compared with the previous year to TRY 54.4 billion, based on figures unadjusted for inflation. Based on inflation-adjusted figures, which cover brokerage firms only, the increase in total expenses was limited to 18%.

Personnel expenses constituted the largest component of total expenses, increasing by 50% during the period under review to more than TRY 23 billion. Over the same period, the average number of employees increased by 2%. Average monthly personnel expenses per employee rose by 47% to TRY 241,351, exceeding the average inflation rate of 35% recorded over the same period of the previous year.

Consequently, despite the moderate 27% increase in brokerage revenues in 2025, total revenues, or gross profit, rose by 72% compared with the previous year to TRY 154 billion, supported by higher profits from proprietary trading and increased interest income from clients. Total expenses, meanwhile, increased by 55% to TRY 54.4 billion, as shown in Table 19. According to the Financial Statements Guide for Brokerage Firms published by the Association in 2010, foreign exchange gains and losses and income and expenses arising from the valuation of financial instruments are expected to be reported under finance income and expenses. However, some institutions are known to recognize these items under other operating income. In 2025, other operating income increased by 57%

compared with the previous year to TRY 14.1 billion.

Table 19: Income Statement - Unadjusted (TRY million)	2024	2025	Change
Sales Revenues (net)	2,181,419	4,012,688	83.9%
Cost of Sales	-2,092,268	-3,859,341	84.5%
Gross Profit/Loss	**89,151**	**153,348**	**72.0%**
Marketing, Sales and Distribution Expenses	-7,977	-13,096	64.2%
Administrative Expenses	-26,976	-41,256	52.9%
Personnel Salaries and Expenses	*-15,483*	*-23,204*	*49.9%*
Research & Development Expenses	-12.7	-5.6	-55.5%
Other Operating Income	9,005	14,162	57.3%
Other Operating Expenses	-4,394	-11,056	151.6%
Operating Profit/Loss	**58,798**	**102,095**	**73.6%**
Income from Investment Activities	80	27,215	-
Expenses from Investment Activities	-4.8	-233.9	-
Profit/Loss from Participations	318	581	82.6%
Profit/Loss Before Tax from Financial Expenses	**59,192**	**129,658**	**119.0%**
Financial Income	35,472	44,479	25.4%
Financial Expenses	-29,877	-47,614	59.4%
P/L Before Tax from Continued Operations	**64,786**	**126,523**	**95.3%**
Cont. Operations Tax Income / Expense	**-16,107**	**-31,804**	**97.5%**
Current Tax Income / Expense	-15,405	-24,387	58.3%
Deferred Tax Income / Expense	-702	-7,417	956.1%
Profit /Loss from Continuing Operations	**48,679**	**94,719**	**94.6%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Accordingly, operating profit increased by 74% compared with the previous year to TRY 102.1 billion in 2025.

Net finance income, comprising net interest income and expenses on financial investments, foreign exchange gains and losses, dividend income and other finance income and expenses, increased by TRY 18.5 billion to TRY 24 billion during the period under review. It should be noted that this increase was affected by TRY 27 billion in rediscount income recorded by a single institution.

Largely as a result of this item, the net profit of the institutions covered by the data increased by 95%, significantly outpacing the growth in operating profit. Consequently, the industry recorded a net profit of TRY 94.7 billion in 2025.

Based on inflation-adjusted financial statements, total revenues, or gross profit, increased by 29% in 2025. Net monetary position losses arising from the impact of inflation accounting amounted to approximately TRY 41 billion during the year.

Given the nature of their operations, brokerage firms generally maintain a net monetary asset position. Inflation accounting is therefore expected to have an adverse impact on the profitability of the brokerage industry. Nevertheless, net profit based on inflation-adjusted financial statements increased by 174% in 2025, compared with a 95% increase based on figures unadjusted for inflation. The higher growth rate under inflation-adjusted reporting was mainly attributable to a substantial increase in investment income recorded by a single institution.

Table 20: Income Statement - TAS 29 (Inflation Adjusted) (TRY million)	2024	2025	Change
Sales Revenues (net)	3,106,564	4,273,844	37.6%
Cost of Sales	-2,981,697	-4,112,849	37.9%
Gross Profit/Loss	**124,867**	**160,995**	**28.9%**
Marketing, Sales and Distribution Expenses	-10,919	-13,694	25.4%
Administrative Expenses	-38,023	-44,022	15.8%
Personnel Salaries and Expenses	*-21,737*	*-24,762*	*13.9%*
Research & Development Expenses	-35.1	-6.2	-82.4%
Other Operating Income	13,658	18,138	32.8%
Other Operating Expenses	-6,404	-10,064	57.1%
Operating Profit/Loss	**83,144**	**111,347**	**33.9%**
Income from Investment Activities	144.8	31,875.7	-
Expenses from Investment Activities	-36.9	-256.0	-
Profit/Loss from Participations	169.2	791.8	367.9%
Profit/Loss Before Tax from Financial Expenses	**83,421**	**143,759**	**72.3%**
Financial Income	49,397	47,759	-3.3%
Financial Expenses	-42,765	-50,627	18.4%
Net Monetary Gain/Loss	-42,733	-40,885	-4.3%
P/L Before Tax from Continued Operations	**47,320**	**100,005**	**111.3%**
Cont. Operations Tax Income / Expense	**-23,039**	**-33,575**	**45.7%**
Current Tax Income / Expense	-21,602	-25,386	17.5%
Deferred Tax Income / Expense	-1,437	-8,190	469.9%
Profit /Loss from Continuing Operations	**24,281**	**66,430**	**173.6%**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

Based on figures unadjusted for inflation, 54 of the 63 brokerage firms and one investment bank covered by the analysis reported a profit during the period. Following inflation adjustment, however, the number of profitable institutions declined to 29, while the number of loss-making institutions rose to 34, exceeding the number of profitable institutions.

Based on figures unadjusted for inflation, the most profitable institution, Tera Yatırım, accounted for 35% of the industry's total profit, while the top 10 institutions together accounted for 83%.

Table 21: Profitability	2024	2025	2024 (TAS 29)	2025 (TAS 29)
# of Companies	**65**	**64**	**62**	**63**
# of Companies With Profits	49	54	30	29
# of Companies With Losses	16	10	32	34
Net Profit (TRY million)	**48,679**	**94,719**	**24,281**	**66,430**
Total Profit (TRY million)	49,179	95,106	27,963	69,482
Total Losses (TRY million)	-500	-387	-3,682	-3,052
Profitability Ratio	**54.6%**	**61.8%**	**19.4%**	**41.3%**
Return on Equity	**53.8%**	**62.4%**	**-**	**-**

While the figures unadjusted for inflation include an investment bank primarily engaged in capital market activities, the inflation-adjusted figures prepared in accordance with TAS 29 exclude the data of this investment bank.
Source: TCMA

ASSET MANAGEMENT COMPANIES 2025/12

Mert Dede

Turkish Capital Markets Association collects and analyses the asset management industry's data on a monthly and quarterly basis. In this report, we review the assets under management, employee statistics and financial statements of 74 asset management companies as of the end of 2025. More information on the data sets and historical analyses can be found at www.tspb.org.tr.

ASSET MANAGEMENT

In Turkey investment and pension funds are exclusively managed by asset management companies. In addition to managing collective investment schemes, these companies also provide discretionary asset management services to individual and corporate investors. As of December 2025, there are 74 asset management companies providing asset management services

Table 1: Asset Management

	Number of Firms	Number of Funds/Clients	Assets Under Management (TRY million)
Investment Funds	72	2,764	8,536,005
Pension Funds	27	385	2,158,154
Discretionary Management*	43	15,576	1,487,803
Investment Trusts	7	14	2,628
Total	**74**	**18,739**	**12,184,591**

Source: TCMA

** Individuals and corporates under discretionary management may have more than one account.*

Asset management companies are classified into two categories according to the types of investment funds they are authorized to manage. Asset management companies with restricted activities are authorized to manage only real estate investment funds and/or venture capital investment funds. As of the end of 2025, 17 asset management companies have restricted activities and manage only real estate investment funds and/or venture capital investment funds

Table 2: Assets under Management (TRY million)

	2024	2025	Change
Investment Funds	4,676,383	8,536,005	82.5%
Pension Funds	1,229,881	2,158,154	75.5%
Discretionary Management	983,980	1,487,803	51.2%
Individuals	317,144	567,762	79.0%
Corporates	666,836	920,041	38.0%
Investment Trusts	2,259	2,628	16.3%
Total	**6,892,502**	**12,184,591**	76.8%

Source: TCMA

The total assets under management managed by asset management companies increased by 77% compared to the end of 2024, exceeding TRY 12.1 trillion, driven by the growth in investment funds. During 2025, the number of investment funds increased from 2,186 to 2,764, mainly. BU As of the end of 2025, 15 of the 74 asset management companies are owned by banking industry groups. Bank-based institutions manage 83% of the total assets under management. As of the end of 2025, 15 of the 74 asset management companies are owned by banking industry groups. Bank-based institutions manage 83% of the total assets under management. As of the end of 2025, the top four institutions with the highest assets under management (Ziraat, Ak, İş and Garanti respectively) account for 51% of the total assets under management.

Table 3: Number of Funds/Clients	2024	2025	Change
Investment Funds	2,186	2,764	26.4%
Pension Funds	379	385	1.6%
Discretionary Management	16,228	15,576	-4.0%
Individuals	14,880	13,794	-7.3%
Corporates	1,348	1,782	32.2%
Investment Trusts	14	14	0.0%
Total	**18,807**	**18,739**	**-0.4%**

Source: TCMA

Investment Funds

As of the end of 2025, there are 72 asset management companies managing investment funds. The size of investment funds increased by 83% compared to the end of 2024, exceeding TRY 8.5 trillion. According to MKK (Central Securities Depository of Türkiye), the total number of investment fund investors increased by 214,000, or 4%, compared to the previous year, reaching nearly 5.7 million by the end of 2025.Among the companies that manage investment funds, 54% of the total investment fund assets are managed by the five largest institutions (Garanti, Ziraat, İş, Ak and Yapı Kredi respectively).

Table 4: Investment Fund Assets (TRY million)	2024	2025	Change
Mutual Funds	1,926,934	2,680,687	39.1%
Real Estate Investment Funds	161,105	219,245	36.1%
Venture Capital Investment Funds	247,506	416,544	68.3%
Exchange Traded Funds	88,745	239,589	170.0%
Hedge Funds	2,252,091	4,979,940	121.1%
Total	**4,676,382**	**8,536,005**	**82.5%**
Private Funds	*523,585*	*839,132*	*60.3%*

Source: TCMA

The strong growth in hedge funds, which expanded by 121% compared to the end of 2024, was the main driver of the increase in investment fund assets during 2025. However, the share of foreign currency hedge funds (including precious metal funds) within total hedge fund assets declined from 63% at the end of 2024 to 56% by the end of 2025.

Nevertheless, the continued expansion of foreign currency hedge funds led to an increase in the share of foreign currency-denominated investment funds in total investment fund assets (excluding real estate investment funds and venture capital investment funds), rising from 37% at the end of 2024 to 43% by the end of 2025.

Following hedge funds, money market funds remained the second-largest investment fund category. Their assets under management increased by 17% compared to the end of 2024 (Table 5). Meanwhile, short-term debt securities funds, which account for the largest share of debt securities funds, expanded by 68%.

Reflecting the relatively weak performance of the equity market during the year, assets under management of equity funds declined by 4%, reducing their share in total investment fund assets to only 2%.

The number of exchange-traded funds increased from 21 at the end of 2024 to 28 by the end of 2025 following the launch of new ETFs. As a result, total assets under management of exchange-traded funds reached TRY 240 billion by the end of 2025.

Meanwhile, the combined share of real estate investment funds and venture capital investment funds in total investment fund assets declined from 8.7% at the end of 2024 to 7.4% by the end of 2025.

Private funds, established by asset management companies and allocated to predetermined investors, accounted for 10% of total investment fund assets at the end of 2025.

Table 5: Distribution of Investment Funds by Type (TRY million)

	2024	2025	Change
Debt Securities Funds	111,248	175,532	57.8%
Short-Term Debt Securities Funds	56,777	95,374	68.0%
Variable Funds	57,567	80,195	39.3%
Money Market Funds	1,257,693	1,471,671	17.0%
Equity Funds	177,444	169,675	-4.4%
Blend/Mixed Funds	3,963	4,506	13.7%
Fund of Funds	65,666	114,009	73.6%
Participation Funds	144,777	331,023	128.6%
Hedge Funds	2,220,920	5,008,356	125.5%
Precious Metal Funds	78,129	181,242	132.0%
Total	**4,117,408**	**7,631,583**	**85.3%**
Share of Foreign Currency and Precious Metal Funds	**37.4%**	**42.7%**	**-**

Source: Takasbank, TCMA calculations
Excluding Real Estate Investment Funds, Venture Capital Investment Funds and Exchange Traded Funds.

Rasyonet PortfolioBase publishes price-adjusted net capital inflows into investment funds. According to these data, investment funds attracted net capital inflows of TRY 1.3 trillion during the year 2025.

Hedge funds recorded the highest net capital inflows, amounting to TRY 1.6 trillion. A breakdown of hedge funds shows that TRY 973 billion of these inflows were directed to foreign currency hedge funds, while TRY 447 billion flowed into money market hedge funds.

Money market funds recorded the largest net capital outflows during the same period. Net inflows into money market funds were recorded until 19 March 2025. However, following the political developments on that date, benchmark bond yields rose sharply to around 45% within a very short period, creating a significant turning point for money market funds. Since these funds are required to hold at least 10% of their portfolios in government debt securities, the sharp increase in yields temporarily resulted in negative returns. Consequently, approximately TRY 700 billion was withdrawn from money market funds within a period of only twelve days. As market uncertainty gradually eased, fund performance recovered.

Nevertheless, when the year is considered as a whole, the outflows recorded in March were not fully reversed. By the end of 2025, money market funds recorded cumulative net capital outflows of TRY 290 billion. In contrast, money market hedge funds attracted net capital inflows of TRY 447 billion during the same period. This suggests that a significant share of the outflows from traditional money market funds may have been redirected to money market hedge funds, which offer a similar liquidity profile while allowing greater portfolio management flexibility.

Although there was TRY 118 billion worth of capital outflows from venture capital investment funds recorded, their assets under management increased by 68% compared to the end of 2024. Similarly, equity funds experienced net capital outflows of TRY 39 billion amid relatively subdued equity market returns.

It should also be noted that the total assets under management published by TCMA include funds established abroad but managed in Türkiye. Therefore, differences may arise between the asset size figures published by Takasbank and Rasyonet and those published by TCMA.

Table 6: Investment Funds Net Capital Inflows (TRY million)

	Assets Under Management December 2024	Assets Under Management December 2025	Net Capital Inflows January–December 2025
Total	**4,447,411**	**7,122,287**	**1,292,947**
Hedge Funds	2,160,156	5,001,235	1,603,631
Money Market Funds	1,256,884	1,470,416	-289,881
Equity Funds	177,703	168,428	-38,950
Debt Securities Funds	111,213	175,394	11,685
Venture Capital Investment Funds	246,029	424,020	-117,858
Real Estate Investment Funds	150,454	205,223	19,954
Variable Funds	53,154	80,347	8,711
Fund of Funds	65,149	110,595	3,801
Participation Funds	144,684	330,998	67,886
Precious Metal Funds	78,070	181,079	24,797
Blend/Mixed Funds	3,915	4,543	-829

Source: Rasyonet PortfolioBase

Pension Funds

As of the end of 2025, 27 asset management companies manage pension funds. Assets under management of pension funds increased by 75% compared to the end of 2024. The increase was largely driven by valuation gains, while net capital inflows remained limited. The number of unique participants in the automatic enrollment system and the voluntary private pension system increased by 5%, exceeding 15.8 million by the end of 2025.

The five largest institutions (Ziraat, Ak, İş, Garanti and Yapı Kredi, respectively) manage 90% of total pension fund assets. Precious metal funds accounted for the largest share of pension fund assets, representing 40% of the total. Their share increased by 10 percentage points compared to the end of 2024, mainly reflecting the 96% increase in gold prices in Turkish lira terms during the year. In addition to valuation gains, precious metal funds attracted TRY 130 billion in net capital inflows, as shown in Table 8.

Pension funds recorded total net capital inflows of TRY 230 billion in 2025, of which TRY 78 billion was directed to money market funds. Although returns on money market funds declined during the year, these funds continued to attract investors by delivering positive real returns.

Table 7: Breakdown of Pension Funds by Type (TRY million)	2024	2025	Change
Precious Metal Funds	389,686	927,199	137.9%
Debt Securities Funds	111,606	159,213	42.7%
Private Sector Debt Securities Funds	7,781	20,069	157.9%
Public Debt Securities Funds	46,246	55,552	20.1%
Foreign Debt Securities Funds	34,523	37,735	9.3%
Debt Securities Funds	23,055	45,858	98.9%
Variable Funds	174,033	196,139	12.7%
Money Market Funds	80,011	220,924	176.1%
Equity Funds	165,268	157,732	-4.6%
Blend/Mixed Funds	20,867	25,202	20.8%
Fund of Funds	30,806	63,511	106.2%
Index Funds	16,112	12,006	-25.5%
Participation Funds	7,304	28,919	295.9%
Standard Funds	25,408	31,832	25.3%
Contribution Funds	144,803	231,846	60.1%
Initial Funds*	9,086	14,415	58.7%
Auto-Enrolment Standard Funds*	54,169	81,748	50.9%
Life Cycle Funds	550	602	9.5%
Fund Distribution Funds	155	381	145.8%
Total	**1,229,864**	**2,151,221**	**74.9%**

Source: Takasbank

On the other hand, equity funds recorded the largest net capital outflows. This primarily reflected the weak performance of the equity market, which generated negative real returns after inflation. As a result, assets under management of equity funds declined by 5%, indicating continued investor outflows. Consequently, the share of equity funds in total pension fund assets declined by 9 percentage points to 16.1% by the end of 2025.

Table 8: Pension Funds Net Capital Inflows (TRY million)	Assets Under Management December 2024	Assets Under Management December 2025	Net Capital Inflows January–December 2025
Total	**1,124,865**	**2,039,620**	**229,669**
Precious Metal Funds	396,377	960,819	129,828
Money Market Funds	79,477	222,063	77,587
Contribution Funds	142,866	230,165	38,474
Fund of Funds	30,134	62,270	13,604
Private Sector Debt Securities Funds	7,788	20,042	6,651
Standard Funds	26,860	37,032	6,651
Public Debt Securities Funds	100,982	141,228	-1,251
Balanced Funds	20,595	24,838	-2,382
Index Funds	15,320	12,131	-3,690
Variable Funds	141,717	171,900	-11,683
Equity Funds	162,749	157,132	-24,120

Source: Rasyonet PortfolioBase

Asset Composition of Funds

The asset composition of investment funds and pension funds is presented in Table 9. The most significant change in the asset allocation of investment funds between 2024 and 2025 was the decline in the share of repo and reverse repo transactions, which fell by 13 percentage points to 17%. This mainly reflected the reduced allocation to repo and reverse repo transactions by traditional money market funds.

In contrast, the share of deposits and participation accounts increased by 9 percentage points to 30.2%. This increase primarily reflected the significant rise in deposit holdings of hedge funds compared to the end of 2024.

Table 9: Asset Composition of Funds

Investment Funds Asset Class	2024	2025	*Pension Funds* Asset Class	2024	2025
Domestic Equities	9.3%	8.4%	Domestic Equities	25.3%	16.1%
Government Debt Securities	2.9%	4.6%	Government Debt Securities	10.6%	12.1%
Government Lease Cer.	1.0%	0.8%	Government Lease Cert.	3.1%	3.0%
Corporate Debt Securities	2.9%	2.4%	Corporate Debt Securities	2.4%	2.2%
Private Lease Certificates	1.1%	1.1%	Private Lease Cert.	0.5%	0.5%
Foreign Government Debt Sec.	4.1%	2.6%	Foreign Government Debt Sec.	6.1%	4.1%
Eurobonds	14.8%	17.6%	Corporate Eurobonds	0.7%	0.3%
Deposits and Par. A.	20.9%	30.2%	Deposits Participation Accts.	3.1%	4.1%
Repo Reverse Repo – TMM	30.2%	17.4%	Repo/Reverse Repo – TMM	5.3%	5.5%
Precious Metals**	3.3%	4.4%	Precious Metals**	30.6%	40.5%
Foreign Equities	1.3%	1.2%	Foreign Equities	2.4%	1.8%
Other Foreign Securities	2.3%	2.5%	Other Foreign Securities	1.1%	2.0%
Fund Units	4.0%	4.9%	Fund Units	7.6%	6.9%
Other	1.8%	1.7%	Other*	1.3%	0.9%
Total	**100.0%**	**100%**	Total	**100.0%**	**100.0%**

Source: Takasbank
TMM: Takasbank Money Market
* Other includes securities not included in the portfolio composition and valuation differences.
** Exchange traded funds, gold-backed government debt securities and gold-backed lease certificates are included under precious metals.

In pension funds, the share of precious metals in total portfolio assets increased in line with the rise in gold prices. Including gold-backed investment products, the share of precious metals increased by 10 percentage points compared to the end of 2024, approaching 41% of total pension fund assets. On the other hand, the share of equities declined by 9 percentage points to 16%, reflecting investor outflows and the weak performance of the equity market.

Discretionary Asset Management

As of the end of 2025, 43 asset management companies provided discretionary asset management services. During the period, asset management companies managed portfolios totalling TRY 1.5 trillion on behalf of 13,794 real persons and 1,782 legal entities. It should be noted that an investor may have accounts with more than one asset management company Compared to the end of 2024, assets under discretionary asset management increased by 51%, while the number of clients receiving discretionary asset management services declined. As shown in (cf. Tables 1 and Table 2), the number of individual investors decreased, whereas the number of corporate investors increased. Meanwhile, assets under management for both individual and corporate investors recorded growth.

As of the end of 2025, 80% of real persons receiving discretionary asset management services were clients of one of the five largest asset management companies (Ziraat, Azimut, Ak, İş and İstanbul). In terms of assets under management, Ziraat accounted for 48% of total discretionary asset management assets, while the following four companies (Azimut, Ak, İş and İstanbul) accounted for a further 26%.

Table 10: Discretionary Asset Management (TRY million)

	Collective Investment Securities	Other Securities	Total
Real Persons	315,222	252,540	567,762
Legal Entities	354,610	565,431	920,041
Total	**669,832**	**817,971**	**1,487,803**

Source: TCMA

The Association classifies discretionary asset management assets into collective investment securities and other securities. Accordingly, 56% of the TRY 567 billion discretionary portfolios managed on behalf of 13,794 real persons were invested in collective investment securities. The corresponding ratio was lower for legal entities, with 24% of their TRY 920 billion discretionary portfolios invested in collective investment securities.

Investment Trusts

Investment trusts outsourcing portfolio management services are managed exclusively by asset management companies. As of the end of 2025, 7 of the 74 investment trusts received portfolio management services from asset management companies. The assets under management of investment trusts managed by asset management companies amounted to TRY 2.6 billion in 2025.

Securities investment trusts accounted for 81% of the total assets under management of investment trusts in 2025.

Table 11: Investment Trusts' Portfolio Value (TRY million)

	2024	2025	Change
Securities Investment Trusts	1,622	2,132	31.4%
Real Estate Investment Trusts	16	25	56.3%
Venture Capital Investment Trusts	486	472	-2.9%
TOTAL	**2,124**	**2,628**	**23.7%**

Source: TCMA

EMPLOYEES

As of the end of 2025, the number of employees in the asset management industry increased by 302 compared to the end of 2024, reaching 2,036. The average number of employees per company was 27. Women accounted for 38% of total employment in the asset management industry.

Table 12: Employees by Department						
	Number of Employees				Average Number of Employees	
	2024	Female Ratio	2025	Female Ratio	2024	2025
CEO	67	13.4%	73	11.0%	1.0	1.0
Asset Management	432	21.1%	511	21.7%	7.4	7.9
Domestic Sales	192	63.5%	226	62.4%	6.2	5.8
International Sales	47	27.7%	72	34.7%	1.8	2.2
Financial Advisory	1	0.0%	1	0.0%	1.0	1.0
Research	94	26.6%	93	31.2%	1.6	1.5
Risk Management	73	47.9%	78	43.6%	1.3	1.3
Fund Service Unit and Operations	223	47.5%	279	47.3%	5.2	5.2
Financial & Administrative Affairs	213	47.9%	225	46.2%	3.3	3.2
Internal Audit	122	43.4%	144	43.1%	1.8	2.0
Human Resources	22	77.3%	28	75.0%	1.5	1.5
Information Technology	40	12.5%	50	16.0%	1.7	1.6
Other	208	39.9%	256	39.1%	4.4	4.6
TOTAL	**1,734**	**38.1%**	**2,036**	**38.1%**	**25.9**	**27.5**

Source: TCMA

The five largest asset management companies in terms of employment (İstanbul, Azimut, İş, Ak and Neo Asset Management), each employing 60 or more people, account for 23% of total employment in the asset management industry. On the other hand, 17 companies employ 10 or fewer people. The distribution of employees by department is presented in Table 12. As of the end of 2025, portfolio managers accounted for approximately 25% of total employment, corresponding to 511 employees. On average, each asset management company employs eight portfolio managers. However, in some asset management companies with restricted activities (those managing only real estate investment funds and/or venture capital investment funds), portfolio management responsibilities are undertaken by the chief executive officer. Research departments are available in 64 of the 73 companies. These departments employ an average of one to two people.

Table 12 also presents the gender distribution of employees by department. Male employees account for the majority of the workforce, particularly in portfolio management, research and senior management positions. Nearly four-fifths of portfolio managers and around two-thirds of research staff are male. In addition, 65 of the chief executive officers of the 74 asset management companies are male.

FINANCIALS

Pursuant to the Capital Markets Board's Resolution No. 81/1820 dated 28 December 2023, issuers and capital market institutions subject to the Board's financial reporting regulations are required to apply inflation accounting (TMS 29 standards in accordance with IAS), starting with their annual financial statements for the reporting periods ending on 31 December 2023.

Accordingly, TCMA has compiled the financial data of asset management companies on both an inflation-adjusted basis and a non-inflation-adjusted basis. Financial data are presented in both formats throughout this section.

Table 13: Balance Sheet of Asset Management Companies (TRY million)	2024	2025	2025 (TAS 29)
Current Assets	**29,939.4**	**58,852.8**	**58,956.5**
Cash and Cash Equivalents	6,079.9	11,800.0	11,306.9
Financial Assets (Short-term)	18,261.3	38,525.2	39,137.8
Other Current Assets	5,598.2	8,527.6	8,511.9
Non-Current Assets	**6,067.3**	**9,076.7**	**9,698.4**
Tangible Assets	417.6	592.4	863.6
Financial Assets (Long-term)	336.5	283.4	329.6
Other Non-Current Assets	5,313.3	8,200.8	8,505.2
TOTAL ASSETS	**36,006.7**	**67,929.5**	**68,654.9**
Short-term Liabilities	**3,999.4**	**7,090.1**	**7,128.1**
Long-term Liabilities	**2,265.1**	**4,061.5**	**4,111.6**
Equity	**29,742.1**	**56,777.9**	**57,415.2**
Paid-in Capital	3,168.7	4,769.2	4,894.2
Adjustments on Equity	216.1	429.4	9,255.9
Share Premiums/Discounts	159.4	301.5	559.9
Other Comprehensive Income	179.8	232.5	13.8
Reserves on Retained Equities	1,088.0	3,253.5	4,446.1
Retained Profit/Loss	9,337.5	16,301.8	14,902.0
Net Profit/Loss	15,592.7	31,490.2	23,343.3
TOTAL LIABILITIES	**36,006.7**	**67,929.5**	**68,654.9**

Source: TCMA

According to the non-inflation-adjusted financial statements, the total assets of asset management companies increased by 89% compared to the end of 2024, reaching nearly TRY 68 billion by the end of 2025. A significant portion of total assets continued to be held in current assets. According to the non-inflation-adjusted financial statements, short-term financial investments increased by 111% compared to the end of 2024, reaching TRY 39 billion at the end of 2025.

Under inflation accounting in accordance with TAS 29, non-monetary assets and liabilities are adjusted for inflation. TThe inflation adjustment effect is recorded under equity as capital adjustment differences.

Operating Income

Asset management companies' operating revenues consist of three main categories: Asset management fees, investment consultancy revenues and mutual fund sales revenues. Asset management fees continued to account for almost all of the industry's operating revenues. The revenue figures presented in this section are compiled based on non-inflation-adjusted financial statements. Compared to 2024, asset management fees increased by 78% to TRY 34.6 billion in 2025. The growth in revenues was mainly driven by higher management fees from both mutual funds and hedge funds, in line with the expansion in assets under management. Although Mutual Funds accounted for 22% of total assets under management in 2025, they generated 40% of total Asset management fees. Meanwhile, Hedge Funds, which represented 41% of total assets under management, accounted for 41% of the industry's asset management fees.

Table 14: Breakdown of Asset Management Companies' Revenues (TRY million)	2024	2025	Change
Asset Management Fees	**19,358.5**	**34,622.3**	**78.8%**
Collective Asset Management	**18,312.8**	**33,974.3**	**85.5%**
Pension Funds	936.5	1,279.3	36.6%
Investment Funds	17,357.2	32,668.3	88.2%
Mutual Funds	8,091.5	13,977.4	72.7%
Real Estate Funds	655.2	1,304.2	99.1%
Venture Capital Funds	1,684.6	2,741.9	62.8%
Exchange Traded Funds	215.9	408.1	89.0%
Hedge Funds	6,710.0	14,236.8	112.2%
Investment Trusts	19.1	26.7	39.7%
Discretionary Asset Management	**1,045.7**	**647.9**	**-38.0%**
Retail	520.7	216.8	-58.4%
Corporate	525.0	431.1	-17.9%
Investment Consultancy Revenues	**93.0**	**59.4**	**-36.1%**
Mutual Fund Sales Revenues	**29.5**	**22.6**	**-23.5%**
TOTAL	**19,481.1**	**34,704.3**	**78.1%**

Source: TCMA

Investment Funds

Depending on the 99% increase in the average asset size of investment funds in 2025 compared to the previous year, income derived from investment funds rose by 88% to over TRY 32.7 billion. While revenue from hedge funds' management increased by 112%, these revenues accounted for 41% of total asset management fees. Revenue derived from mutual funds rose by 73%, accounting for 40% of total asset management fees.

As shown in Table 15, the average asset management fee for investment funds was 0.51%.

Pension Funds

Although pension fund assets accounted for 18% of total asset under management, fees generated from pension funds represented only 4% of total asset management fees. While the average asset size of pension funds increased by 60% compared to the previous year, revenue derived from these funds rose by 37% to TRY 1.3 billion in 2025.

Table 15: Asset Management Fees	2024	2025
Investment Funds	0.54%	0.51%
Pension Funds	0.09%	0.08%
Discretionary Asset Man.	0.18%	0.05%
Investment Trusts	1.96%	0.98%
TOTAL	**0.38%**	**0.37%**

Discretionary Asset Management

While the average asset size of discretionary asset management increased by 51% compared to the previous year, associated revenues declined by 38% to TRY 648 million. Compared to other portfolio management services, discretionary asset management recorded the weakest revenue performance despite the growth in assets under management.

Investment Trusts

Revenue derived from investment trusts increased by 40% to TRY 27 million in 2025. The average annual fee earned by asset management companies from investment trusts was 0.98%.

Profitability

In addition to asset management revenues which reached TRY 34.6 billion and consisted almost entirely of asset management fees, gross profit of asset management companies, including income generated from companies' own portfolios, increased by 93% compared to the previous year, reaching TRY 40.5 billion in 2025, based on non-inflation-adjusted financial statements. The significant increase in both sales revenues and cost of sales was mainly driven by two asset management companies' investment funds transactions for their own account. By the end of 2025, administrative expenses increased by 68% compared to the previous year, reaching nearly TRY 14.5 billion. Salaries and fringe benefits accounted for 54% of total administrative expenses. Dividing total personnel expenses by the average number of employees indicates that the average monthly personnel cost per employee increased by 36% year-on-year to TRY 355,000 in 2025.

Table 16: Income Statement of Asset Management Companies (TRY million)

	2024	2025	Change
Sales Revenues (net)	22,334.3	82,623.5	147.9%
Cost of Sales	-12,387.7	-42,135.1	240.1%
Gross Profit/Loss	**20,946.6**	**40,515.1**	**93.4%**
Marketing, Sales and Distribution Expenses	-370.9	-651.5	75.6%
Administrative Expenses	-8,635.0	-14,493.0	67.8%
Salaries and Fringe Benefits	*-5,017.6*	*-7,951.4*	*58.5%*
Research & Development Expenses	-14.0	-8.2	-41.8%
Other Operating Income	5,488.5	7,819.1	42.5%
Other Operating Expenses	-830.5	-904.5	8.9%
Operating Profit/Loss	**16,584.7**	**32,277.0**	**94.6%**
Income from Investment Activities	1,409.5	5,816.2	312.6%
Expenses from Investment Activities	-159.6	-266.9	67.2%
Profit/Loss Before Financial Expenses	**17,834.6**	**37,851.5**	**112.2%**
Financial Income	4,184.1	6,574.5	57.1%
Financial Expense	-961.7	-1,189.7	23.7%
Profit/Loss Before Tax	**21,057.1**	**43,236.3**	**105.3%**
Current Tax Income / Expense	-4,826.5	-10,358.2	114.6%
Deferred Tax Income / Expense	-637.9	-1,387.8	117.6%
Net Profit/Loss	**15,592.7**	**31,490.2**	**102.0%**

Source: TCMA

Some asset management companies recognize performance fees under other operating income. Accordingly, other operating income increased by 42.5% compared to the previous year, based on non-inflation-adjusted financial statements. During the same period, other operating expenses increased by 9% to TRY 927 million.

Income and expenses arising from the management of companies' own portfolios are recognized under income from investment activities, expenses from investment activities, financial income and financial expenses. In 2025, net financial income amounted to TRY 6.6 billion, while net income from investment activities reached TRY 5.6 billion. It should be noted that 37% of net income from investment activities was generated by a single company (Tera Asset Management).

The application of inflation accounting has a negative impact on the profitability of the asset management industry. While gross profit increased by 93% based on non-inflation-adjusted financial statements, the corresponding increase declined to 47% after applying inflation accounting.

In 2025, net monetary position loss amounted to TRY 9.9 billion, reflecting the inflation loss arising from holding net monetary assets.

Table 17: Income Statement of Asset Management Companies (TRY million) (TAS29)

	2024	2025	Change
Sales Revenues (net)	47,610.8	84,840.2	78.2%
Cost of Sales	-17,613.5	-40,723.1	131.2%
Gross Profit/Loss	**29,997.4**	**44,117.1**	**47.1%**
Marketing, Sales and Distribution Expenses	-535.3	-699.5	30.7%
Administrative Expenses	-12,723.5	-15,793.6	24.1%
Research & Development Expenses	-23.0	-3.0	-87.0%
Other Operating Income	6,602.2	6,998.1	6.0%
Other Operating Expenses	-920.0	-1,202.8	30.7%
Operating Profit/Loss	**22,398.8**	**33,444.4**	**49.3%**
Income from Investment Activities	3,082.3	5,587.8	81.3%
Expenses from Investment Activities	-194.6	-374.8	92.6%
Profit/Loss Before Financial Expenses	**25,239.5**	**38,649.7**	**53.1%**
Financial Income	5,500.1	7,509.0	36.5%
Financial Expense	-912.4	-959.8	5.2%
Net Monetary Position Gains/(Losses)	-10,356.8	-9,982.4	-3.6%
Profit/Loss Before Tax	**19,470.4**	**35,216.6**	**80.9%**
Current Tax Income / Expense	-6,741.1	-10,850.9	61.0%
Deferred Tax Income / Expense	-298.9	-1,022.3	242.1%
Net Profit/Loss	**12,430.5**	**23,343.3**	**87.8%**

Source: TCMA

Based on financial statements not adjusted for inflation, net profit increased by 102% compared to the previous year, exceeding TRY 31.5 billion in 2025.

During 2025, 62 asset management companies reported aggregate profits of TRY 31.7 billion, while the combined losses of the remaining 12 companies amounted to TRY 225 million. Tera Asset Management, the most profitable company, mainly driven by its strong Income from investment activities, accounted for 15% of the industry's total profit. The following five companies—Ak Asset Management, Garanti Asset Management, Yapı Kredi Asset Management, Re-Pie Asset Management and İş Asset Management—accounted for a further 39% of the industry's total profit.

Based on inflation-adjusted financial statements, the number of profitable companies declined to 34, while the number of loss-making companies increased to 37, thereby exceeding the number of profitable companies.

Table 18: Profitability of Asset Management Companies				
	2024	2025	2024	2025
# of companies	**67**	**74**	**65**	**74**
# of companies with profits	56	62	43	34
# of companies with losses	11	12	22	37
Net Profit (million TRY)	**15,593**	**31,490**	**12,430**	**23,343**
Total Profit (TRY million)	15,720	31,715	13,080	24,076
Total Losses (TRY million)	-127	-225	-650	-733
Profitability Ratio	**73.8%**	**77.7%**	**41.4%**	**52.9%**
Return on Equity*	**74.4%**	**76.9%**		

Source: TCMA

TURKISH CAPITAL MARKETS ASSOCIATION

Büyükdere Caddesi
No:173 1. Levent Plaza
A Blok Kat:4 34394
Levent/İstanbul

+90 212 280 8567
+90 212 280 8589
info@tspb.org.tr
www.tspb.org.tr