Agentic AI in Investor Relations: Disruption or Just the Assistant We've Been Waiting For?

Abdullah Orkun Kaya[1] - COO, Symanto Research GmbH – TUYID Member of the High Advisory Council

When I began working at the Capital Markets Board of Türkiye, the "tech threat" to investor relations was. email. Naive, right? Back then, the idea that some piece of software would one day write your earnings presentation for you or answer an analyst's question off the top of your head? Preposterous.

My own journey since then has been fairly non-traditional. After Ankara, I crossed the Atlantic to study at MIT Sloan. I was interested not just in finance, but in where technology and management intersect. Subsequently, in London at Merrill Lynch, I experienced what it means to live and breathe capital markets. The Bloomberg terminal was magic — instantaneous access to information that would have taken weeks to collate otherwise.

Upon my return to Türkiye, I rolled up my sleeves and joined the corporate world: first investor relations, then CFO, and ultimately CEO of Türkiye's largest internet service provider. That experience shaped my thinking in ways that I still apply today. In IR, I saw how investors analyze every word. As CFO, I acquired the ruthless discipline of numbers. And as CEO, I felt the weight of every disclosure, every analyst call, every rumor on the market.

The last eleven years in Germany I've been working on building Symanto, where we focus on AI that truly understands human language, psychology, and behavior. Picture this: natural-sounding virtual agents, industry due diligence with AI power, market insights translated across languages.

From where I sit today, I can say one thing for sure: agentic AI — AI that does not just respond, but acts, watches, and makes decisions — will transform investor relations beyond what we're just starting to realize.

"Agentic AI isn't your competitor. It's the ideal co-worker you wished for — tireless, precise, and speedy."

What's So Different About Agentic AI?

By now, everybody has played around with generative AI. You tell it to summarize, it does. You tell it to write something, it tries. It's convenient, but it's still reactive.

Agentic AI is different. It does not sit and wait for instructions. It can observe the flow of information, decide, and even act within a set of guardrails.

Picture this: you arrive at the office, and as you're pouring your morning cup of coffee, an AI co-worker already has a memo in front of you. It has scanned all analyst reports across your sector overnight and underscored the themes you can't afford to miss. It has drafted your investor presentation — charts laid out, numbers checked against your disclosures. It has even listened to your last earnings call and distilled the tone of investor questions, so you know what's likely to come up again.

Run-of-the-mill investor questions? The AI politely and uniformly addresses them, only escalating when human discretion is needed. That's not science fiction. That's today.

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[1] *Abdullah is a seasoned executive with extensive experience across capital markets, investment banking, and technology. He began his career as a specialist at the Capital Markets Board of Türkiye and later worked as an investment banker at Merrill Lynch in the UK. He went on to serve as CEO of TTNET and as Chairperson of TUYID. Currently, alongside his executive role at Symanto, he sits on the boards of several technology start-ups and lectures on strategy at leading business schools. Abdullah holds an MBA from MIT Sloan and resides in Nürnberg, Germany.*

The Provocative Reality

I have to pose the uncomfortable question.

What if an investor calls your firm and receives a crisp, clear answer from a chatbot — quicker than your IR team can write one?

Or when the analyst finishes your earnings call, and you're not yet done with the internal debrief, they already possess an AI-generated summary of every question, sentiment, and red flag?

That is the future into which we are progressing. The machines are not infallible, but they do not forget. They do not fatigue. They do not lose track of how you phrased a disclosure last quarter.

Does that make IR pros irrelevant? No. It simply alters the landscape. The tedium work — the things we don't want to do — will be automated. What's left is what only human beings can provide: story, trust, judgment, relationships.

When Agents Talk to Agents

This is the future that troubles me at night — and gets me all stoked, too.

Imagine an institutional investor with its own agentic AI assistant. That device devours year-end reports and disclosures, sits in on earnings calls, graphs tone by quarter, and vomits up a full investment thesis in minutes. It even composes biting questions to ask the IR team.

Now reverse it. The corporate IR department is also running agentic AI. It builds presentations, monitors investor sentiment, responds to incoming questions through chat, maybe even makes regular investor calls.

What you end up with is AI talking to AI. Investment decisions based on machine-to-machine dialogue.

Sounds strange? It's coming. And it will make us alter our role. If the initial interface between investor and firm is automated, then the IR pro must up their game. We're the curators, the strategists, the guardians of tone and trust.

Why Türkiye Shouldn't Sit This Out

I know what you must be thinking: "*This is for the U.S. or Europe. Turkey will catch up later*." I respectfully disagree.

If anything, we have more to gain.

- IR teams in Türkiye tend to be small but with heavy loads. AI can give them breathing space.
- As Borsa İstanbul becomes more visible to international investors, expectations for speed, clarity, and bilingual communication are rising. AI can help level that playing field.
- And let's not forget the Capital Markets Board's disclosure rules. Fairness and consistency are not optional here. Done right, AI could reduce the risk of unintentional selective disclosure.

What AI Cannot Do

And let me be crystal clear: this isn't about replacing humans.

AI will create flawless Q&A scripts, but it cannot meet an analyst's gaze with conviction. It cannot detect uncertainty in the voice of an investor. It cannot help a CEO decide whether to lean forward or hold back.

Investors don't put money in numbers. They put money in leadership. And leadership — bless our luck — is still ours to provide.

Where Do We Go From Here?

I believe in five years, high-end Turkish companies will be incorporating agentic AI into their IR workflows. The only question is: will you lead that process, or join the fray later when others have trailblazed it?

My advice? Start small. Let AI write your early drafts. Use it to summarize calls. Experiment with chatbots on plain-vanilla investor inquiries. Don't wait until it gets popular.

Because here's the truth: agentic AI is not coming for your job. But experts who won't use it might one day fall behind those who do.

Final Word

My professional life has taken me from Ankara to Cambridge, to London, back to İstanbul, and now Germany. Through all these chapters, one lesson keeps repeating itself: technology alters the tools, but not the nature of our work.

Agentic AI is not your adversary. It's the tireless colleague you've always wanted. The future of investor relations in Türkiye will belong to those who learn how to work alongside it.