

odeabank

# There's a World

There's nothing like a better future



2022 SUSTAINABILITY REPORT



Having left behind 10 years of solid financial structure

**odeabank**

will continue to endeavour on the purpose of contributing  
to a sustainable future and creating value  
for everyone in the society.



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## Esteemed stakeholders,

On February 6, 2023, Türkiye was hit by a disaster of unparalleled scale, two major earthquakes struck Türkiye with the epicenter in the Pazarcık district of Kahramanmaraş, with the epicenter in the Pazarcık district of Kahramanmaraş. The immediate and Devastating consequences were felt across 11 provinces. We would like to wish the affected regions a full recovery and once more extend our heartfelt condolences to the people of our country. May those that lost their lives in this disaster rest in peace. We would also like to offer our deepest condolences to their families and loved ones.

Since the earthquake, we have been making every effort to heal the wounds of those affected and offer them as much support as we can. Thanks to the voluntary work carried out by our employees and our collaboration with various official institutions, we have been able to procure supplies and basic essentials for earthquake victims and have successfully delivered them to the earthquake zone.

At Odeabank, we are driven by our mission to promote financial inclusion and facilitate access to essential resources for all, whilst simultaneously empowering women and fostering sustainable development with the aim of creating a more equitable society for future generations. In terms of addressing the needs of women and children in the earthquake-affected areas, we decided to extend our support via donations to two campuses. This effort was carried out in collaboration with the "Purple Campus Program", an initiative led by the Federation of Women's Associations of Türkiye (Türkiye Kadın Dernekleri Federasyonu). These two campuses, located in Malatya and in Mersin, will, over a span of 12 months, offer dedicated play and therapy areas for children and essential health services to women, as well as provide much-needed psycho-social support.

**The Odeabank family remains committed to healing wounds and fostering sustainable solutions for national development, with the principles of national unity and solidarity foremost in all our endeavors.**



# About the Report

Odeabank is dedicated to offer a livable world and fostering an "equal future" for the next generations by creating a positive impact on society while simultaneously protecting the natural resources of our planet. Acknowledging the pivotal role that banking activities play in the acceleration of transformative efforts towards a sustainable future, Odeabank works with unwavering determination. Odeabank operates with a deep sense of sensitivity and responsibility to support Türkiye on its sustainable development journey. Aligned with this ethos, Odeabank is steadfastly committed to promptly and reliably addressing the financial requirements and expectations of its customers. Additionally, it endeavors to create value for all stakeholders through social responsibility projects, while simultaneously safeguarding the environment and upholding the rights of its employees.

Odeabank embraces an active responsibility to minimize and, whenever feasible, eliminate any negative environmental and social impacts that may arise from its lending activities, in addition to the direct impacts stemming from its own business processes.

Driven by its dynamic and innovative structure, Odeabank has intensified its sustainability efforts, recognizing the key role that the finance sector plays in the achievement of sustainable

development. As a result of these efforts, it is pleased to share its non-financial performance with this second sustainability report prepared in line with the GRI Standards issued by the Global Reporting Initiative (GRI). Odeabank aims to support sustainable development not only within its own business processes but also through the projects and activities it finances. Odeabank 2022 Sustainability Report, outlining the initiatives undertaken to realize our objectives, is grounded in the period from January to December 2022. This comprehensive report is accessible on our official website <https://www.odeabank.com.tr/>.

In alignment with, and beyond, the sustainability focal points identified since 2021, Odeabank has meticulously crafted its sustainability strategy and roadmap, outlining future objectives. The sustainability report serves as a transparent and periodic channel through which Odeabank communicates its activities, targets, and approach on this journey.

All opinions and suggestions of its stakeholders are of utmost value for Odeabank. For any comments and questions regarding Odeabank's sustainability initiatives, please contact us at:

**[surdurulebilirlik@odeabank.com.tr](mailto:surdurulebilirlik@odeabank.com.tr)**

odeabank

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There's nothing like a better future





# Chair's Message

We would like to thank you, our esteemed stakeholders, for dedicating time to review this report, which elucidates our sustainability approach, priorities, and endeavors in this realm.



## Esteemed Stakeholders,

Over the past decade, our dynamic structure, customer-centric approach, and human resources have propelled Odeabank to become a pioneering bank in the realm of commercial and retail banking, delivering innovative, secure, and rapid solutions that set us apart.

During this period, Odeabank has endeavored to achieve a good financial performance thanks to its solid financial standing, while also accelerating its sustainability efforts. The latter is driven by our steadfast belief, today more than ever, that how we act is just as important as what we achieve. Our approach to sustainability consists in managing our business in a balanced way with the sustainability principles defined in our "Sustainability Policy" and the fair and transparent corporate governance approach we embrace, and our strategic goals. We are pleased to contribute to the United Nations Sustainable Development Goals and

support sustainable development through our sustainability-focused activities.

Given the escalating repercussions of the climate crisis and the associated social issues, it is our belief that it has become imperative for the finance and banking sector to proactively address climate change by undertaking initiatives to mitigate its impact and championing investments and projects that prioritize sustainability. To that end, we acknowledge the significance of adopting a comprehensive perspective to foster solution-oriented approaches. Furthermore, we believe in the necessity of evaluating environmental and social impacts throughout the entire value chain, extending beyond our own banking activities. At Odeabank, in addition to our direct impacts on the environment, we also consider and manage the environmental and social impacts that may arise through our lending activities. In this context, we do not provide financing for any activity that falls under the "Odeabank Exclusion List" which is available in the annex of our "Environmental

and Social Policy", developed based on the list of prohibited activities outlined by the International Finance Corporation (IFC).

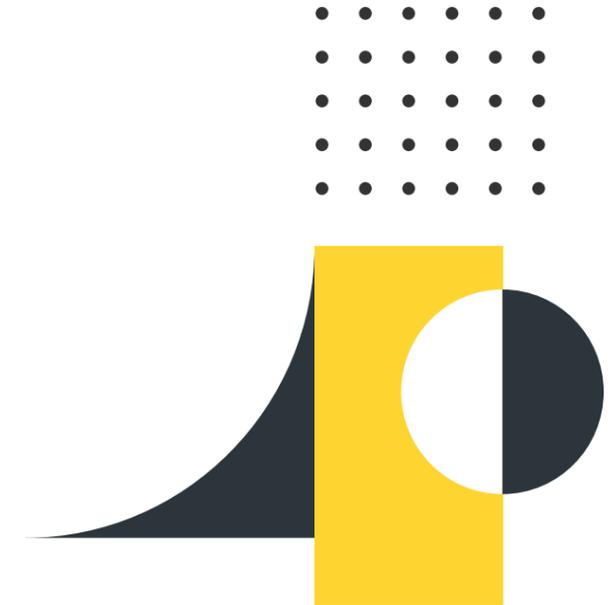
In 2022, after publishing our first Sustainability Report for the year 2021, we subsequently launched the Sustainability Policy in 2022 and conducted a comprehensive Strategy Study to set our sustainability goals. We are delighted to publicly present our second report, showcasing our environmental, social, and governance performance.

We would like to thank you, our esteemed stakeholders, for dedicating time to review this report, which elucidates our sustainability approach, priorities, and endeavors in this realm.

Sincerely,

**TAMER GHAZALEH**

Bank Audi S.A.L. Deputy Chief Executive Officer and Odeabank Chair of the Board





# Message from the CEO



Esteemed stakeholders,

At Odeabank, we are delighted to share the positive impact of our endeavors, which aim to create projects that generate value and make a meaningful difference throughout all sections of society, all with a particular focus on sustainability. Thanks to the advantages of our youthful and dynamic presence within the Turkish banking sector, we are delighted to present our second sustainability report, outlining the activities and endeavors we have undertaken under the umbrella of sustainability.

Recognizing the ever-increasing impact of climate change, we are aware that the finance and banking sector plays a crucial role in driving meaningful action for the overall well-being of both society and the environment. The sector in which we operate possesses the leverage that can create positive impact for people and the environment and accelerate healthy adaptation to climate change. It also has a key role to play in preventing activities and investments that may have an adverse impact on people and/or the environment.

In addition to our own activities, we include all corporate/commercial and SME loans we have allocated in our environmental and social risk assessment procedures, without imposing any limits vis-à-vis the loan amounts. With our stated commitment to the environment and to society, a highly skilled workforce, our innovative solutions and a robust capital structure, we hope to generate value not only for our customers but also for society and for future generations. With this in mind, at Odeabank we embrace an effective risk management approach across all our activities, aiming to establish ourselves as an economically sustainable organization that generates value for both society and the environment. We assess the opportunities and risks (including climate-related ones) we face and manage them in line with our short, medium, and long-term goals and strategies.

The recent surge, both domestically and internationally, in extreme weather events such as floods and wild fires and the ensuing damage that has been inflicted on multiple habitats worldwide has served as a reminder of the urgent need to take immediate action

in order to mitigate the various impacts of the global climate crisis. Rather than simply regulating our own operations to counter these effects in order to better protect the environment, we perceive our pursuit of sustainability as adopting a holistic approach that encompasses environmental, social, and economic dimensions too, not just within our own operations but also in the activities we finance. Accordingly, we work towards reducing greenhouse gas emissions from energy consumption, while at the same time developing and implementing projects aimed at enhancing energy efficiency. The 'Energy Management Platform' we launched in 2016 allows us to monitor the energy consumption of our branches in real-time and thereby implement necessary changes and enhancements, thus achieving significant energy savings. Since the launching of the platform, we have saved 9,700,569 kWh of energy and have concomitantly prevented 5,058 tons of CO<sub>2</sub> emissions. Furthermore, with each successive year, we have reduced our volumes of non-hazardous waste, primarily in paper, whilst also reducing hazardous waste, including medical waste.



At Odeabank, we aspire to be Türkiye’s leading phygital bank, working towards a vision whereby we may offer an exceptional digital experience that complements the physical services we deliver in our branch network. Our physical network currently spans 16 different cities, allowing us to meet the financial needs of our customers swiftly and reliably.

In the social context, we focus on the positive impact we create for all Odeabank employees, guided by the belief that our most important asset are our human resources. In addition to our experienced and development-oriented staff, all of whom are experts in their respective fields, we prioritize diversity within our organization. In alignment with the value we place on equality, we recognize that women’s participation in the workforce plays a pivotal role in accelerating sustainable development. As of 2022, 57% of our Bank’s employees were women, surpassing the sector average. Moreover, aligned with our gender equality objectives, we strive for and uphold equality in the workplace. Our commitment to equality and inclusiveness is exemplified by our status as a signatory to the Women’s Empowerment Principles (WEPs), a global private sector initiative led by the United Nations that aims to promote women’s empowerment in the workforce on equal terms.

In addition to providing fair and safe working conditions for our employees, we aim to create value for society as a whole. We consider it our foremost responsibility to help lay the groundwork for an equal future that can be passed on to future generations. We have demonstrated our commitment to gender equality through our social

responsibility initiative the ‘Fair Tales’ project. By reinterpreting classic fairy tales from an egalitarian perspective, we have successfully raised awareness as to the importance of gender equality in society. Since the inception of the project, we have distributed over 1,022,000 Fair Tales books to more than 1,200 schools, receiving numerous awards in the process. In 2022, through the Fair Tales Theater Tour, we successfully reached out to over 20,000 children across 24 different locations.

At Odeabank, we strive to be more than a financial institution and we therefore develop and sponsor projects that will benefit society as a whole. In 2022, we awarded scholarships to 10 young and upcoming artists from different disciplines so as to support and encourage their development in the digital arts. In addition, we introduced the Piksel | O’art Masterclass program, an initiative aimed at providing free training to individuals on software and hardware utilized in the production process of new media art. Our O’art, O’mag, and O’blog platforms serve as dynamic channels that foster interaction between our employees and community, enabling everyone to stay updated on the latest trends in culture, art, lifestyle, fashion, travel, business, architecture and technology, as well as to raise awareness on social issues

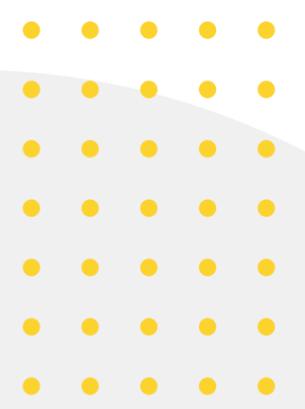
and promote the accessibility of art. These platforms provide us with invaluable insights into the evolving expectations of society, particularly young people, and allow us to develop products and services that align with their ever-changing needs.

At Odeabank, we aspire to be Türkiye’s leading phygital bank, working towards a vision whereby we may offer an exceptional digital experience that complements the physical services we deliver in our branch network. Our physical network currently spans 16 different cities, allowing us to meet the financial needs of our customers swiftly and reliably.

I would like to express our gratitude to all our stakeholders, with a special mention to our dedicated colleagues, for their valuable contributions to this sustainability report, in which we have detailed the various steps we have taken, and continue to take, towards a more sustainable future.

Sincerely,

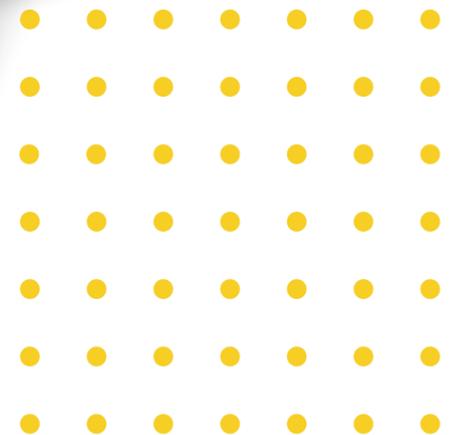
**MERT ÖNCÜ, PhD**  
CEO and Board Member





# ABOUT ODEABANK

- Odeabank at a Glance
- Organizational Profile
- History
- Capital and Shareholding Structure
- Operating Regions (Branches)
- Vision, Mission, Values
- Products and Services
- Achievements and Awards





# Odeabank At A Glance



## 70%

In 2022, over 70% of our electricity needs were met through renewable energy sources.

## I-Rec

We maintained IREC certification in 2022, affirming that our energy supply is derived entirely from renewable sources, consistent with our 2021 achievement.

## 57%

With a 57% female employee rate, exceeding the sector average, we actively support women's participation in the workforce.

## 1 million+

As of 2022, we have distributed a total of 1,022,000 "Fair Tales" books to more than 1,200 schools.

## 20.000

The Fair Tales Theatre Tour, reaching over 20,000 children across 24 locations, successfully raised awareness on gender equality.

## 10

We provided education and scholarships to 10 young artists across various fields in visual arts.

## 35%

In 2022, we reduced non-hazardous waste by approximately 35% compared to the previous year.

## 16

Through our branch network spanning 16 provinces, we aspire to become Türkiye's leading "phygital" bank.

Since the commissioning of the Energy Management Platform in 2016, we have saved 9,700,569 kWh of energy.

Our Energy Management Platform prevented 5,058 tonnes of CO<sub>2</sub> emissions.

Rainwater collected at our headquarters undergoes treatment and reuse.

As of 2023, we have incorporated Scope 3 emissions in our calculations, determining our carbon footprint across all operational stages. Our aim is to reduce emissions from all processes in the coming years.





# Organizational Profile

Odeabank sustains to work with a constantly developing and innovative approach. With its high liquidity and strong capital structure, it is ready to face the future with confidence.

Odeabank operates as a subsidiary under the Bank Audi Group, Lebanon's leading financial institution, across Türkiye and 7 other countries. Bank Audi Group establishes a robust financial platform by offering comprehensive services to its customers regionally, encompassing corporate, retail, commercial, and private banking. Odeabank continuously enhances its value by achieving its sustainable banking objectives each day. Bank Audi Group's rich history and diverse array of services reinforce Odeabank's dedication to delivering the finest financial solutions to its customers.

Odeabank, as a joint stock company, fosters sustainable development by generating value for the Turkish economy and all its stakeholders. Odeabank is the first bank in the Turkish banking sector to obtain a license from scratch after a 15-year period. By independent brand valuation agency Brand Finance, the Bank ranked among the top 50 brands in Türkiye's

100 Most Valuable Brands list. Since its establishment in 2012, Odeabank has been actively serving the banking sector and has impressively grown its asset size. In just four years, the Bank has multiplied its asset size by 11-fold. Odeabank owes its rapid growth to the quality services it offers to its customers and its solid financial performance. It continues to operate with a continuously evolving and innovative approach.

As of the end of 2022, TL 30.4 billion net loans and TL 49.2 billion deposits, while our gross loan-to-deposit ratio equaled 66%, Odeabank maintained its robust balance sheet structure that can fund itself. It stands prepared to embrace the future with confidence, bolstered by its robust liquidity and strong capital structure. It closed the year with TL 69 billion in assets, with its dynamic and adaptable structure. As of the end of 2022, Odeabank continues to make significant contributions



to the Turkish economy, having achieved a 315% increase in gross loan amount to TL 32.5 billion and a net profit surge to TL 853 million.

As of the end of 2022, Odeabank has expanded its branch network to 48 locations and its workforce to 1,111 employees, comprising 643 employees at the Head Office and 468 in branches. This prestigious position in the sector was attained through effective activities conducted by its expert staff and fortified by a robust capital foundation. Odeabank consistently places its customers as its foremost priority, and it remains steadfast in its commitment to upholding the highest level of customer satisfaction. With a customer-oriented approach, the Bank continuously builds customer loyalty and aims to fulfill their expectations by offering fast and responsive digital banking solutions that cater to their

As of 2022;

**48**  
Locations

**1,111**  
Employees

**TL 69**  
billion in assets





needs effectively. Odeabank values customers' time and ensures fast and effective service by minimizing the time spent during branch visits. It meets its customers' needs by offering convenience, accessibility, and security through a range of digital banking tools.

Focusing on serving high-value-added sectors and companies, Odeabank caters to various needs through a diverse product range aligned with its business strategies. With robust liquidity and a strong capital structure, the bank confidently navigates all periods, prepared for changing conditions.

Odeabank places a strong emphasis on customer satisfaction in its operations and services, striving to meet customer demands and evolving needs with innovative solutions. With a vision of increasing societal welfare through value creation, Odeabank seeks continuous improvement and a prominent position in the sector. As it looks to the future, Odeabank aims to become Türkiye's leading "phygital" bank, offering a seamless blend of the highest level of digital experience complemented by unique physical services. It aims to offer its customers a unique experience not only through digital channels but also through physical services. The Bank aspires to transform the banking experience and elevate customer satisfaction by providing innovative solutions empowered by cutting-edge technologies. Odeabank endeavors to be a trailblazer in Türkiye's banking sector, driven by its mission to make a difference and lead the way.

Odeabank, as Türkiye's young, dynamic, and innovative bank, is committed to constant enhancement of its business model and creating value for all its stakeholders. In

addition to addressing the financial needs of its customers through innovative services and solutions, the Bank is dedicated to contributing to the overall welfare of society.

With its forward-looking vision, Odeabank will persist to be a pioneer in the financial sector, upholding the principle of sustainability.





# History

The important developments and milestones that have taken place since Odeabank was established in 2012 are outlined below.

## 2012

In October 2012, Odeabank opened its first branch in Maslak with the permit obtained from the Banking Regulation and Supervision Agency (BRSA).

## 2013

The first SME loan program was successfully implemented with the financing support of the International Finance Corporation (IFC).

## 2014

The Bank's first energy-themed loan program, focusing on energy efficiency and renewable energy, was launched in collaboration with "Proparco".

Odeabank launched its Oxygen Account product.

The Bank integrated with the Micro Accounting Program.

ATM Check Acceptance project was initiated.

## 2015

O'art, Odeabank's art platform was established.

The Bank's first Green Building Financing Programme has been commenced in cooperation with IFC.

## 2016

A capital increase of TL 1 billion was successfully executed in the Bank.

The Sustainable Energy Management Platform was commissioned.

EBRD and IFC, two of the most prominent international finance institutions active in the region, became equity shareholders of the Bank.

The Bank's E&S evaluation processes have been upgraded in line with World Bank guidelines.

## 2017

The Integrated Finance and Risk Systems (IFRM) project, initiated in 2016, successfully completed its implementation and testing phases, entering pilot use by the end of 2017.

## 2018

Odeabank ranked among the top 10 banks in terms of asset size.

## 2019

The re-launch campaign was mounted with the motto of "More Than It Seems".

## 2020

The Eşit Masallar (Fair Tales) social responsibility project was launched.

The FAST System was commissioned.

Odeabank introduced Yakından Bankacılık, a service that allows customers to access all financial services through phone calls with dedicated financial advisors.

Odeabank signed a strategic cooperation agreement with Tacirler Yatırım to enhance its offerings and provide customers with more effective stock and VIOP transactions, as well as investment services.

Odeabank was listed among Türkiye's Most Valuable and Powerful Brands in the ranking by Brand Finance.

Closely monitoring the developments surrounding the COVID-19 pandemic, Odeabank extended its support to the Ministry of Family, Labor, and Social Services with a donation of TL 1 million.

Odeabank became a signatory to the United Nations Women's Empowerment Principles, a private sector initiative striving to enable women's full participation in economic life on equal terms.

## 2021

The Eşit Masallar (Fair Tales) project was turned into a theater play and presented to the audience.

Odeabank sponsored national diver Şahika Ercümen, the world record holder in free diving, through Oxygen Account. With the main sponsorship of Oxygen Account, on the occasion of the 98th anniversary of the Republic of Türkiye, Şahika Ercümen dived 100 meters without swimfins or a tube, setting a new world record.

Odeabank's gross loans reached TL 27.6 billion and net profit increased by 53% to TL 206 million.

## 2022

Odeabank published its first Sustainability Report in collaboration with the Green for Growth Fund (GGF) Technical Assistance Facility.

It also published the Sustainability Policy and Corporate Social Responsibility Policy.

The Human Rights Policy was included in the updated Human Resources Policy.



# Capital and Shareholding Structure

Odeabank is a prominent Lebanese banking group, renowned for its universal banking profile, encompassing a wide array of products and services, notably commercial and corporate banking, retail banking, and private banking.

Odeabank's shareholding structure and shareholders can be summarized as follows:

SHAREHOLDERS	NUMBER OF SHARES	SHARE OWNERSHIP RATIO
Bank Audi SAL	2,513,293,000.00	76.42%
European Bank for Reconstruction and Development	263,394,000.00	8.01%
International Finance Corporation	209,251,900.00	6.36%
H.H Sheikh Dheyab Binzayed Binsultan Al-Nahyan	131,697,000.00	4.00%
IFC FIG Investment Company S.a.r.l	112,674,100.00	3.43%
Mohammad Hassan Zeidan	58,532,000.00	1.78%
<b>TOTAL</b>	<b>3,288,842,000.00</b>	<b>100.00%</b>

Bank Audi, as the largest shareholder of Odeabank, is a leading Lebanese banking group with a universal banking profile, providing an extensive array of products and services covering commercial and corporate banking, retail banking, and private banking. At the close of 2022, Bank Audi recorded total assets of LL 40,591 billion, equity of LL 6,055 billion, customer deposits of LL 29,217 billion, and loans and advances of LL 5,936 billion. In addition to its established presence in Lebanon, Switzerland, and France, Bank Audi has expanded its operations to include Saudi Arabia, Qatar, Abu Dhabi, and Türkiye. As of the end of 2022, the Bank and its consolidated subsidiaries had a total of 3,059 employees, including 1,745 employees in Lebanon and 1,111 employees at Odeabank in Türkiye.

The Bank's shares are actively listed on the Beirut Stock Exchange, a confirmation of the Bank's reliability and reputation. The Bank maintains its leading position in the sector with its robust financial fundamentals and continues to provide reliable services to its customers.

In 2022, Odeabank's total loan portfolio grew by TL 5 billion compared to the previous year. TL-denominated loans increased from TL 13.4 billion at end-2021 to TL 18 billion at end-2022. During the same period, foreign currency-denominated loans experienced a slight increase from TL 14.1 billion to TL 14.6 billion, primarily attributed to the impact of exchange rate fluctuations. In 2022, the Bank's securities portfolio amounted to TL 18.3 billion. Thus, the Bank's total assets increased by TL 13.5 billion to TL 69 billion by end-2022.

While the market in Mutual Funds grew by 158% year-on-year, with the different fund options provided, Odeabank's Mutual Fund volume grew by 165% year-on-year and increased by TL 5.4 Billion to TL 8.8 Billion in 2022. With the implementation of newly introduced cash management products, Odeabank successfully strengthened customer relationships and witnessed an increase in demand deposits. The share of demand deposits in total customer deposits reached 19%. The Bank's gross loan-to-deposit ratio stood at 72% in 2021, while it materialized at 66% in 2022. Moreover, in 2022, Odeabank successfully diversified its funding sources and strategically utilized derivatives, effectively reducing asset-liability maturity gaps and enhancing its financial stability. Thus, Odeabank concluded the year 2022 with robust financial performance.

total loan portfolio grew by

**TL 5 Billion**

compared to the previous year.



the Bank's securities portfolio amounted to

**TL 18.3 Billion**



# Operating Regions (Branches)

Odeabank operates with 48 branches in 16 different provinces in Türkiye, including Adana, Ankara, Antalya, Bursa, Denizli, Denizli, Eskişehir, Gaziantep, Hatay, İstanbul, İzmir, Kayseri, Kocaeli, Konya, Mersin, Muğla and Samsun, as well as Bank'O Branch in İstanbul, which undertakes centralized management of remotely acquired customers only.

**48**  
branches





# Vision, Mission, Values

Odeabank's vision, mission, values and strategic goals are stated below.

## VISION

Our vision is to become Türkiye's leading "phygital" bank, offering the best digital experience integrated with authentic physical services.

## MISSION

Our mission is to facilitate banking through our distinct products and expertise, while also actively contributing to sustainable development with a strong sense of social responsibility.

## VALUES

### Authenticity

We empathize with our stakeholders and make their lives easier.  
We think creatively and provide fast and practical solutions.  
We differentiate ourselves by making personal impacts

### Excitement

We wonder, explore, and believe in lifelong learning.  
We take courageous steps to improve ourselves and help others improve.  
We design together, we finalize together.

### Openness

We build honest and reliable relationships through accountability.  
We prioritize keeping streamlined, transparent and accessible.  
We openly share our thoughts and experiences.

### Respect

We respect the individual and value diversity and multi-voices.  
We support gender equality and advocate for an equitable world.

## STRATEGIC GOALS



### For Customers

Odeabank aspires to sustain being customer-centric bank that can accurately understand and meet the unique needs of its customers, enhancing their life quality, making them feel worthy, and becoming an essential partner for them.



### For Employees

Odeabank aspires to foster an environment where every employee takes pride in being a part of the organization, feeling valued, treated with fairness, and empowered to grow both personally and professionally, achieving their career goals.



### For the Society

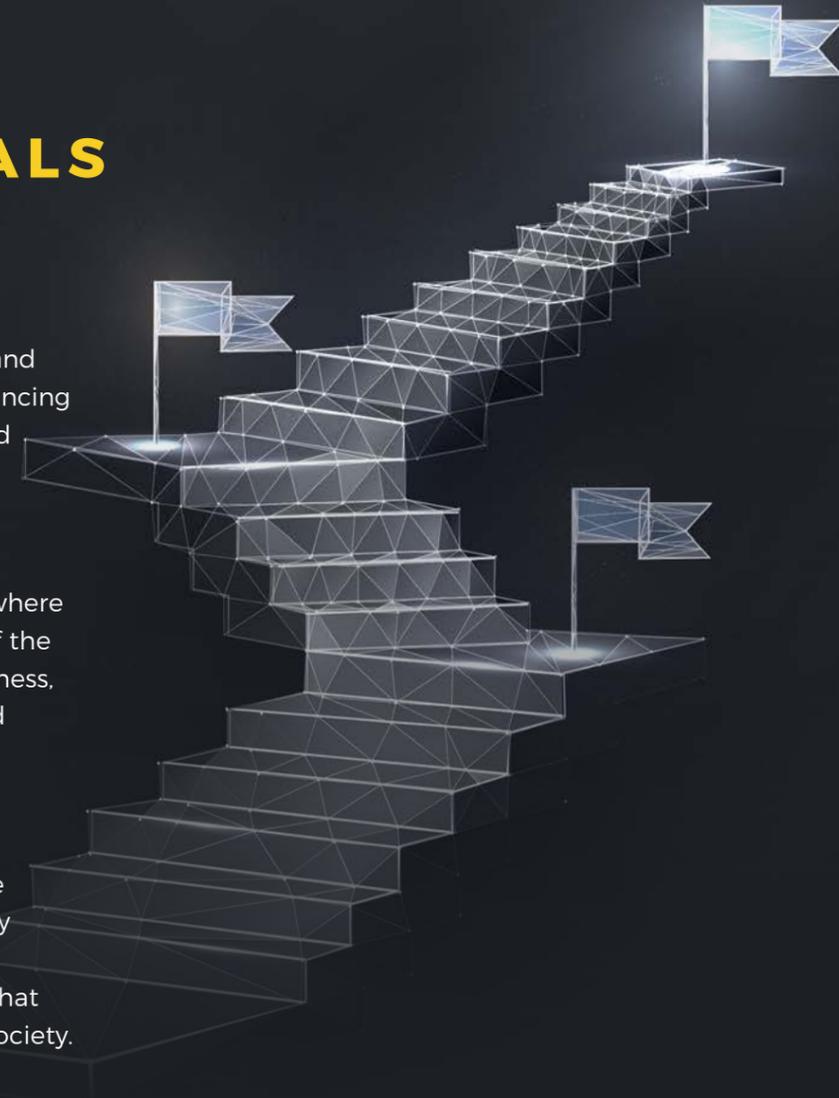
Odeabank aspires to be a socially responsible bank, attuned to the needs of the community it serves, and actively fulfilling its corporate citizenship duties by undertaking initiatives that contribute to the welfare and well-being of society.



### For the Sector

Odeabank aspires to be a dynamic and innovative leader in the banking sector, distinguished by its advanced technological infrastructure, efficient service approach, and experienced human resources.

Odeabank's vision, mission, and values, encompassing its cultural codes, were redefined using the insights gained from the comprehensive Employer Branding project, which was initiated across the Bank in 2020 and carried forward to 2022.





# Products and Services

With a customer-oriented approach, Odeabank provides a wide range of products and services tailored to meet the specific needs of individuals and commercial institutions. It places great emphasis on developing long-term sustainable and reliable relationships with its customers.



## COMMERCIAL BANKING

Throughout 2022, Odeabank continued to extend support to companies' commercial activities, providing financial funds to its customers in alignment with their evolving needs and requirements. The scope of Commercial Banking, which provides services to customers at 18 points, including 5 Commercial Centers and 13 Commercial Branches in 13 provinces as of 2022, consists of cash loans, foreign trade financing, letters of guarantee, cash management solutions and treasury products. Commercial Banking services include cash loans, foreign trade financing, letters of guarantee and cash management solutions. At a total of 18 points in 13 provinces, it offers value-added services to its customers thanks to its specialized human capital.

Odeabank aims to be a pioneering force in the banking sector, delivering exceptional services, and building sustainable success and a high-quality brand image through its Commercial Banking activities. When crafting financing solutions, the Bank aims to offer quick and efficient outcomes, adopting a customer-centric approach. By emphasizing the utmost satisfaction of its current customers, the Bank strives to foster a robust and

loyal customer base for the long term in line with its goal of acquiring new customers. Aligned with its targets and endeavors, the Bank achieved consistent growth in its loan volume throughout 2022.

In 2023, Odeabank aims to expand its cash and non-cash loan portfolio by leveraging cutting-edge technology in alignment with the country's macro goals, while capitalizing on sectoral diversification to offer cross-selling opportunities to customers and maximize growth potential.



### Foreign Trade and Cash Management Hotline

The Foreign Trade and Cash Management Hotline is designed for companies engaged in foreign trade activities, whether newly venturing into international markets or already conducting exports or imports, providing comprehensive support for their transaction cycles, financing, and guarantee requirements. Launched in 2021 and operational throughout 2022, this hotline offers vital solutions to companies seeking assistance in foreign trade, providing technical consultancy. In 2022, the foreign trade volume mediated by Odeabank increased by 14% compared to 2021. In addition to foreign trade transactions, Odeabank extends its support to companies' cash management requirements, offering technical assistance not only to its existing customers engaged in foreign trade but also to any other companies seeking specialized support in cash management solutions.

Odeabank proved to be one of the most agile banks in adapting to the rule changes introduced in the CBRT Rediscount Credits, facilitating the meeting of exporters with suitable financing products, thus making a substantial contribution to Türkiye's export targets. In 2022, Odeabank intensified its efforts to leverage its pioneering position and expertise in

the CBRT Rediscount Credits product, providing guidance to its exporting SME customers. The Bank became a shareholder in İhracatı Geliştirme A.Ş. (İGE) in 2022. In 2023, Odeabank will continue to augment its support for the financing needs of exporting customers by further leveraging the guarantee provided by İGE.

**In 2022, the foreign trade volume mediated by Odeabank increased by 14% compared to 2021.**



## RETAIL AND PRIVATE BANKING

Odeabank has strived to develop customer-centric products and services while actively acquiring and managing remote customers since its establishment. As of March 2023, Odeabank's Retail and Private Banking unit, which had been operating in 48 branches, including Bank'O Branches in 16 provinces since 2021, underwent a restructuring and was divided into two distinct business units: Retail Banking and Private Banking. Through this change:

- The restructured Retail Banking unit will comprise agile teams operating in an agile working model, lines of expertise offering services across the entire Bank, and branch management dedicated to ensuring the seamless delivery of designed products to customers.
- Under the Private Banking function, the Retail Banking unit will be managed by two main functions: "Investment Services" and "Private Banking Sales and Client Management".

One of Odeabank's primary objectives is to deepen its understanding of customers and provide personalized products and services that cater to their specific needs, fostering enduring and trustworthy relationships for the long term. Driven by a customer-oriented approach and a commitment to enhancing the value of customers' investments, Retail and Private Banking continuously expands its product range and diversifies services in various domains. In this context, two different platforms were commissioned in 2022. First, Odeabank introduced "rob'o," a digital asset management assistant available on the Bank's website, enabling customers to assess their savings based on risk levels and access portfolio allocation alternatives devised by Odeabank's expertise and advanced modeling

technologies. Second, in 2022, Odeabank launched the "FX'O" platform, empowering customers to execute spot and derivative transactions with competitive pricing, promptly addressing their foreign exchange trading requirements in response to dynamic market conditions.

The products and services tailored to meet customers' diverse expectations have yielded positive outcomes, as reflected in the overall satisfaction index measurements. In 2023, Retail and Private Banking will continue to prioritize customer satisfaction, striving to provide the most suitable products at fair prices to individuals at the right moments. The unit will continue to innovate by developing new products in alignment with customer expectations, enhancing the overall banking experience, and dedicating its resources to cultivating enduring and sustainable relationships with both existing and potential customers. It aims to be highly responsive to the evolving needs of customers by leveraging digital platforms that place digital processes at the forefront, aligning with the industry and the world.

In line with its commitment to meeting the diverse needs of customers, Retail Banking caters to customers above a certain asset size under the Privileged Banking segment. The Privileged Banking service line strives to offer boutique services that not only address customers' financial needs but also cater to their non-financial expectations. The Privileged Banking service line provides an array of exclusive products

and services, including personalized individual consultancy services, diverse investment options, free EFT and money transfers through digital channels, complimentary domestic ATM withdrawals, discounted safe deposit boxes, and the Privileged Card, all designed to make customers feel valued and privileged.

**In 2022, Odeabank commissioned two different platforms. First, Odeabank introduced "rob'o," a digital asset management assistant available on the Bank's website, enabling customers to assess their savings based on risk levels and access portfolio allocation alternatives devised by Odeabank's expertise and advanced modeling. Second, the "FX'O" platform, empowering customers to execute spot and derivative transactions with competitive pricing.**

### Deposit Products

Odeabank offers a wide array of product alternatives to customers seeking to invest their savings, encompassing both fixed and variable return options. Besides the monthly time deposit product, savers have the option of opening an Oxygen Account, which addresses their daily cash utilization requirements with a demand deposit sub-limit. The account is available in TL, USD, and EUR currencies, and it also accrues overnight interest. Customers who seek to manage their savings daily without concerns about maturity deterioration prefer Oxygen Account, thanks to its dual structure of functioning as a demand deposit during the day and converting into a maturity-based account at night.

Odeabank has diversified its deposit portfolio by introducing an extensive range of alternative products and services, catering to customers seeking medium and long-term investment options that safeguard their savings from potential risks. In line with this approach, in addition to traditional demand and time deposit products, Odeabank provides customers with a diverse range of alternative deposit options. These accounts cater to daily cash usage needs with a demand deposit feature, allow flexibility in withdrawing funds before maturity, enable interest income generation while freely switching between currencies, offer opportunities to invest in savings as gold or silver, facilitate medium and long-term investment options, safeguard against exchange rate fluctuations, and mitigate currency risk upon maturity. In early 2022, Odeabank introduced currency-protected deposit products.

## Investment Services

Investment Services will continue to operate with two functions: "Investment Services" and "Investment Research".

### Investment Services;

coordinates all investment product recommendations from the Bank through a centralized channel, contributing to the seamless transformation of decisions into actions that align with the Investment Committee's decisions.

### Investment Research;

by closely monitoring domestic and international market developments and customer expectations, the Investment Research function will assist Customer Representatives in the field by identifying potential investment opportunities to present to customers.

With its team of experienced professionals, Odeabank adopts an investment management approach that focuses on offering products and services designed to preserve and enhance customers' savings in alignment with their risk

tolerance and return expectations. The 5 key elements of this approach are:

- Knowing customers well,
- Protecting customers against possible risks based on their defined risk levels,
- Offering the most diverse and innovative investment opportunities on the market,
- Managing with a team of experienced, professional, and certified investment experts,
- Formulating an investment strategy through an independent process, detached from potential risks.

Odeabank customers have access to personalized and tailored product and service support through one-to-one meetings with branch staff who are experts in their respective fields, boasting extensive experience and CMB certification.

Odeabank's investment product portfolio encompasses sustainability fund basket funds and sustainability stock funds.



## Debit Cards and Credit Cards / Personal Loans



The fundamental approach in developing debit and credit card products at Odeabank is to create easy and readily accessible solutions that effectively cater to the needs of customers. Odeabank introduced Ayrıcalıklı Kart (Privileged Card) offering cash back, a first in the banking sector, for high-income segment customers, while also providing Private Card exclusively tailored to private banking customers. In 2021, Odeabank took steps to enhance customer experience with credit cards, transitioning all credit cards to be contactless and expanding installment features.

In 2022, the Bank introduced the Bank'O Dijital Kart product for digital purchases. Furthermore, Odeabank offers customers personalized financial consultancy and tailored payment plans to align with their specific cash requirements, complemented by individual loan options. In 2023, Odeabank will continue its commitment to delivering the best service to its customers by offering tailored campaigns and enhancing their experience according to their individual needs.

## Insurance and Private Pension

Odeabank's ongoing bancassurance product and service development efforts ensure customers can efficiently and conveniently meet their needs through a diverse range of channels. Besides AXA Sigorta A.Ş., MetLife Emeklilik ve Hayat A.Ş., and the latest addition of HDI Sigorta A.Ş., Odeabank expands its bancassurance activities by establishing new collaborations with Viennialife Hayat A.Ş. and Doğa Sigorta, both launched in 2022. As part of the product development initiatives, Odeabank offers customers existing products with enhanced collaterals and introduces new products through the branch channel and alternative distribution channels. The Bank additionally provides private pension plans to assist customers and their children under the age of 18 in attaining their retirement goals and realizing their dream retirement within their defined savings objectives.

In 2023, Odeabank will continue to introduce innovations in both its product range and the manner in which products are delivered to customers.





## Achievements and Awards

Over the past decade, Odeabank has received almost 200 awards, recognizing excellence in various domains including product diversity, banking services, digital innovations, and customer satisfaction. Awards received in the last 3 years are listed below.



### ★ 2020

#### ARC Annual Report Awards

- Odeabank 2019 Annual Report Interior Design Gold Award – Banks category (International)
- Odeabank 2019 Annual Report Cover Design Gold Award – Banks category (International)
- Odeabank 2019 Annual Report Traditional Annual Report Silver Award – Banks category (International)
- Odeabank 2019 Annual Report Printing and Production Honorary Award – Banks category (International)

#### Stevie Awards Bronze Awards

- "Oksi Bot" Chat Bot project – Bronze Award in Financial Services category

#### Standard Chartered Bank "Customer Reward Program" Awards

- Outstanding Quality in Payment Formats Award IMI Conferences – Türkiye Call Center Awards First Prize in the category of Best Call Center with under 100 Seats

#### Şikayetvar.com A.C.E Awards

- Banking Segment B Gold Award

#### The Stevie Awards

- Gold Stevie Award in the Customer Service Training Team of the Year category

#### Standard Chartered Bank Awards

- Outstanding Quality in Payments Formatting Award for excellence in FC transfer transactions

#### PRİDA Communication Awards

- Strategic Communication Division, Corporate Social Responsibility Communication – EŞİT MASALLAR (FAIR TALES)
- Gender Equality in Communication Special Award – EŞİT MASALLAR (FAIR TALES)
- Special Awards: Game-changing Project Award – EŞİT MASALLAR (FAIR TALES) Special Awards: UNICEF Campaigns That Bring Hope to Children Special Award – EŞİT MASALLAR (FAIR TALES)

#### Mediacat Felis Awards

- Social Responsibility Section, Felis Award in the "Quality Education" Category – EŞİT MASALLAR (FAIR TALES)
- Social Responsibility Section, Achievement Award in the "Children and Youth Projects" Category – EŞİT MASALLAR (FAIR TALES) Social Responsibility Section, Achievement Award in the "Reducing Inequalities" Category – EŞİT MASALLAR (FAIR TALES)

- Branded Content Section, Achievement Award in the "Best Screenplay-Music Match" Category – EŞİT MASALLAR (FAIR TALES)
- Press Section, Achievement Award in the "Purpose-Driven Press and Broadcasting" Category – EŞİT MASALLAR (FAIR TALES) PR Section, Felis Prize and Grand Prize in the "Content Production" Category – EŞİT MASALLAR (FAIR TALES)
- Digital and Mobile Section, Felis Award in the "Holistic Digital Campaign" Category – EŞİT MASALLAR (FAIR TALES)
- Media Section, Felis Award in the "Reaching the Target Audience" Category – EŞİT MASALLAR (FAIR TALES) Transforming Marketing Impact Section, Felis Award in the "Ground-Breaking Projects/Ideas" Category – EŞİT MASALLAR (FAIR TALES)
- Transforming Marketing Impact Section, Felis Award in the "Positive Social Impact/Social" Category – EŞİT MASALLAR (FAIR TALES)

#### Stevie International Business Awards

- Corporate Responsibility – Bronze Award in the Communication or Public Relations Campaign of the Year Category – EŞİT MASALLAR (FAIR TALES)

#### Kristal Elma (Crystal Apple) Awards

- "Film/Online Film" Section, Silver Award in the "Culture, Art, Sports, Event" Category – EŞİT MASALLAR (FAIR TALES)

#### Social Media Awards Türkiye

- Gold Award in the "Gender Equality" Category – EŞİT MASALLAR (FAIR TALES)
- Grand Prix Jury Prize – EŞİT MASALLAR (FAIR TALES)

#### MIXX Award Europe 2021

- "Kâr Amacı Gütmeyen Kurumsal Sosyal Sorumluluk" Kategorisi Gümüş Ödülü – EŞİT MASALLAR

### ★ 2022

#### Şikayetvar.com A.C.E Awards

- Banking B Segment Diamond Award

#### The Stevie Awards

- Gold Stevie Award in the Customer Service Training Team of the Year Category

#### IDC Türkiye Financial Technologies Awards

- 1<sup>st</sup> Prize for Redhat Openshift End-to-End Automation
- 3<sup>rd</sup> Prize for Transition to SD-WAN Technology

#### Direklerarası Audience Awards

- Institutional Theaters Award – Eşit Masallar (Fair Tales)

#### Yeni Tiyatro Magazine Labor and Achievement Awards

- Best Children's Play of the Year Award – Eşit Masallar (Fair Tales)

#### Kristal Elma (Crystal Apple) Awards

- Bronze Award for the commercial film showcasing our instant account opening feature



# CORPORATE GOVERNANCE

Corporate Governance Principles and Policies  
Code of Ethics  
Organizational Structure, Senior Management  
and Auditors  
Committees  
Internal Systems, Legislation and Compliance  
Risk Management Approach



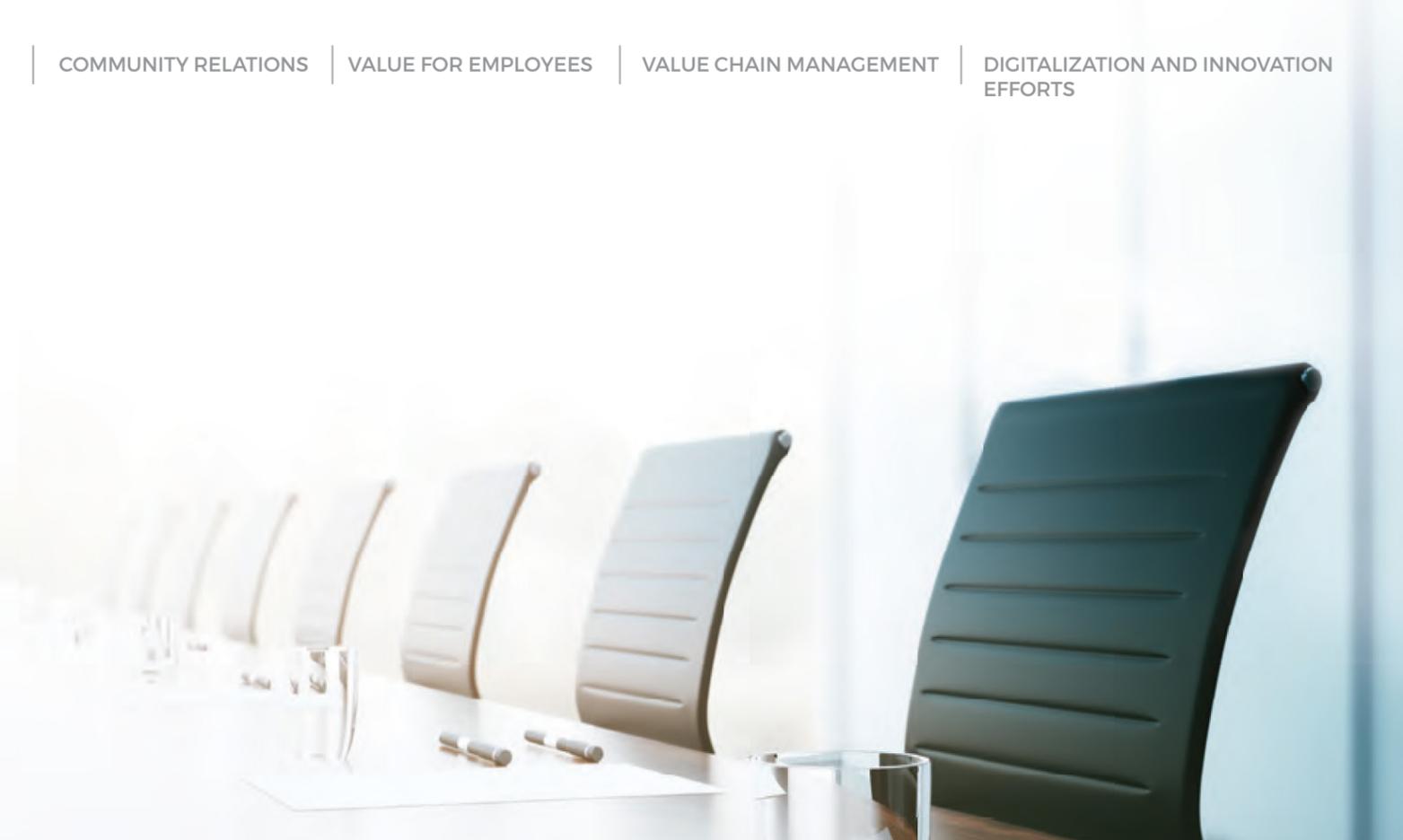


# Corporate Governance Principles and Policies

Despite not being publicly traded, Odeabank showcases its dedication to Corporate Governance practices by publishing an annual "Corporate Governance Principles Compliance Report" since 2017, affirming its commitment to upholding and enhancing Corporate Governance principles within the Bank.

The corporate governance principles embraced by Odeabank are impartial and are not contingent on individuals. They rest on the principle of equality. All employees are expected to embrace these principles and uphold them in their actions.

**Corporate Governance Principles Compliance Reports are available here.**



## CORPORATE GOVERNANCE POLICY



**Principle 1:** Corporate values and strategic goals should be established within the Bank.



**Principle 2:** Authorities and responsibilities within the Bank should be clearly defined and implemented.



**Principle 3:** Members of the Board must have the qualifications to perform their duties effectively, be aware of the role they have undertaken in corporate governance and be able to make independent assessments about the Bank's activities.



**Principle 4:** Senior Management must have the qualifications that enable them to fulfill their duties effectively and be aware of the role they have undertaken in corporate governance.



**Principle 5:** The work of the Bank's Internal Systems and Independent Audit employees should be utilized effectively.



**Principle 6:** Compliance with the ethical values, strategic goals and internal balances of the Bank should be ensured in the remuneration policies.



**Principle 7:** Transparency should be ensured in corporate governance.

In compliance with the BRSA regulation, Odeabank has established its distinctive corporate governance principles and codified them in its Corporate Governance Policy. These principles are as follows:

Through this policy, Odeabank acknowledges that a robust governance structure will generate a positive impact for all stakeholders and prioritizes continuity, consistency, and effectiveness in its operations to foster long-term success. Furthermore, the Bank acknowledges the significance of safeguarding the interests of all stakeholders through its corporate governance structure, while

also recognizing the importance of fairly managing conflicts of interest that may arise among them. In addition, this policy outlines the responsibilities, structure, and functions of the Board of Directors, as well as the composition, roles, and responsibilities of the committees operating within the Bank. The policy undergoes regular periodic reviews, and adjustments are made when necessary.



## SUSTAINABILITY POLICY

Odeabank acknowledges the significant role the financial world plays in shaping a sustainable future and its responsibility in contributing to a better world for generations to come. Accordingly, the Bank adopts a responsible banking approach and places sustainable development of Türkiye at the forefront while carrying out all types of banking transactions. Beyond its banking operations, the Bank also focuses on sustainability within its own business processes.

With its responsible banking approach, the Bank diligently tracks the Sustainable Development Goals (SDGs) set forth by the United Nations and embraces best practices from other international

supranational organizations to enhance its commitment to sustainability. Following international best practices, the Bank endeavors to eliminate or minimize potential negative environmental and social impacts that may arise from both the activities of its customers and its own business processes.

The Bank's Sustainability Policy outlines the general principles, core management and control objectives, and guiding principles that the Bank embraces to actively contribute to sustainable development.

## ENVIRONMENTAL AND SOCIAL POLICY AND EXCLUSION LIST

Odeabank's Environmental and Social Policy delineates the fundamental principles guiding the identification, monitoring, and management of environmental and social impacts that may arise from lending processes, which constitute banking activities. The Bank adheres to national legislative regulations and international standards regarding environmental and social issues. In the lending processes, strict adherence to national legislation and fulfillment of obligations outlined in international conventions and agreements are deemed essential and expected.

Within the framework of this Policy, Odeabank has developed an Exclusion List, drawing upon the list of excluded activities established by the International Finance Corporation (IFC). The Bank strictly refrains from providing financing for any activities listed in the Exclusion List, which was crafted to incorporate activities that are either prohibited or restricted by international conventions ratified by Türkiye and national legislation.

**The Environmental and Social is available here.**

## CORPORATE SOCIAL RESPONSIBILITY POLICY

In addition to the impact created through its banking activities on stakeholders, Odeabank places great importance on generating value for the society in which it operates. Driven by its strong corporate social responsibility awareness, the Bank

engages in awareness-raising and transformative initiatives across various domains, focusing on areas such as education support, environmental protection, women's empowerment, sports, culture, arts, gender equality, and accessibility.

## HUMAN RESOURCES POLICY

Odeabank's core Human Resources principle centers around the belief that its most valuable asset is its human capital.

Through its Human Resources Policy, Odeabank strives to promote a professional, fair, and effective approach in all its activities. Additionally, the policy aims to foster an environment where

employees are encouraged to abide by ethical values and comply with local laws, regulations, and the Bank's own set of rules. The policy serves as a guiding framework for employees, offering direction on ethics, discipline, and compliance with the relevant legislation applicable to the Bank.

**Detailed information on the policy is available here.**

## HUMAN RIGHTS POLICY

Creating an equitable and safe working environment that upholds human rights for all stakeholders is one of Odeabank's top priorities. In pursuit of this goal, the Bank is dedicated to ensuring employee health and safety while fostering a diverse and inclusive work environment. Through open communication and fostering a respectful work environment, the Bank aims to prevent potential violations and unethical behavior.

The Human Rights Policy has been included in the Human Resources Policy. The policy sets forth the ethical and disciplinary standards for employees, acting as a reference for adhering to applicable legislation and ensuring compliance within the Bank.

## REMUNERATION AND FRINGE BENEFITS POLICY

Odeabank Remuneration Policy outlines the key principles governing a fair and transparent reward strategy implemented within the organization. The remuneration strategy, aligned with industry practices, adopts an egalitarian approach that emphasizes incentivizing high performance and recognizing achievements.

Employee rewards and fringe benefits are closely tied to individual performance and consider the risks involved in the Bank's operations.

**The full policy is available here.**



## AML /CFT POLICY

Odeabank has an effective strategy to ensure full compliance with legal obligations and national and international legislation along with the regulations within the scope of prevention of laundering proceeds of crime and financing of terrorism and to manage compliance risks that it may face. The policy outlines the obligations set by Odeabank to prevent money laundering and the

financing of terrorism. It aims to minimize risks by employing a risk-based approach and evaluating the transactions and services conducted by the Bank and its customers. All Bank employees, irrespective of their positions and titles, are obligated to fully adhere to the principles outlined in this policy.

## POLICY FOR PROTECTING, PROCESSING, ERASURE AND STORING OF PERSONAL DATA

Odeabank places the highest priority on processing, safeguarding, and maintaining the confidentiality and security of all personal data of real persons related to its products and services in strict accordance with the Law on the Protection of Personal Data. Accordingly, the Policy for Protecting, Processing, Erasure and Storing of

Personal Data outlines the measures taken to process and safeguard the personal data of legal and real persons in accordance with the law, regardless of the manner or purpose for which the data is held by the Bank.

**The full policy is available here.**

## DOMESTIC AND INTERNATIONAL SANCTIONS POLICY

Odeabank and its main shareholder Bank Audi Group have adopted the principle of implementing the necessary policies, procedures and controls in order to ensure that the persons or institutions to which it provides services and products, the transactions it intermediates and the parties involved in the transactions are not prohibited persons, institutions or service/product trade within the scope of embargo practices applied at national and international level, to protect our Bank and customer assets and to operate as a prudent merchant for the healthy

functioning of the national and international financial order.

The primary objective is to prevent reputational risks and financial losses that may be incurred by the Bank, to evaluate the products and services offered by the Bank on national and international platforms with a risk-based approach, to determine internal controls and measures, rules and responsibilities, and to increase the awareness of employees.

Other policies established by the Bank include:

- Internal Control Charter
- Internal Audit Charter
- Risk Charter
- Liquidity Risk Management Policy
- Operational Risk Policy
- Corporate, Commercial and SME Credit Policies
- Corporate Information Security Policy
- Internal Systems Committee Charter
- Conflict of Interest Policy
- Precious Metals Responsible Supply Chain Policy
- Personal Account Dealing Code of Professional Conduct
- Politically Exposed Persons (PEP) Policy
- Non-Profit Organization Policy
- Business Continuity Management Policy
- Retail Credit Policy
- Risk Strategy
- ICAAP Policy
- FATCA and CRS Policy
- Trading Portfolio Strategy
- Residual Risk Policy
- Country Risk Policy
- Market Risk Policy
- Concentration Risk Policy
- Structural Interest Rate Risk Management Policy
- Counterparty Credit and Settlement Risk Policy
- Information Technology Policy
- Odeabank Capital Markets Intermediation in Trading Transactions Work Flow and Internal Control Policy (OCMP)
- Related Party Transactions Policy
- Reputational Risk Policy
- IFRS9 Provisioning Policy
- Write-off Policy
- Remedial and Recovery Management Policy



# Code of Ethics

The Code of Ethical Conduct is a comprehensive document that outlines the ethical principles and values that all Odeabank representatives are expected to embrace. The rule set, rooted in Odeabank's core values and "Banking Ethical Values", serves as a guide for all employees. Odeabank is committed to promoting ethical conduct and strict adherence to all business rules, laws, and regulations among its employees within the banking sector. These rules also aim to increase employees' awareness of ethical issues. In this context, all Odeabank employees are responsible for:

- acting in accordance with the principle of confidentiality of customer and Bank information,
- keeping fair and accurate records,
- performing transactions honestly,
- being consistent in their relationships with others,
- providing complete, accurate and full information,
- refraining from discriminating based on religion, language, race, gender, age, marital status and physical appearance,
- providing a work environment that is free of violence, physical and psychological abuse, alcohol and drugs.

Additionally, Odeabank acknowledges all data acquired through banking operations as confidential information. Odeabank employees bear the responsibility of safeguarding and maintaining the confidentiality of personal data of legal and natural persons within the Bank, as well as protecting sensitive information such as the Bank's strategy, business plans, technologies, employee salaries, and third-party data, etc.

Within the framework of Odeabank Code of Ethics, the following information is prohibited from being disclosed to ensure information security:

- Internal and/or confidential information
- Financial or organizational information about the Bank, including information about the Bank's operations, strategies, business plans, processes, proprietary products, technologies, etc.
- Information about customers and their accounts in order to protect customer confidentiality
- Third party information provided to the Bank through the Bank's suppliers and commercial counterparts
- Salary, personal or professional background information of employees
- All private information of Bank customers or representatives

The responsibility of employees to protect information security continues even after they leave the Bank.

In addition, the Code of Ethical Conduct also defines the measures and expectations from employees to prevent conflicts of interest. It underlines that employees involved in decision-making mechanisms are expected to act in the Bank's best interests, avoid conflicts of interest, refrain from unfair competition, and adhere to legal and ethical standards. The Code of Ethical Conduct also emphasizes the Bank's commitment to fair competition and its efforts in combating the proceeds of crime. In line with this sensitivity, the Bank conducts awareness-raising trainings for its employees to address fraud and corruption risks.

Odeabank employees are expected to fully comply with all of these ethical principles. In case of violations of the Code of Ethical Conduct and failure to report known violations, employees may face disciplinary actions, and the matter will be assessed by the Disciplinary Committee. Through the Whistleblowing Reporting Line, accessible

by all employees, and the relevant procedure, the Bank has established a clear path for employees to report irregularities or violations and has provided information on the channels, authorized units, and persons they can directly contact in such cases. The Bank has laid out a comprehensive process on how to make internal notifications in cases of fraud, corruption, forgery, unethical behavior, and non-compliance with legal regulations. During the process conducted by the Internal Audit Department, the identity of the notifying employee is kept completely confidential, ensuring their anonymity. By ensuring the anonymity of the notifying employee, any potential negative consequences they may face are prevented.





# Organizational Structure, Senior Management and Auditors

Odeabank's organizational structure is headed by Mert Öncü, PhD, and includes members of the Executive Board and the Audit Committee.

In November 2022, it was decided to manage Retail Banking and Private Banking under two separate Assistant General Managers, both reporting directly to the CEO. As well as Cem Muratoğlu who was already working as AGM Responsible for Private Banking, Gürcan Kırmızı was appointed as AGM Responsible for Retail Banking.

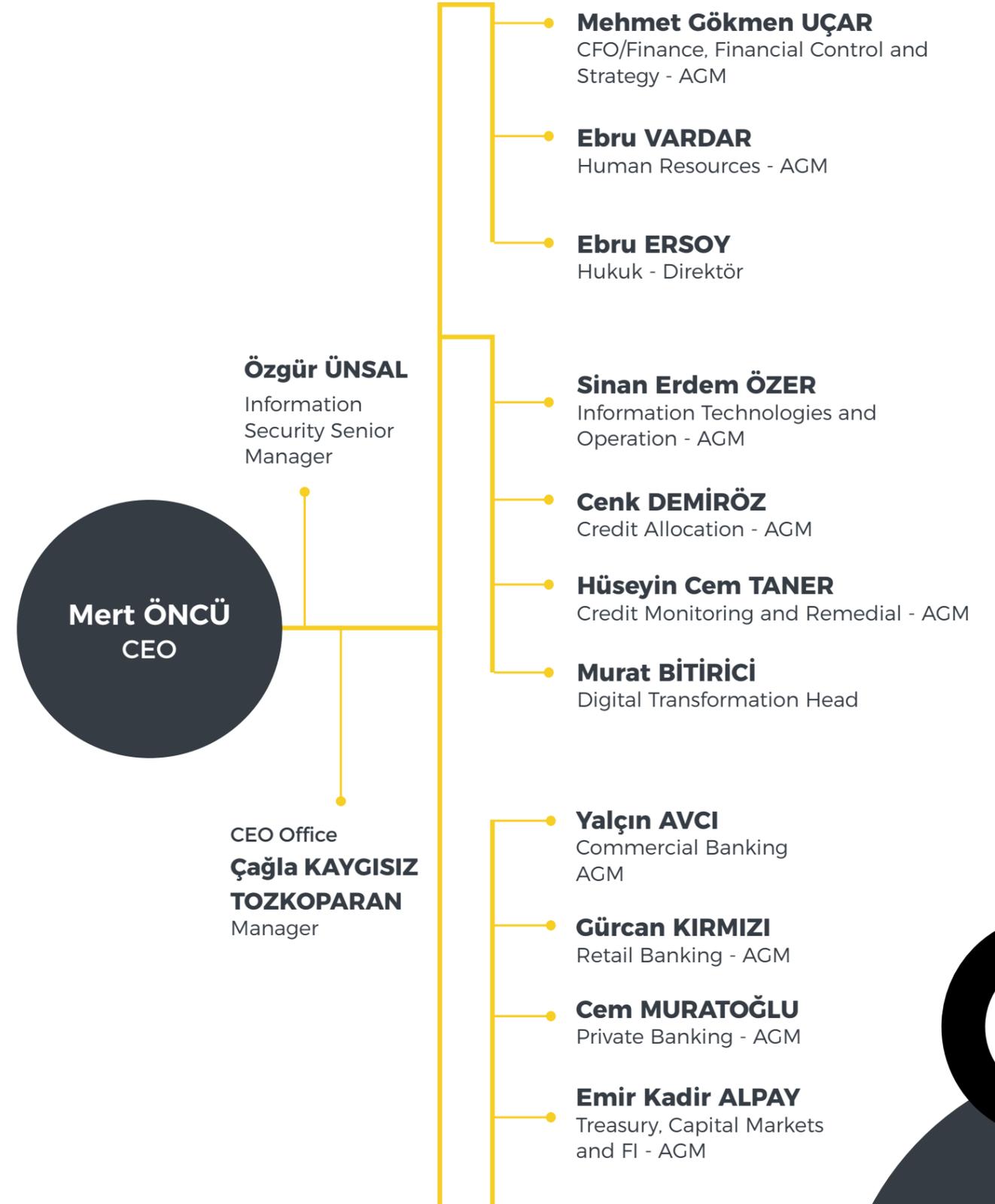
As of April 20, 2022, some changes were made under the Audit Committee following the

engagements on the Bank's organizational needs. As part of the organizational changes, the "Legislation" and "Compliance" functions, previously managed by "Internal Systems", will now be consolidated into a new structure called the "Regulations and Compliance Unit". Önder Yılmaz has been appointed as the "Head of Legislation and Compliance" to lead the newly established functions. Moreover, the organization previously known as "Internal Systems" has been renamed as "Risk Management and Internal Control". You may visit our website for most recent chart <https://www.odeabank.com.tr/hakkimizda/kurumsal-yonetim/ust-yonetim>

## Odeabank Genel Organizasyon\*



\* For the most up-to-date scheme please visit [our website](#).



**Mert ÖNCÜ, PhD – CEO**

Mert Öncü, PhD received his bachelor's degree in Electronics and Communication Engineering from İstanbul Technical University. He continued his studies and obtained a master's degree in Business Administration from DePaul University in Chicago, where he also worked as an assistant. Between 1992-1994, he completed his internship at the Chicago Mercantile Exchange Group.

Mr. Öncü received his PhD in Banking from Marmara University's Banking and Insurance Institute in 2001. He completed the "Growing Leaders and Growing Companies Certificate Program" in INSEAD France in 2010 and the "Advanced Management Program" (AMP) at Harvard University in 2017. Mr. Öncü started his career at Koçbank in 1994 and took part in the Koçbank-Yapı Kredi merger in 2006. After the merger, he assumed senior responsibilities in Treasury Management at Yapı Kredi. In addition to these duties, Mert Öncü also served as Member of the Board at the Futures and Options Exchange, which was operational in İzmir between 2007-2013. In 2011, Mr. Öncü held the position of Executive Vice President for Treasury and Financial Institutions and served as an Executive Board Member at Yapı Kredi. Later, in January 2018, he became a member of Yapı Kredi Yatırım Board of Directors, and finally, on April 2, 2018, he was appointed as CEO and Board Member of Odeabank.

**Yalçın Avcı - Deputy CEO and AGM Responsible for Commercial Banking**

Yalçın Avcı received his undergraduate degree from Middle East Technical University's Department of Metallurgical Engineering in 1995 and his master's degree from Ankara Bilkent University's Department of Business Administration in 1997. He worked as Credit Analyst and Customer Representative at Türk Boston A.Ş. between 1995-1997, and as Customer Representative at İktisat Bank Ankara Branch between 1997-1998.

After working as Expert Customer Representative between 1998-2000 and as Assistant Manager between 2000-2002 at HSBC Bank, Mr. Avcı went on to serve as Corporate Banking Group Manager between 2002-2005 and as Head of Corporate Banking Sector between 2005-2010. Between 2010-2012, he served as Head of Corporate Banking Group. Since 2012, Yalçın Avcı has been serving as AGM Responsible for Corporate Banking at Odeabank. Following the merger of Corporate and Commercial Banking and SME Banking business lines in November 2018, he assumed the role of AGM Responsible for Commercial Banking, and from November 2019, he has also been serving as Deputy CEO.

**Mehmet Gökmen Uçar - Deputy CEO and AGM Responsible for Finance, Financial Control and Strategy**

Mehmet Gökmen Uçar graduated from Boğaziçi University's Faculty of Economics and Administrative Sciences, Department of Economics in 1998. Mr. Uçar worked as Independent Auditor at Başaran Nas Bağımsız Denetim ve S.M.M.M. (PwC) between 1998-2002 and received the title of Independent Accountant and Financial Advisor. Joining Koçbank in 2002, he served as Budget Planning and MIS Director in Financial Control and Planning until 2005.

Mehmet Gökmen Uçar undertook various management positions in the fields of strategy, budget and planning in Italy, Germany and Austria within the body of UniCredit Group between 2005-2007. Returning to Yapı Kredi in 2008, Mr. Uçar served as Capital Management, Expense Control and Allocation Manager, Head of Financial Reporting Group and Financial Reporting and Accounting Director, respectively. Mr. Uçar, who was appointed as the Financial Reporting and Accounting Group Director in 2011, worked as Executive Vice President of Retail Loans starting from August 2012 and also served as KBB Board Member during the same period. He served as Executive Vice President of Human Resources and Organization Management and member of Yapı Kredi Bank's Executive Committee from January 2016 until July 2018. Appointed as AGM Responsible for Strategy and Business Development at Odeabank in July 2018, Mehmet Gökmen Uçar has been serving as AGM Responsible for Finance, Financial Control, and Strategy since November 2018. Furthermore, since December 2021, he has taken on the role of Deputy CEO.

**Cem Muratoğlu** - AGM Responsible for Private Banking

Cem Muratoğlu received his bachelor's degree in Petroleum Engineering from Middle East Technical University, Faculty of Engineering in 1989 and his master's degree in Business Administration from Bilkent University in Ankara in 1992. In 2008, he completed the "Corporate Leadership Program" (TCL) at Harvard University. Mr. Muratoğlu started his banking career at Interbank A.Ş. in 1992 as a Corporate Banker and after assuming various roles and responsibilities until 1999, he became the Director in charge of Retail Banking and Alternative Distribution Channels. In 1999, Cem Muratoğlu joined Finansbank's senior management team in charge of Retail Banking Sales Management. After serving as the Head of Department responsible for the marketing of Retail Banking products and services and the management of non-branch channels at Akbank in 2001, he was appointed Executive Vice President responsible for Retail Banking in 2008. At the end of 2008, Mr. Muratoğlu took on the same position at ING Bank and later served as AGM Responsible for Retail Banking at Odeabank A.Ş. from 2012 until November 2022. Since then, he served as AGM Responsible for Private Banking till September 2023.

**Sinan Erdem Özer** - AGM Responsible for Technology and Operations

Sinan Erdem Özer completed his undergraduate degree in Computer Engineering at Middle East Technical University and an MBA program at Koç University. Starting his career at Koçbank in 1994, Mr. Özer served as System Engineer, Department Manager, System Support and Operations Group Manager until 2006.

Sinan Erdem Özer, who also assumed the leadership of the infrastructure team during the Yapı Kredi Bank and Koçbank integration project, served as Manager of Yapı Kredi IT Service and Support Groups between 2008-2010, and the Group Director of Infrastructure, Operations, Internal Customer Support, Security and Subsidiaries Software teams between 2010-2018. Since September 2018, Özer has been serving as Odeabank's AGM Responsible for Technology and Operations.

**Hüseyin Gönül** - AGM Responsible for Risk Management and Internal Control

Hüseyin Gönül completed his undergraduate degree in Management Engineering at İstanbul Technical University in 1995. Starting his career with the Demirbank A.Ş. Executive Program in 1996, Mr. Gönül served as Internal Auditor at Demirbank A.Ş. between 1996-1998 and as Internal Auditor and Risk Manager at Dışbank A.Ş. between 1999-2005, respectively.

In 2005, he assumed the position of Credit Risk Management Director at Fortis Bank A.Ş., and in February 2011, he was appointed as the Director of Rating Model Development at TEB A.Ş. Having held the position of AGM Responsible for Internal Systems at Odea Bank A.Ş. since June 2019, Mr. Gönül has been serving as AGM Responsible for Risk Management and Internal Control since April 2022.

**Emir Alpay** - AGM Responsible for Treasury, Capital Markets and Financial Institutions

Emir Alpay received his bachelor's degree in International Business and Marketing at Marmara University in 1996 and his master's degree in International Business at North London University in 1997.

Starting his career at Koçbank in 1999, Mr. Alpay transitioned to Yapı Kredi Bank in 2006, where he assumed the positions of Corporate Sales Director, Treasury, Derivatives and Foreign Exchange Markets Group Director, respectively, and was appointed as the CEO of Yapı Kredi Asset Management in 2013. As of September 2019, Alpay has been serving as AGM Responsible for Treasury, Capital Markets and Financial Institutions at Odeabank.

**Cenk Demiröz** – AGM Responsible for Credit Allocation

Cenk Demiröz started working as Customer Representative in HSBC Bank's Corporate Banking Unit in 2000, after graduating from Boğaziçi University's Department of Economics and receiving his master's degree from Cornell University's Department of Economics.

Between 2002-2010, he worked at HSBC Bank's Corporate and Commercial Loans Unit. After serving as the Co-Chair of Commercial and SME Loans at ING Bank in 2010, Mr. Demiröz returned to HSBC Bank where he worked as Director of Corporate, Commercial and Financial Institutions Loans Allocation, Market and Counterparty Risks. Cenk Demiröz, who worked as Vice President of Loans and Acting CEO at Albaraka Türk Bank between 2017-2019, has been serving as AGM Responsible for Credit Allocation at Odeabank since November 2019.

**Ebru Vardar** – AGM Responsible for Human Resources

Ebru Vardar, who graduated from İstanbul Technical University's Department of Industrial Engineering, started her career at Vestel. Continuing her career as HR consultant at Arthur Andersen in 1997, Mrs. Vardar participated in many restructuring projects in different sectors during her 6 years of consultancy experience.

In 2003, she assumed the role of HR Director at Ernst & Young. In 2013, Ebru Vardar transferred to Yapı Kredi Bank and continued as HR Director. Throughout her career, she carried out projects on corporate culture, employer brand, performance management and reward systems, recruitment, and talent management. Ebru Vardar, who most recently served as Assistant General Manager in charge of Human Resources at Boyner Büyük Mağazacılık, started to work as Head of Human Resources and Executive Committee Member at Odeabank A.Ş. in September 2020 and has been serving as Assistant General Manager Responsible for Human Resources since February 2022.

**Cem Taner** – AGM Responsible for Credit Monitoring and Remedial

Cem Taner graduated from Ankara University, Faculty of Political Sciences, Department of Business Administration and started his banking career in 1996 with Koçbank Management Trainee (MT) Program. After assuming various managerial roles in the Corporate and Commercial Banking Departments of Citibank, Oyakbank and HSBC Bank, Mr. Taner served as the Head of Corporate Center Group at HSBC Bank until 2012. In 2012, he joined Odeabank as Head of Corporate and Commercial Banking Center while it was still in its establishment phase.

In 2019, Cem Taner was assigned with the reorganization and restructuring of Odeabank Credit Monitoring and Follow-up Department and currently works as a senior manager responsible for Credit Monitoring and Data Management, Administrative Follow-up and Problem Loans and Legal Follow-up Units.

Mr. Taner, who completed Odeabank's sector-first project of establishing a new early warning system based on machine learning and using artificial intelligence in March 2023, has been serving as AGM Responsible for Credit Monitoring and Remedial since February 2022.

**Gürcan Kırmızı** – AGM Responsible for Retail Banking

Gürcan Kırmızı graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 2002. Mr. Kırmızı started his banking career in Payment Systems at Yapı Kredi Bank in 2002 and was appointed as Payment Systems Portfolio Management Director in 2010 and Retail Banking Marketing Analytics and One-to-One Marketing Director in 2013. He served as Credit Risk Management Group Director between 2015-2018, and as Retail Banking Segment Management Group Director at the same institution between 2018-2019. Gürcan Kırmızı, who worked as an Associate Partner responsible for the design and management of consultancy projects in the fields of strategy and business development in the banking, payment systems and financial technologies (FinTech) sectors at McKinsey&Company İstanbul Office between 2019-2022, has been serving as AGM Responsible for Retail Banking at Odeabank since November 2022.



# Committees

Odeabank has 5 committees that report to the Board of Directors. There are also Management Committees that are operating in different areas and reporting to the Chief Executive Officer. Bylaws, authorities, responsibilities and reporting requirements of all committees are specified in the Corporate Governance Policy.

## Board Level Committees at Odeabank are:

### CREDIT COMMITTEE

The Credit Committee works to provide support to the Board of Directors on loan disbursement within the limits of its authority. It is an advisory and decision-making body that establishes guidelines for credit policy, taking into account economic objectives and the overall risk profile of the Bank's loan portfolio.

The Credit Committee is accountable for allocating loans up to 10% of the Bank's equity and providing opinions to the Board of Directors for loans exceeding the delegated authority, in addition to fulfilling duties assigned by the Board of Directors.

### AUDIT COMMITTEE

The Audit Committee's responsibilities include overseeing the effectiveness and sufficiency of the Bank's internal systems, accounting, and reporting systems in compliance with the law and relevant regulations, ensuring the integrity of information presented on behalf of the Board of Directors, conducting preliminary assessments for selecting independent audit institutions, rating agencies, and support service providers as directed by the Board of Directors, regularly monitoring the activities of these selected companies, and ensuring seamless coordination.

It oversees adherence to the Regulation on Internal Control, Internal Audit, and Risk Management, as well as the Bank's internal policies and implementation principles approved by the Board of Directors and provides recommendations to the Board of Directors regarding necessary measures.

The Audit Committee convened in four meetings in 2022 and adopted thirteen resolutions. Additionally, the committee adopted two resolutions through circulation holding any actual or video-conference meetings.

### CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee's role is to aid the Board of Directors in overseeing compliance with the Bank's Corporate Governance Principles, develop systems to detect non-compliant actions with the Bank's corporate values and ethical rules, conduct improvement studies in this regard, and provide recommendations to the Board of Directors. The Corporate Governance Committee convened in three meetings in 2022 and adopted two resolutions.



### REMUNERATION COMMITTEE

The Remuneration Committee is responsible for monitoring and auditing the Remuneration Policy and its implementations on behalf of the Board of Directors, presenting them to the Board, and evaluating these implementations within the context of risk management. It ensures that the remuneration of Board Members, Senior Executives, and other Bank employees aligns with the Bank's values, ethical rules, internal dynamics, and strategic targets.

The Remuneration Committee convened in one meeting in 2022 and adopted two resolutions. Additionally, the committee adopted two decisions through circulation without holding any actual or video-conference meetings.

### RISK COMMITTEE

The Risk Committee is responsible for identifying, measuring, monitoring, and controlling the risks to which the Bank may be exposed. It is responsible for determining the Bank's risk appetite, reviewing

and approving the risk framework and policies, as well as evaluating periodic risk reports and monitoring the risk functions within the Bank. The committee works to monitor and evaluate the effectiveness of the management framework for these risks.

It develops recommendations on the Bank's risk policies and risk appetite and presents them to the Board of Directors for approval. It also monitors the Bank's risk profile for all risk types.

The Risk Committee convened in five meetings in 2022 and adopted seven resolutions.

## The Management Committees within Odeabank are as follows:

### EXECUTIVE COMMITTEE (EXCO)

The Executive Committee is tasked with formulating and executing business policies at the Bank in alignment with the approved strategies and policies set forth by the Board of Directors, and it operates under the leadership of the CEO.



## ASSETS-LIABILITIES COMMITTEE (ALCO)

The Assets-Liabilities Committee was established to evaluate the Bank's balance sheet, liquidity, interest rate risk, and profitability matters, and to make necessary decisions. It is responsible for developing policies and procedures for asset-liability management, monitoring compliance with ratios set by legal authorities, realizing the Bank's strategies and objectives, and assessing the Bank's risk and profitability to maximize income within the risk appetite and tolerance determined by the Board of Directors.

## DISCIPLINARY COMMITTEE

The Disciplinary Committee is responsible for establishing and managing regulations concerning any actions by employees that are contrary to the legislation, both within and outside the Bank. It also oversees the sanctions to be applied to employees in such cases.

## PROCUREMENT COMMITTEE

The Procurement Committee was established to assess the Bank's product and service acquisitions and make purchasing decisions.

## INFORMATION SECURITY COMMITTEE

The Information Security Committee ensures adherence to the Bank's policies, procedures, and implementation principles regarding information security. It prioritizes the provisions of the Corporate Information Security Policy for all Bank assets, approves the security plan, provides clear guidance for all information security-related activities, and ensures management support in this area. Additionally, this committee is responsible for overseeing and directing all information security activities within the Bank, including reviewing

periodic reports prepared by the Information Security Unit.

## INFORMATION TECHNOLOGY (IT) MANAGEMENT COMMITTEE

The Information Technology (IT) Management Committee is responsible for prioritizing IT investments and projects, monitoring the progress of ongoing projects to ensure compliance with legislation, resolving resource conflicts between projects, providing guidance on IT architecture, and overseeing service levels for IT services.

It convenes at least twice a year and reports to the IT Strategy Committee at least once a year.

## INFORMATION TECHNOLOGIES (IT) STRATEGY COMMITTEE

The Information Technologies (IT) Strategy Committee is responsible for overseeing the appropriate implementation of IT investments in alignment with the Bank's IT strategy plan, ensuring the compatibility of the Bank's business goals and IT goals, and providing regular and direct reports to the Board of Directors on these matters. Furthermore, this committee reviews the IT strategy plan at least once a year, making revisions as needed, and closely monitors the activities of the IT Steering Committee.

The IT Strategy Committee convenes at least twice a year to assess the proper implementation of the IT strategy plan and to evaluate significant IT investment decisions. It also submits an annual report to the Board of Directors.

## INFORMATION SYSTEMS (IS) CONTINUITY COMMITTEE

The Information Systems (IS) Continuity Committee is tasked with ensuring the continuity of the Business Support services used by the

Bank to facilitate its operations. It is responsible for identifying and declaring crisis situations, making decisions regarding the activation of the information systems continuity plan, and coordinating with other recovery, continuity, and response teams, taking into account all aspects related to cyber incidents.

## DIGITAL STRATEGY COMMITTEE

The Digital Strategy Committee was established to analyze the current ecosystem, assess innovations, global and national trends, as well as threats and opportunities in the sector. Its primary goal is to ensure the Bank's digital strategy remains up-to-date and to foster its development accordingly.

## CUSTOMER EXPERIENCE COMMITTEE

The Customer Experience Committee was established to assess significant matters raised in notifications, requests, and complaints submitted by the Bank's customers. It aims to identify and implement lasting solutions to minimize customer complaints.

## IFRS 9 IMPAIRMENT COMMITTEE

The IFRS 9 Impairment Committee is responsible for making all decisions related to IFRS 9, the Financial Reporting Standard. It ensures that the necessary actions are taken in line with the standard's requirements.

## EXPENSE MANAGEMENT COMMITTEE

The Expense Management Committee was established to assess and approve expenditure requests that exceed certain budgeted or unbudgeted amounts. Additionally, it is responsible for following up the realization of the expense budget.

## REMEDIAL AND MANAGEMENT COMMITTEE

This sub-committee, operating under the Board Credit Committee of the Board of Directors, is established to enhance control, supervision, and management of the credit monitoring and remedial process. It holds local authority for verifying credit monitoring and remedial strategies, as well as making credit decisions related to monitoring and remedial activities.

## DEPOSIT COMMITTEE

As part of the Bank's efforts in deposit development and funding cost management, the Deposit Committee conducts weekly meetings with relevant teams to regularly assess deposit FTP, market developments, maturity structure of new and maturing deposits, and overall performance. The goal is to identify opportunities for enhancement and optimization.

## INFORMATION SHARING COMMITTEE

The Information Sharing Committee is responsible for overseeing the execution of activities in accordance with the Regulation on the Sharing of Confidential Information.

## SUSTAINABILITY MANAGEMENT COMMITTEE

The Sustainability Management Committee serves as a platform to discuss the development and efficiency of sustainability-related activities, as well as strategic decisions concerning environmental, social, and governance matters. Details are provided in the relevant section of the report.

Starting from August 2023, in order to address Sustainability issue at a higher authority level, the name of the Corporate Governance Committee has been changed as Corporate Governance and Sustainability Committee, and the committee's span of authority has been expanded to cover Sustainability-related matters.



# Internal Systems, Legislation and Compliance

Odeabank has structured its internal systems framework in alignment with pertinent regulations, notably conforming to the Banking Law No. 5411 and the “Regulation on Internal Systems and Internal Capital Adequacy Assessment Process of Banks”. To efficiently carry out a diverse range of banking functions, encompassing risk management, legislation and compliance, the Bank has established an array of necessary policies, regulations, and procedures and ensured their accessibility to all employees.

To further this commitment, Odeabank has set up an Internal Systems Committee with the objective of promoting and fortifying an internal systems culture that aligns with the Board of Directors’ directives and guidelines throughout the entire Bank, facilitating discussions between internal systems functions and business lines in a common platform to enhance their mutual compatibility, and ensuring the formation of conclusive Senior Management opinions within the framework of authorities delegated by the Board of Directors, particularly in cases of discrepancies between business lines and internal systems functions.

As per the Regulation on Internal Systems and Internal Capital Adequacy Assessment Process of Banks, the responsibility for overseeing Internal Systems can be designated solely to a non-executive member of the Board of Directors, committees composed of such members, or the Audit Committee.

At Odeabank, this responsibility has been entrusted to the Audit Committee. The Internal Control and Fraud Prevention Unit, along with the Risk Management Units under Internal Systems, directly report to the Audit Committee through the Assistant General Manager of Risk Management and Internal Control. Similarly, the Internal Audit Department directly reports to the Audit Committee through the Head of Internal Audit. Furthermore, the Legislation and Compliance Unit direct reports to the Audit Committee through the Head of Legislation and Compliance. The function referred to as “Internal Audit” in the relevant regulations and legislation is conducted by the “Internal Audit Department” within the Bank. More detailed information regarding these functions is provided below.

## INTERNAL AUDIT DEPARTMENT

The primary objective of the Internal Audit Department is to ensure that the Bank’s operations are conducted in strict compliance with the law, relevant legislation, as well as the Bank’s internal strategies, policies, principles, and objectives. At Odeabank, the responsibility for executing internal audit engagements in adherence to the applicable laws and regulations lies with the Internal Audit Department. The Internal Audit Department goes beyond mere compliance and guarantees the effectiveness and sufficiency of internal control and risk management systems. Along with providing such assurance, the Department conducts its activities while maintaining a line of accountability to the Board of Directors through the Audit Committee to ensure the fulfillment of independence and objectivity requirements within its team.

In addition to providing assurance and consultancy efforts, mainly covering Head Office functions, business processes, information technologies, and branches, the Internal Audit Department also performs data analytics activities for fraud detection and continuous auditing. Furthermore, the Department undertakes scenario-based monitoring and follow-up engagements. Based on findings from its efforts, the Internal Audit Department proposes actions to improve the Bank’s internal control environment and enhance risk management. Additionally, the Department closely monitors the implementation of the previously proposed actions.

Audits engagements for each year and their respective scopes are determined through annual risk assessment efforts, as per applicable laws and the relevant authorities’ regulations. These determinations are regularly updated to adapt to changing circumstances. The comprehensive risk assessment takes into consideration a range

of factors, including the historical evaluations of the Bank’s systems and processes, audit frequency, outcomes of risk control self-assessment, strategies of the Bank, areas requiring improvement, potential threats, and insights from external audits and legal legislation assessments. Subsequently, audit priorities are established as part of this process. Throughout this entire process, a vision that aligns with the international internal audit standards is maintained, while employing a professional, objective, honest, and independent approach.

The Internal Audit Department maintains a regular line of communication with Odeabank’s Board of Directors through the Audit Committee by submitting quarterly activity reports. In the year 2022, the Internal Audit Department executed its activities in accordance with the audit plan developed based on the conducted risk assessments. The department presented its reports to the Senior Management and subsequently to the Board of Directors through the Audit Committee. The Internal Audit Department utilizes computer-assisted audit technologies in their audit activities, generating specialized data or sample sets tailored to requirements through analytical queries. The Department also conducts fraud detection and prevention activities using scenario-based investigation methods. Furthermore, the O’dit application, launched by the Internal Audit Department, is in use and is constantly being developed in line with the Bank’s requirements. Additionally, the RSA Archer application, designed to enhance the monitoring, tracking, and effective management of governance, risk, and compliance processes, has been actively adopted by the Internal Audit Department. In 2023, it is planned to optimize the application’s value and benefits for the Bank and all stakeholders to maximize its advantages. The Internal Audit Department also plans to contribute to efforts for promoting the sustainability concept within the Bank, and intends to initiate assurance activities for this purpose.



## INTERNAL CONTROL DEPARTMENT

The Internal Control Department assumes the responsibility of conducting, monitoring, and independently evaluating financial, operational, and other controls to ensure that Odeabank's banking activities comply with established policies, methodologies, and relevant regulations. It is also responsible for the timely and effective reporting of results to the Senior Management. Furthermore, the Internal Control Department conducts final reviews of all updated or newly created policies, procedures, and workflow charts prior to their implementation to prevent any errors stemming from legislative compliance, implementation, and process design.

The principles governing the internal control system adopted and executed by Odeabank, along with the operating procedures of the Internal Control Department, are clearly outlined in the Internal Control Regulation. Accordingly, the internal control system is an integrated process, designed to provide reasonable assurance for achieving set objectives, which are implemented by Bank's management and all employees, and for fulfilling the Bank's mission, with a comprehensive impact on the entire organization. Internal control, which is an integral part of the Bank's day-to-day activities, is initially implemented by employees and managers responsible for each activity and is further reinforced by the Internal Control Department employees.

## FRAUD PREVENTION

As of May 2022, subsequent to organizational adjustments, the unit underwent a restructuring and is now recognized as "Fraud Prevention" unit within the "Internal Control and Fraud Prevention" group. As part of its operations, the unit has evaluated all applications for personal loans, credit cards, and overdraft accounts, as well as new customer account openings, monitoring

In 2022, the findings from the Head Office and branch controls undertaken by the Internal Control Department were communicated to the relevant departments and Senior Management of the Bank. This process identified areas requiring improvement. The Internal Control Department conducted an analysis of the new risks arising in both banking processes and information systems as a result of evolving legislation and workflows. Consequently, additional controls were implemented to address these identified risks.

In the same year, Odeabank adopted the RSA Archer application for risk and control management. Following the deployment of the application, all activities related to the controls conducted by the Internal Control Department have been seamlessly integrated and are now managed through this application. The Internal Control Department has initiated the "Continuous Monitoring System", a computer-assisted automation project entirely reliant on internal resources, to enable continuous monitoring of activities and to increase the frequency and efficiency of controls. The software has been partially deployed and the development process is underway.

and resolving the cases of forgery and fraud, and implemented preventive measures against potential fraudulent activities.

In the domain of transaction security activities, the unit has tracked the transactions processed via Credit Cards, contracted Merchants, Internet

Banking, Mobile Banking, and ATMs, using specific scenarios as part of the transaction fraud monitoring efforts.

In line with the Information Systems Regulation, the Bank's employees underwent training to raise awareness about fraud prevention. In addition, analyses were conducted to mitigate the fraud risks faced by the Bank and the sector, accompanied by efforts to reduce these risks.

As part of its fraud prevention activities, the Bank exercises the utmost care to ensure, protect, and enhance customer security while adhering to relevant legal regulations. Odeabank maintains a continuous 24/7 monitoring system to track suspicious transactions processed by customers through banking channels. Furthermore, Odeabank

## COMPLIANCE WITH LEGISLATION AND PROTECTION OF PERSONAL DATA

This unit bears the responsibility of tracking legislative changes, ensuring their dissemination within the Bank, acting as a liaison between the Bank and regulatory authorities concerning legislative matters, providing responses to inquiries from Bank employees on legal matters, overseeing compliance with the Law on the Protection of Personal Data, and actively raising awareness of legislation throughout the Bank.

Within the Bank, the Legislation Unit monitors legal changes, disseminates the updates to the relevant departments, and serves as a consultant if any adjustments or systematic developments in business processes are deemed necessary to meet the requirements of legal changes.

prioritizes not only protecting its customers against fraud but also raising their awareness in this regard. For the year 2023, the Bank affirms its ongoing commitment to:

- monitoring and regularly analyzing current fraud attempts and new fraud trends in order to prevent potential fraud cases.
- keeping abreast of newly-introduced products/services and update its monitoring systems to align with prevailing fraud trends.
- providing periodic trainings to Bank employees on fraud methods and undertaking activities to bolster the security awareness of its employees.
- informing customers about the essential considerations to guard against potential fraud incidents.

In the realm of personal data protection, the unit undertakes consultancy activities throughout the Bank by evaluating business processes and examining new products and services in alignment with Law No. 6698 on the Protection of Personal Data, as well as other relevant national and international legislation and regulations.

Throughout the year 2022, the unit actively engaged in working groups of the Banks Association of Türkiye (TBB) and the International Investors Association (YASED) on behalf of the Bank. It also participated in workshops and meetings organized by the Personal Data Protection Authority.



## COMBATTING FINANCIAL CRIMES AND COMPLIANCE

Odeabank undertakes not to act as a direct or indirect intermediary in transactions associated with money laundering, financing of terrorism, and illegal activities under any circumstances. It further pledges to implement the requisite measures and precautions in this regard. Through its Combating Financial Crimes and Compliance function, the Bank has developed a robust strategy to ensure absolute compliance with all legal obligations and national and international legislation and regulations, in particular Law No. 5549 on the Prevention of Laundering Proceeds of Crime and Financing of Terrorism. This strategy also enables the Bank to manage compliance risks that may arise.

The Bank's Combating Financial Crimes and Compliance function conducts its activities in strict adherence to the Bank's Policies on the Prevention of Laundering Proceeds of Crime and Financing of Terrorism, alongside other pertinent policies and procedures. Accordingly, the Combating Financial Crimes and Compliance Unit engages in efforts to improve the Bank's compliance culture. As part of the Bank's commitments to all stakeholders, the Bank's Policy on the Prevention of Laundering Proceeds of Crime and Financing of Terrorism has been developed with a risk-based approach, primarily in line with the local legislation issued by the Financial Crimes Investigation Board (MASAK) and the standards set forth by esteemed international organizations such as the Financial Action Task Force (FATF), Wolfsberg Principles, BASEL Principles.

In this context, the Bank's compliance policy, approved by the Bank's Senior Management, encompasses customer acceptance principles, monitoring and control activities, as well as:

- Making the necessary efforts to ensure the Bank's compliance with the legislation on the prevention of laundering proceeds of crime and financing of terrorism.
- Ensuring communication and coordination between the Bank and MASAK, preparing the annual training program for the prevention of laundering proceeds of crime and financing of terrorism, and monitoring its implementation.
- Investigating and evaluating potentially suspicious transactions reported to it or detected ex officio.

and notifying MASAK of transactions that it considers suspicious.

To fulfill the Bank's commitments outlined in the compliance policies, the Combating Financial Crime and Compliance Unit systematically monitors customer acquisition processes, financial and non-financial transactions processed by customers, all contractual parties engaged in business relationships, correspondent banking relationships and transactions, as well as all products, services, and service channels provided by the Bank. In order to increase awareness regarding the prevention of money laundering and financing of terrorism, the Foreign Account Tax Compliance Act (FATCA), and the Common Reporting Standard (CRS), to reinforce the efficacy of the Bank's controls and practices, and e the culture of compliance across the Bank, all Bank employees undergo annual training programs that are continuously strengthened in alignment with recent developments. The Bank increases overall awareness and fosters a shared culture of compliance by circulating up-to-date information throughout the Bank with regard to national and international compliance developments. In 2022, the Bank implemented significant enhancements to existing processes and software to improve compliance with recommendations from international organizations, effectively manage heightened risks, and ensure more efficient monitoring. In line with Odeabank's responsibility for providing training to all Bank employees, ongoing training sessions were conducted throughout the year, including specialized programs tailored to specific units and subjects. The Bank firmly believes that an effective fight against money laundering and financing of terrorism requires a joint effort by all employees. Accordingly, the Bank remains dedicated to conducting its activities and providing services in alignment with this approach.

# Risk Management Approach

In line with its established strategies and short, medium, and long-term objectives, Odeabank identifies potential risks and guides its operations accordingly. Odeabank has maintained a dedicated Risk Management Department since its establishment in 2012. It oversees and manages its risks and opportunities based on the Risk Management Department Regulation. This regulation aims to establish a consistent risk management approach within the Bank by delineating the role, scope, principles, risk management framework, risk management process, as well as the duties and responsibilities of the risk function, which was established to support the Bank's strategic objectives.

The Bank considers the risk identification process to be one of the most crucial steps in the risk assessment process. By presenting the Bank's risks in the most optimal and accurate manner, Odeabank is able to proactively take precautionary measures in response to unforeseen situations. During the identification of the Bank's risk, potential consequences are determined based on the source of the risk and the incidents through which the risk might occur. The Bank is obligated to take the actions required by the risk and implement measures to reduce the likelihood of the risk or the impact of the risk. Following the Risk Committee's assessment, the relevant actions and measures are presented to the Senior Management. Risk management at Odeabank is evaluated, monitored, and followed up by three distinct units.





**Credit Risk Unit:** In adherence to the legislation, Credit Risk Unit conducts limit efforts in conformity with the risk strategy and appetite, regularly monitors the appetite and limits approved by the Board of Directors, and reports them to the Board of Directors. Furthermore, it routinely performs analyses, and in the event of a misalignment between the Bank's risk profile and the Board-approved risk appetite, the Unit formulates action plans to align the Bank with the defined appetite. The Credit Risk Unit is responsible for calculating provisions required to be reserved as per BRSA and IFRS9 directives, establishing their entire infrastructure, and ensuring their ongoing continuity. The Credit Risk Unit further takes charge of preparing the Internal Capital Adequacy Assessment Process (ICAAP) report as part of ensuring compliance with legal capital requirements. The Credit Risk Unit also undertakes various activities, including the calculation of capital adequacy and the modelling of credit risk parameters; such as probability of default (PD), exposure at default (EAD) and loss given default (LGD).

**Market and Assets-Liabilities Risk Unit:** The Market and Assets-Liabilities Risk Unit actively manages market risk arising from trading portfolio, counterparty credit risk linked to derivative products, and structural interest rate and liquidity risks within the scope of balance sheet risks. Additionally, the unit takes charge of preparing and implementing policies related to these risks. Relevant risks are measured in compliance with national regulations and the

policies set by Odeabank and Bank Audi, and they are systematically monitored, reported, and managed, taking into account the Board-approval risk limits.

**Operational Risk and Business Continuity Unit:** As part of Operational Risk activities, the Unit has continued monitoring, recording, and reporting Operational Risk events, updating Operational Risk policies and procedures, establishing and monitoring preventive and remedial actions for risk and loss incidents in alignment with Basel II and local regulations. Additionally, the Unit conducts various risk management activities, including the Support Services Risk Management Program, Risk Control Self-Assessment Study, Key Risk Indicators Study, Banker's Blanket Bond (BBB), and Directors and Officers Liability (D&O) Insurance Management. It further engages in operational risk and reputational risk Scenario Analysis Efforts, consolidates the findings identified by internal and external audit teams, and reputational risk activities.

Within the scope of Business Continuity Management studies; work is carried out to ensure that critical business processes and technical infrastructure are sufficient and ready in order to avoid interruption of operations after a possible disaster. In this manner, backup system tests and communication tests are carried out by taking into account the critical dependencies resulting from business-impact analyses. It is aimed to increase awareness regarding crisis management through the trainings and simulations.

Odeabank manages the its main risks under the following six headings:



The Bank's Board of Directors adheres to the following fundamental risk management principles:

The risk function serves to assist business lines and decision-makers in making right decisions.

- + The Bank's risk management responsibilities are structured around three lines of defence: Lines of Business and Senior Management (first line of defence); Risk, Compliance, and Internal Control (second line of defence) and Internal Audit Department and Independent Audit (third line of defence).
- + The risk function does not have the authority to veto commercial decisions. In the event of a negative assessment of a decision, the Risk Committee reports it to the Board of Directors for further review.
- + Risks are communicated to various internal and external stakeholders in a transparent, systematic, structured, accurate, and timely manner.

- + A Board-approved risk appetite sets the acceptable counterparty limits approved to be acceptable by the Board of Directors. The Risk Management Department ensures the risk appetite remains within the defined risk limits and submits necessary reports to the Senior Management and the Board of Directors.

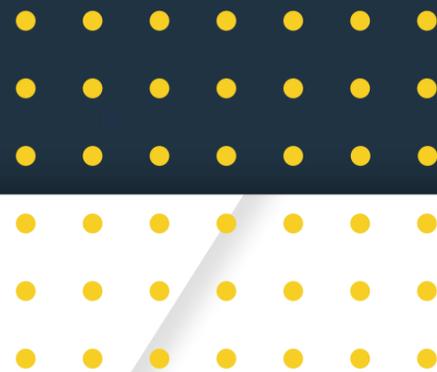
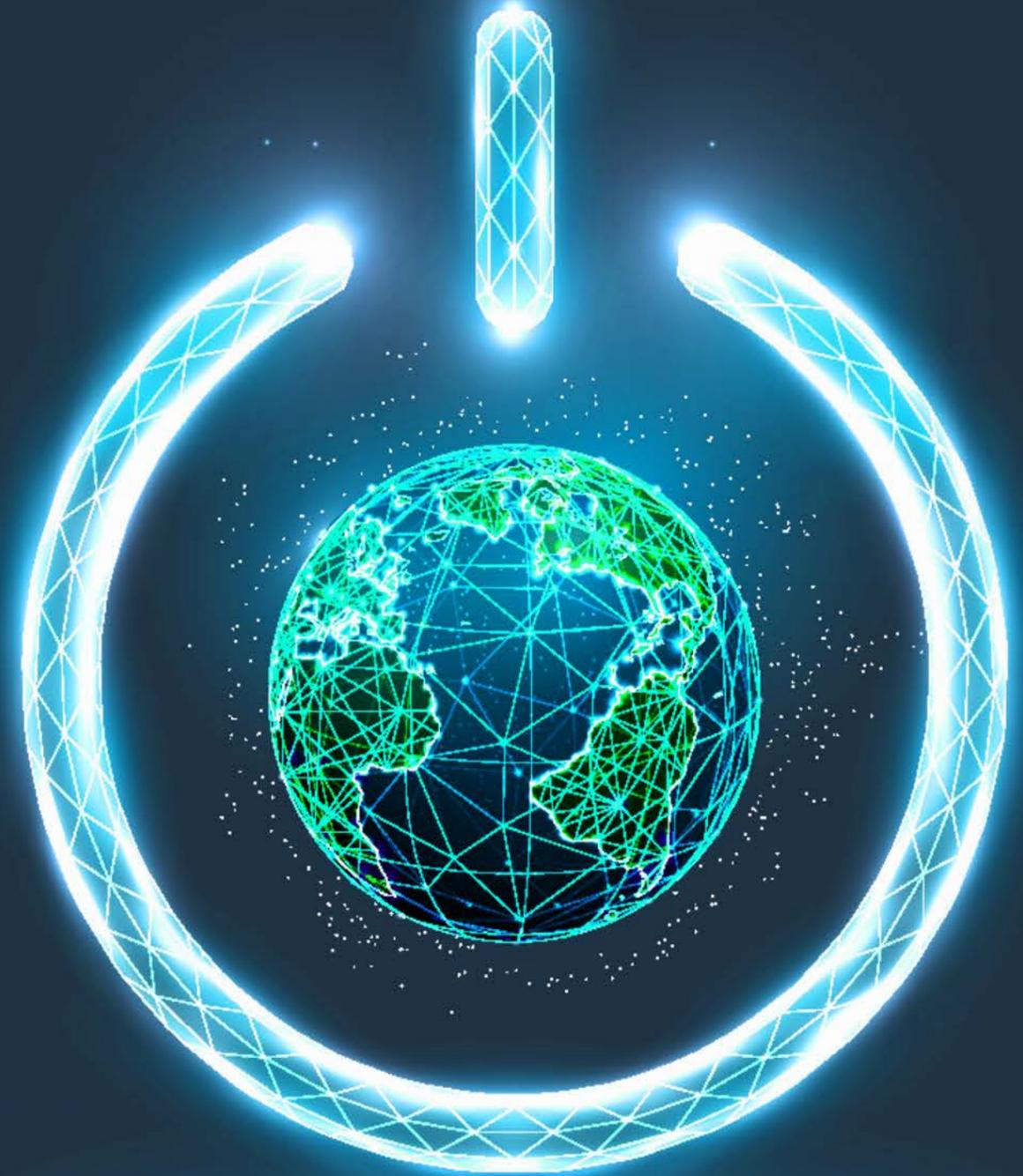
**Risk management maintains the Bank's financial strength and ensures its constant development by;**

- enhancing governance,
- exploring new and improved measurement methods,
- continuously refining its own policies and procedures,
- adopting industry best practices.
- ensuring an appropriate balance between risks and returns.



## SUSTAINABILITY APPROACH

Sustainability Strategy / Policy  
Sustainability Management Structure  
Materiality Analysis





# Sustainability Strategy / Policy

Odeabank conducts its operations and implements its strategy with full awareness of the finance and banking sector’s significant contribution to sustainability.



The Bank strives to support the sustainable growth of the country by aligning its activities with the United Nations Sustainable Development Goals and adhering to best global practices. The Bank has adopted specific sustainability principles to direct financial resources towards projects that will contribute to the natural environment and communities.

Odeabank’s Sustainability Policy, published in 2022, outlines the principles and control objectives that govern its dedicated support for sustainable development.

### The defined sustainability principles of Odeabank encompass:

- + Identifying risks and opportunities arising from climate change and integrating them into business processes as part of its commitment to combating climate change.
- + Taking into account the social and environmental impact of its activities.
- + Aligning its lending activities with the objectives set by international agreements, principles and codes promoted by the United Nations, as well as international best practices.
- + Taking necessary actions to minimize greenhouse gas emissions associated with each activity.
- + Prioritizing the use of renewable energy sources in its operations as much as possible and reducing emissions
- + Supporting sustainable behavior and actions, and promoting the transition of customers to sustainable business models.
- + Meeting its customers’ changing needs and expectations by leveraging the latest technological developments.

- + Integrating sustainability a part of its daily operational activities
- + Taking the necessary measures against all acts of bribery and corruption and impose appropriate penalties for such acts.
- + Fostering a decent work environment, taking into account the satisfaction of all employees.
- + Continuing to provide equal opportunities and inclusion.
- + Contributing to efforts towards increasing financial markets’ contribution to achieve sustainable development goals.
- + Conducting sustainability activities by observing the principles of transparency and accountability.
- + Engaging in training and competency development activities for the betterment of the society in which the Bank operates.
- + Focusing on maintaining the trust and confidence of its stakeholders, taking into account the Bank’s vision and mission and those of the group it belongs to.

In addition to the existing Sustainability Policy, Odeabank is developing a Sustainability Strategy. As part of the Sustainability Strategy, Odeabank will define medium and long-term objectives, key performance indicators (KPIs), and designate responsible units and individuals in line with prioritized sustainability matters. This strategic initiative, commenced in 2022, is anticipated to gain momentum in 2023.

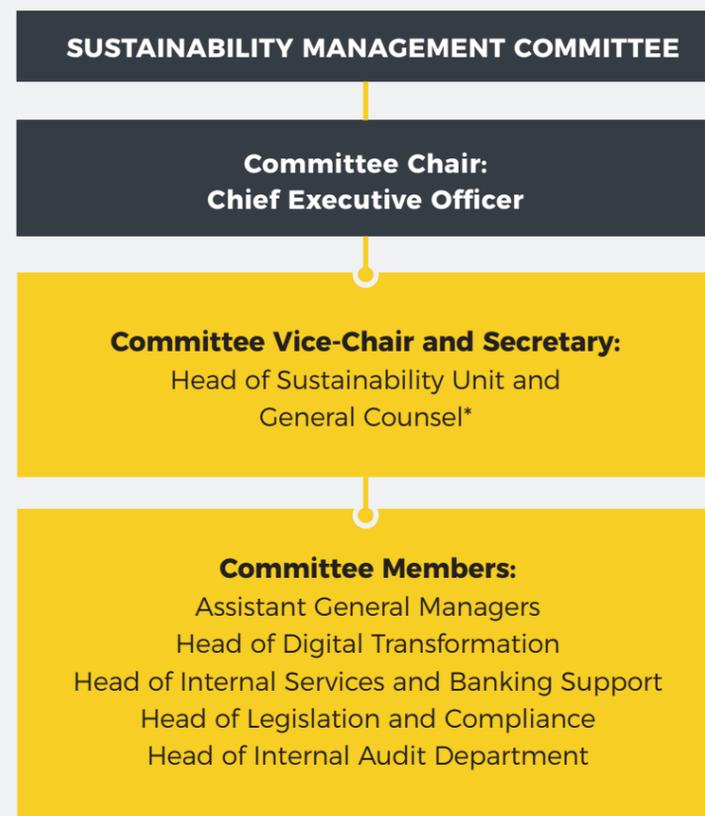


# Sustainability Management Structure

Odeabank promotes its sustainability practices not only through its products and services but also through its corporate structure and governance.

In August 2022, the Sustainability Management Committee was established, demonstrating the senior management's commitment to the sustainability approach. The Sustainability Management Committee serves as a platform to discuss the progress and efficacy of sustainability initiatives and strategic decisions pertaining to environmental, social, and governance matters. The Committee convenes at least once a year, with additional meetings scheduled as deemed necessary. It conducts a self-assessment of its own performance and annually presents the results to the Corporate Governance Committee.

The organizational structure of the Sustainability Management Committee is as follows:



\* As of October 2023, the Sustainability Unit continues to operate under the Financial Institutions and Funding function. Committee members have also been updated accordingly.

The authorities and responsibilities of the Sustainability Management Committee are as follows:

- Establishing a sustainability strategy by defining a road map in line with the Bank's vision and mission,
- Keeping track of both national and international sustainability developments and developing sustainable financial products,
- Formulating tools for sustainable risk management,
- Monitoring the creation of a sustainable business model through the Bank's operations and/or suppliers,
- Fulfilling and transparently communicating sustainability-related commitments,
- Advancing efforts to achieve a sustainable structure,
- Following up on the actions, assigned to the working group,
- Periodically presenting sustainability-related efforts and internal developments to the Corporate Governance Committee/further briefing the Committee in this regard.

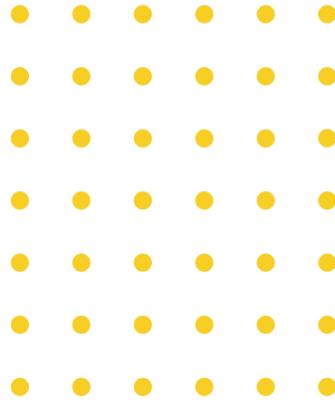
With the change in the management structure effective from August 2023, the Sustainability Management Committee will henceforth

perform its duties and responsibilities under the enhanced management of **Corporate Governance and Sustainability Committee**.

In 2022, Odeabank established the Bank's Sustainability Unit to execute its sustainability approach and coordinate the implementation of its sustainability operations. Initially part of the General Secretariat unit, "the Sustainability function", which is committed to creating shareable and sustainable value for all stakeholders in the short and long term, has been governed under the Legal Department for one year starting from September 2022.

A distinct working group operates within the Bank under the leadership of the Sustainability Unit. This working group comprises representatives from various departments of the Bank, including Private Banking Unit, Credit Allocation Department, Legal Department, Human Resources Unit, Treasury - Capital Markets and Financial Institutions Unit, Retail Banking Unit, Risk Management and Internal Control Department, Internal Audit Department, Finance, Financial Control and Strategy Unit, Digital Transformation Unit, Legislation Unit, Compliance Unit, Technology and Operations Unit, and Commercial Banking Unit.

Beyond its internal business processes, Odeabank maintains an organizational structure that actively monitors environmental and social issues and implements risk management measures in its lending activities. Within this framework, the Credit Coordination function, positioned under the Corporate, Commercial, and SME Credit Allocation Unit affiliated with the Credit Allocation Department, provides assistance to the Bank's sustainability governance.



Credit Allocation  
**Cenk DEMİRÖZ**  
AGM

Corporate, Commercial and FI Credit Allocation  
**Yunus ÇELİK** - Head

Retail Credits Allocation  
**Atilla KOÇ** - Head

Commercial Credit Allocation  
**Alpaslan ALTUN**  
Senior Manager

Credit Coordination  
**Umut KURTULMUŞ**  
Senior Manager

Corporate, Commercial and FI Credit Allocation  
**Özlem ERKÖSE**  
Senior Manager

Credits Decision Support Systems  
Manager

Commercial Credit Allocation  
**Süleyman Soner SAKALAR**-Manager

Credit Inquiry  
**Güven Oğuzhan ÖZALTINAY**  
Manager

Corporate, Commercial and FI Credit Allocation  
**Fikri Erbil DEMİRKESEN**  
Manager

Credit Infrastructure and Analytics

Commercial Credit Allocation  
**Ahmet ÖZDEMİR**-Manager

Credit Management

Corporate, Commercial and FI Credit Allocation  
**Yıldız BAYRAKLI ŞAKRAK**  
Manager

Retail Credits Allocation  
**Ceren ŞAYLAN**  
Group Manager

Commercial Credit Allocation  
**Fatma ALTUNDAĞ**-Manager

Control and Reporting

Corporate, Commercial and FI Credit Allocation  
**Aslıhan ARSLAN KELEŞ**  
Manager

Retail Credits Allocation

Commercial Credit Allocation  
**Tuncay AKSOY**-Manager

Commercial Credit Allocation  
**Deniz KÜÇÜK**-Manager

Environment Social Governance

Commercial Credit Allocation  
**Mehmet Burçin ELTEM**-Manager

\* Those with management functions of manager and above are seen in the boxes. Deputy Director and below functions are given without name and title information.

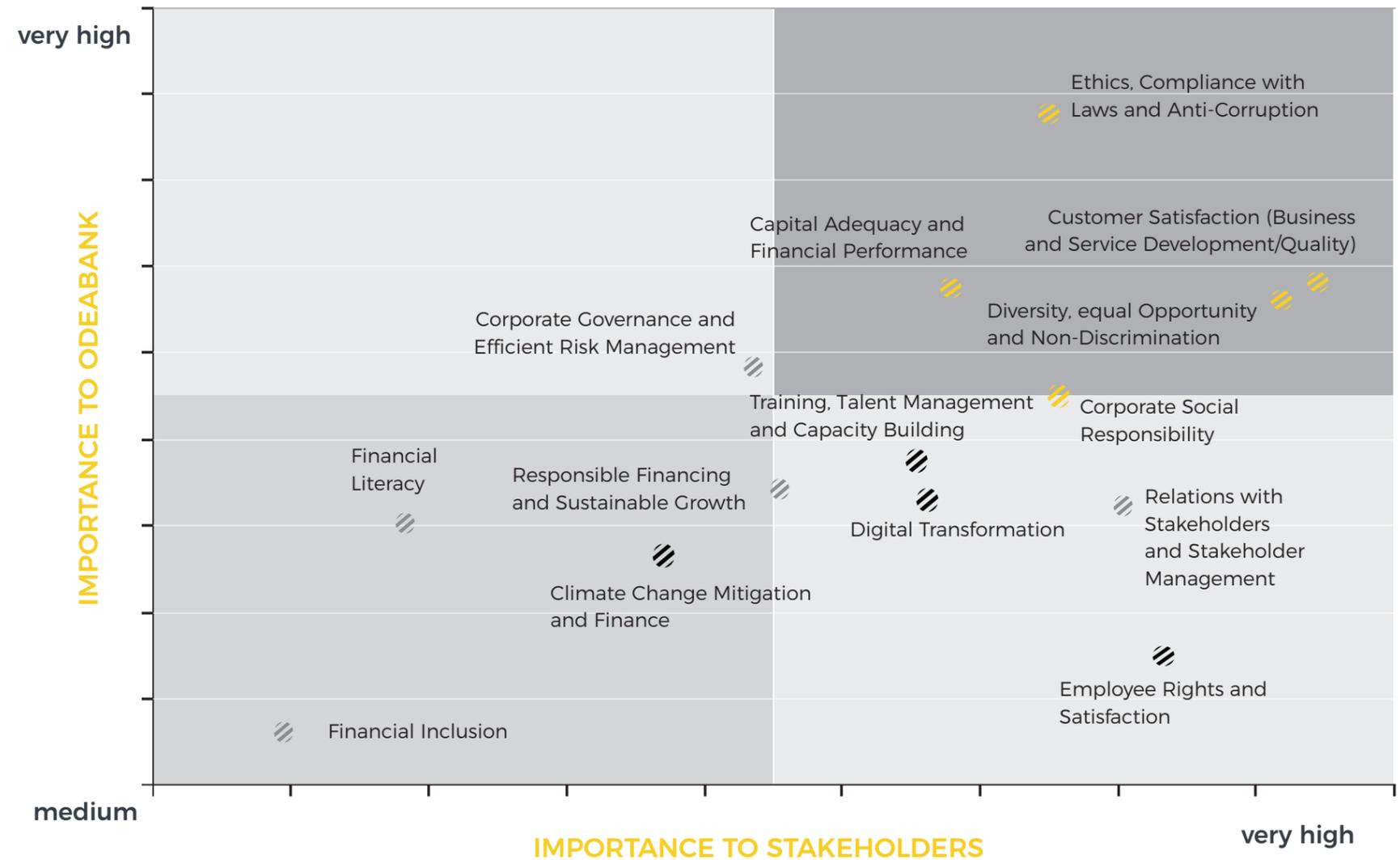


# Materiality Analysis

In 2021, Odeabank conducted the inaugural "Odeabank Sustainability Priorities Study" to identify key sustainability issues. The study included a survey conducted among both internal and external stakeholders, amassing a total of 536 responses. Of these, 444 responses were from internal stakeholders, including employees, Senior Management, and stakeholders, while 92 responses came from external stakeholders, comprising suppliers, customers, NGOs, universities, and public institutions.



The matrix of sustainability priorities determined by Odeabank is as follows:



Based on the survey results, both internal and external stakeholders identified five topics out of the fourteen as very high priorities. These topics include:

- ✓ Ethics, Compliance with Laws, and Anti-Corruption
- ✓ Customer Satisfaction (Business and Service Development/Quality)
- ✓ Diversity, Equal Opportunity, and Non-Discrimination
- ✓ Capital Adequacy and Financial Performance
- ✓ Corporate Social Responsibility

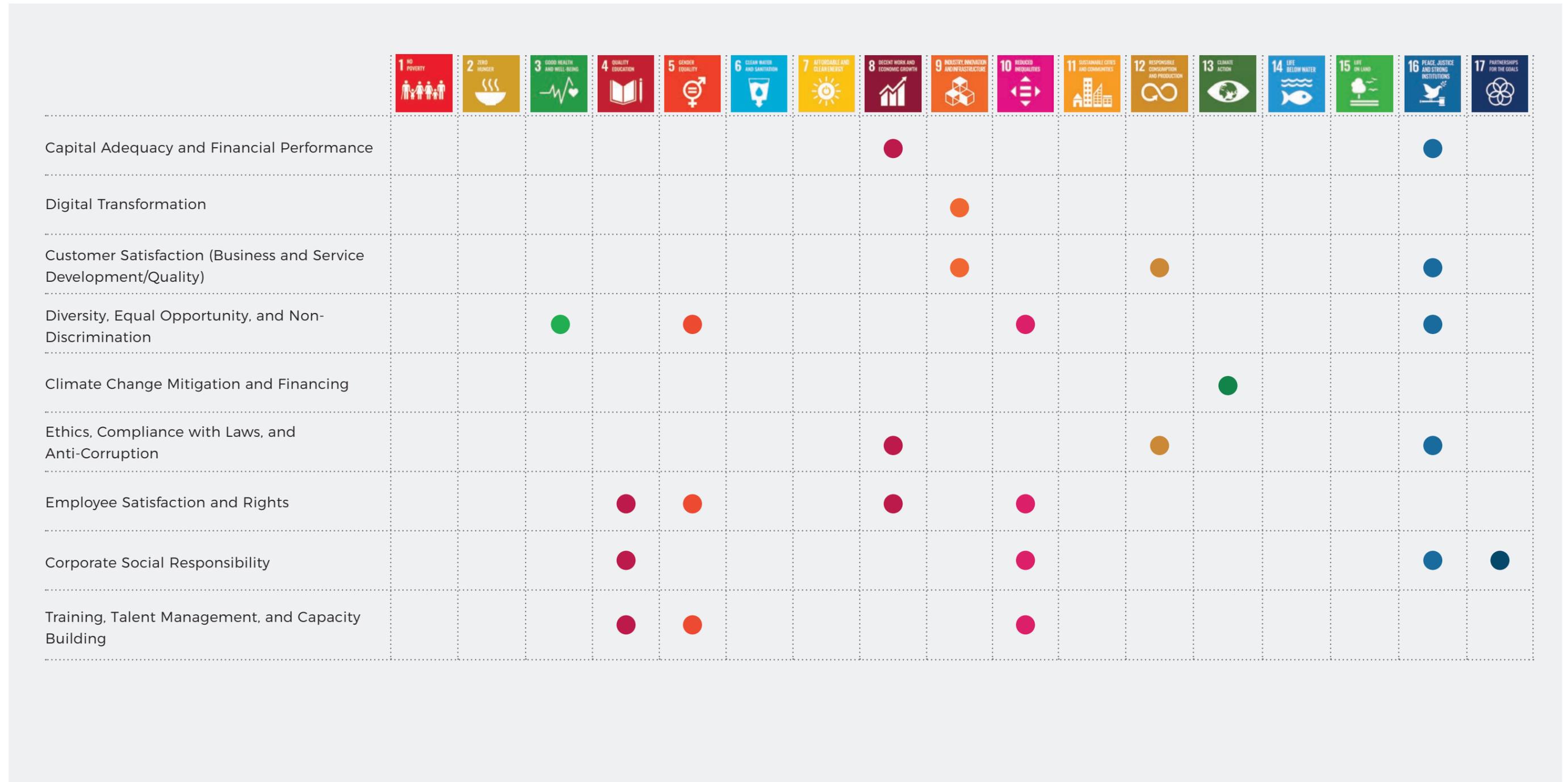
In addition to these initial five topics, Odeabank conducted an assessment in 2022 and identified four new priority topics. The following four additional topics are also considered among the Bank's priorities:

- ✓ Climate Change Mitigation and Financing
- ✓ Employee Satisfaction and Rights
- ✓ Training, Talent Management, and Capacity Building
- ✓ Digital Transformation



# SDG MAP OF ACTIVITIES

Above is a map displaying the relationship between the nine themes identified as top priorities in the Odeabank Sustainability Priorities Study, and the Sustainable Development Goals (SDGs).





# RESPECT FOR THE ENVIRONMENT

Management of Environmental and Social Risks due to Lending Activities / ESMS

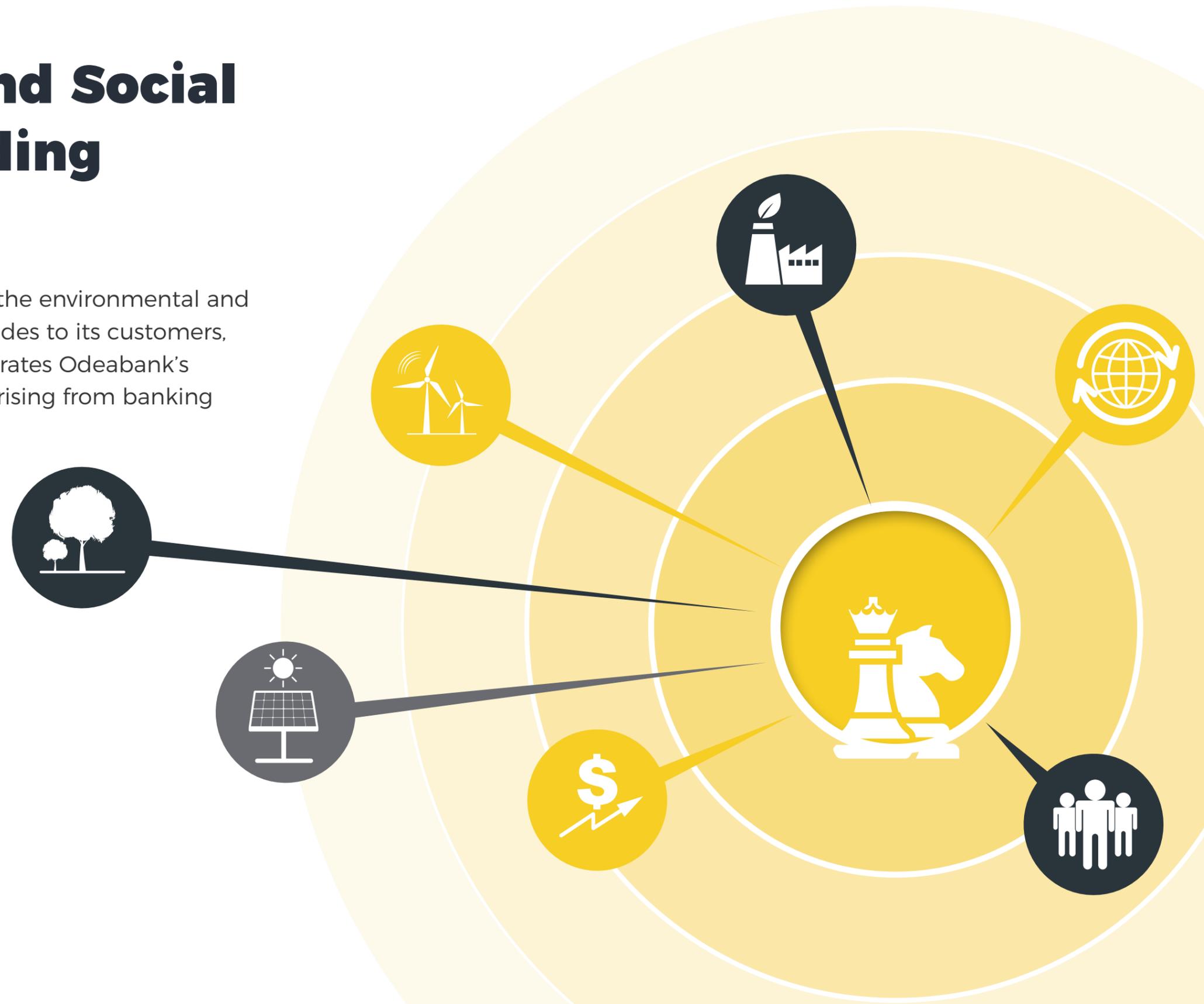
Management of Direct Environmental Impacts



# Management of Environmental and Social Risks due to Lending Activities / ESMS

Odeabank actively monitors and manages the environmental and social impacts and risks of the loans it provides to its customers, in credit allocation processes. This demonstrates Odeabank's commitment to minimizing indirect risks arising from banking activities in line with its sustainability goals.

Odeabank focuses on the contribution of the lending process to the environmental and social sustainability within the banking sector, in which it operates, and aligns its activities accordingly. The Bank actively monitors and manages the environmental and social impacts and risks associated with the loans it grants in credit allocation processes, with the aim of aligning with sustainable development goals and contributing to societal well-being. Since 2013, Odeabank has maintained an Exclusion List in conjunction with the Environmental and Social Policy to mitigate indirect risks arising from its lending activities. In 2016, significant changes were implemented in the process of assessing environmental and social risks, and all corporate/commercial loans and SME loans were included in the assessment process without any limitation on the loan amount. These substantial steps demonstrate Odeabank's strong determination to minimize indirect risks arising from banking activities, in alignment with its sustainability objectives.





To proactively assess social and environmental risks associated with loans to be allocated to corporate/commercial customers and SMEs, Odeabank implements the Environmental and Social Risk Assessment Procedure. This Procedure is guided by Odeabank's Environmental and Social Policy and incorporates best practices from international organizations such as the International Finance Corporation (IFC) and the European Bank for Reconstruction and Development (EBRD). This assessment model demonstrates Odeabank's commitment to a risk-focused approach aimed at minimizing environmental and social risks.

Within the Odeabank Environmental and Social Management System, the "Environmental and Social Risk Team" is responsible for assessing environmental and social risks linked to customers. The assessment process commences at Odeabank branches and proceeds with the completion of the "Environmental and Social Management System Risk Assessment Form" through the coordinated efforts of the Environmental and Social Risk Assessment Team, Branch Marketing, Corporate and Commercial Credit Allocation, and Credit Coordination business units. Necessary actions are identified by utilizing the risk matrix method and the environmental and social risk category of the sector is determined in accordance with international standards. The Bank assesses the environmental and social risks of project finance loans granted under the EBRD categorization and classifies them into three categories: Category A for high-risk projects, Category B for medium-risk projects, and Category C for low-risk projects. This assessment applies to all corporate/commercial and SME loans, regardless of the loan amount.

Odeabank's environmental and social assessment process takes into account a wide range of topics,

including efficient resource use and pollution prevention, working and business conditions, public health, safety and security, public participation and information provision, physical and economic displacement, biodiversity protection, sustainable use of natural resources, ecosystem protection, sensitive areas, and cultural heritage. Along with assessing environmental and social risks, Odeabank also evaluates the "Exclusion List", ensuring that it abstains from financing any activities included in this list.

In cases where it is deemed necessary to monitor the social and environmental impacts of the allocated loans within the framework of the "Environmental and Social Management System", the Bank may request an "Environmental and Social Due Diligence Report" from an independent consultant. This report outlines action plans aimed at effectively managing and mitigating identified risks in potential areas of concern. As needed, Odeabank may engage an independent consultant or an environmental and social risk expert to conduct monitoring and auditing within the project's environmental and social action plan framework. Thereby, Odeabank evaluates the project's compliance with environmental and social legislation, along with the applicable IFC Performance Standards.

Through Environmental and Social Monitoring reports, Odeabank assesses the environmental and social impacts of project finance loans, covering both those financed in previous years and those currently in progress. Notably, in 2022, no new request was made for an ESDD report, as there were no project finance loans financed during that period.

# Management of Direct Environmental Impacts

## GREENHOUSE GAS EMISSIONS, ENERGY CONSUMPTION AND WASTE DATA

Emission Data	Unit	2020	2021	2022
Scope 1	tCO <sub>2</sub> e	986	1,022	1,286
Scope 2	tCO <sub>2</sub> e	2,735	2,964	751
Scope 3	tCO <sub>2</sub> e	-	-	299
<b>Total</b>	<b>tCO<sub>2</sub> e</b>	<b>3,721</b>	<b>3,986</b>	<b>2,336</b>
Electricity Consumption	Unit	2020	2021	2022
Electricity (total)	kWh/yr	5,650,900	6,123,328	5,717,852
Electricity (green)	kWh/yr	-	-	4,146,656
Natural Gas Consumption	Unit	2020	2021	2022
Natural Gas	m <sup>3</sup> /yr	218,288	256,591	294,077
Water Consumption	Unit	2020	2021	2022
Tap Water Consumption	m <sup>3</sup> /yr	11,550	8,791	12,260
Non-Hazardous Waste	Unit	2020	2021	2022
Domestic Waste	kg/yr	6,000	12,000	8,281
Paper and Cardboard	kg/yr	1,576	1,059	1,342
Total Non-Hazardous Waste	kg/yr	7,576	13,059	9,623
Hazardous Waste	Unit	2020	2021	2022
Batteries	kg/yr	8,553	-	540
Toner Cartridges	kg/yr	9,862	8,330	6,047
Medical Waste	kg/yr	20	60	50
Total Hazardous Waste	kg/yr	9,882	8,390	6,637



## ENERGY MANAGEMENT AND EFFICIENCY PRACTICES

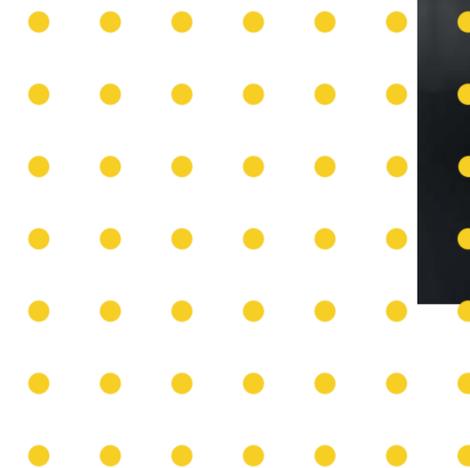
The launch of the Sustainable Energy Management Platform in December 2016 marked a significant and pivotal milestone for Odeabank in its efforts towards energy management and efficiency. This platform enables the real-time tracking of energy consumption, compensation systems, generators and UPS equipment across all Odeabank branches through the use of blockchain technology. Thus, energy management has been enhanced for greater efficiency and effectiveness, while simultaneously minimizing environmental damages caused by energy consumption.

Thanks to the platform;



As part of its sustainability efforts, Odeabank takes resolute steps to generate energy from renewable sources across all its branches. Consequently, in 2022, as in 2021, it was awarded the IREC certificate, which indicates that its energy supply comes from renewable sources. As for 2023, Odeabank has already taken the requisite measures related to renewable energy consumption and has completed its preparations for IREC certification by the end of the year. Odeabank showcases its dedication to upholding sustainability principles in energy supply and seeks to reduce its environmental impact by incorporating renewable energy sources.

In addition to its Energy Management Platform, Odeabank actively works towards taking control of and minimizing its environmental impact as much as possible by undertaking various efficiency initiatives in its own business processes. The Bank is accelerating its efforts towards efficiency with a direct focus on its environmental sustainability objectives. Its areas of focus include proper waste management, energy efficiency improvement, water use reduction, and carbon footprint minimization.





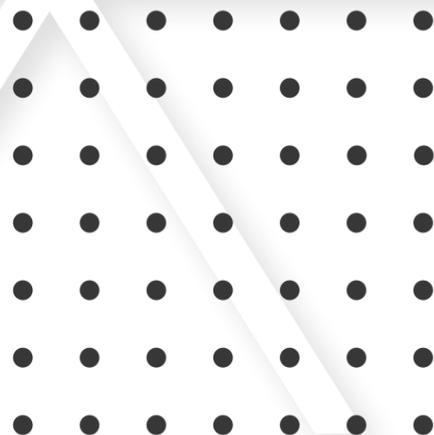
# COMMUNITY RELATIONS

Odeabank and Art: O'art

Community Dialogue:  
O'blog and O'mag

Corporate Social Responsibility  
Approach

Memberships



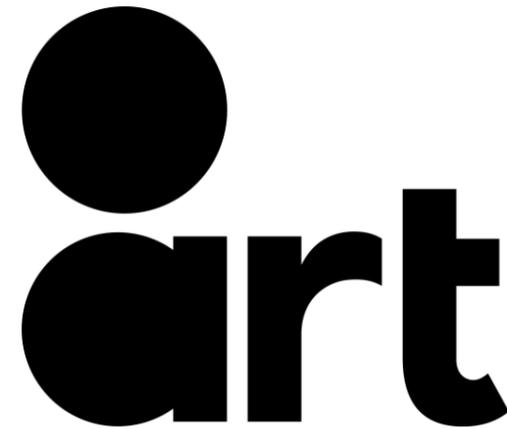


# Odeabank and Art: O'art

Odeabank's meeting with art mission is to provide art lovers finding a piece and making new discoveries opportunity.

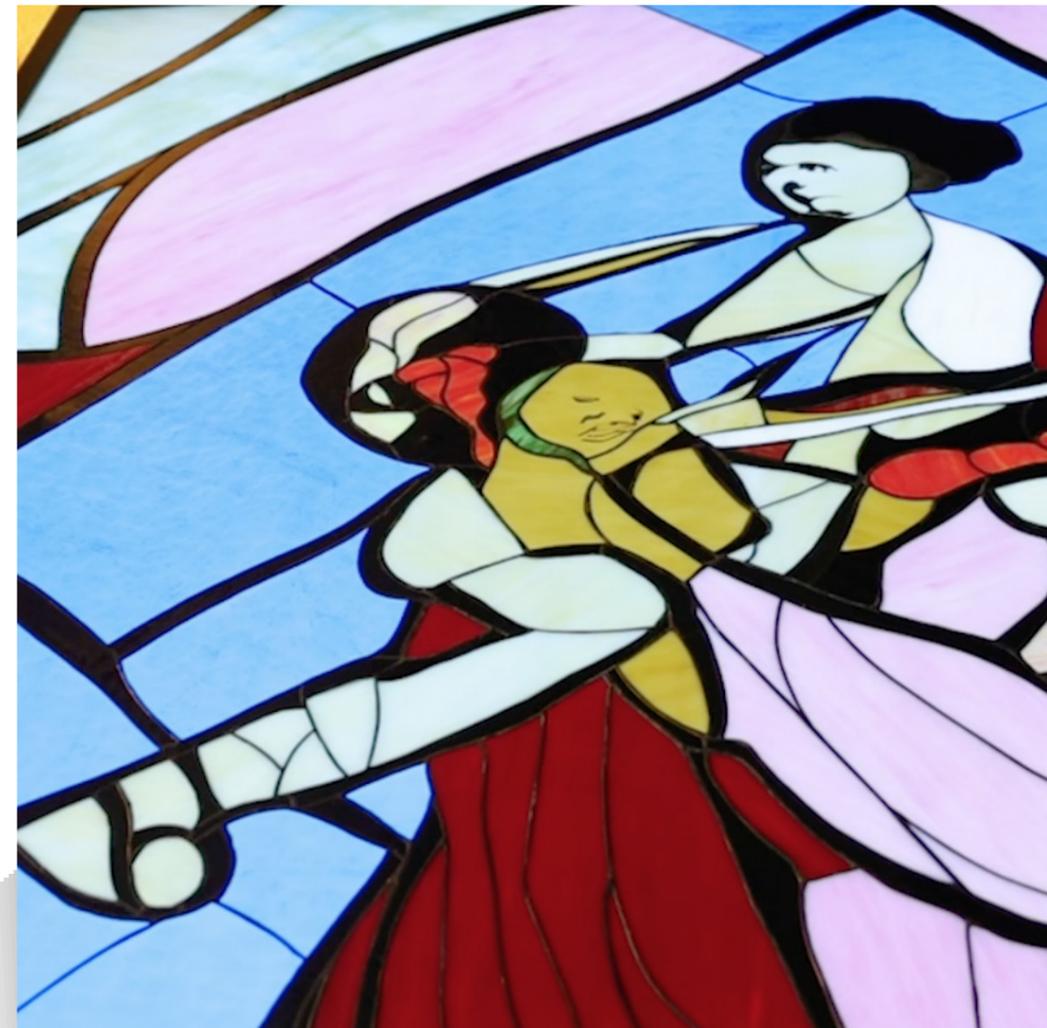
In 2015, Odeabank introduced the O'art art platform with the aim of providing access and visibility to art for everyone. Drawing modern art influences, O'art welcomes all art enthusiasts seeking inner exploration through artistic expression. Odeabank has a mission of embracing art and this mission provides art enthusiasts with the opportunity to find a part of themselves on this journey and embark on new artistic discoveries. O'art offers a chance to enjoy an inspiring and impressive experience through the power of art. This platform encourages the innate desire to explore the universal nature of art and boundaries of creativity and allows everyone in society to interact with art.

Keeping up with all the dynamics of modern-day art, O'art focuses on present issues faced by the sociocultural network of society. This platform is presented to art enthusiasts through various channels with the objective of creating awareness. By delivering all art events to the audience via digital platforms, O'art has guaranteed accessibility and continuity of art in any situation without being impeded by any hindrances. In achieving this, O'art maintains the audience's engagement with art by



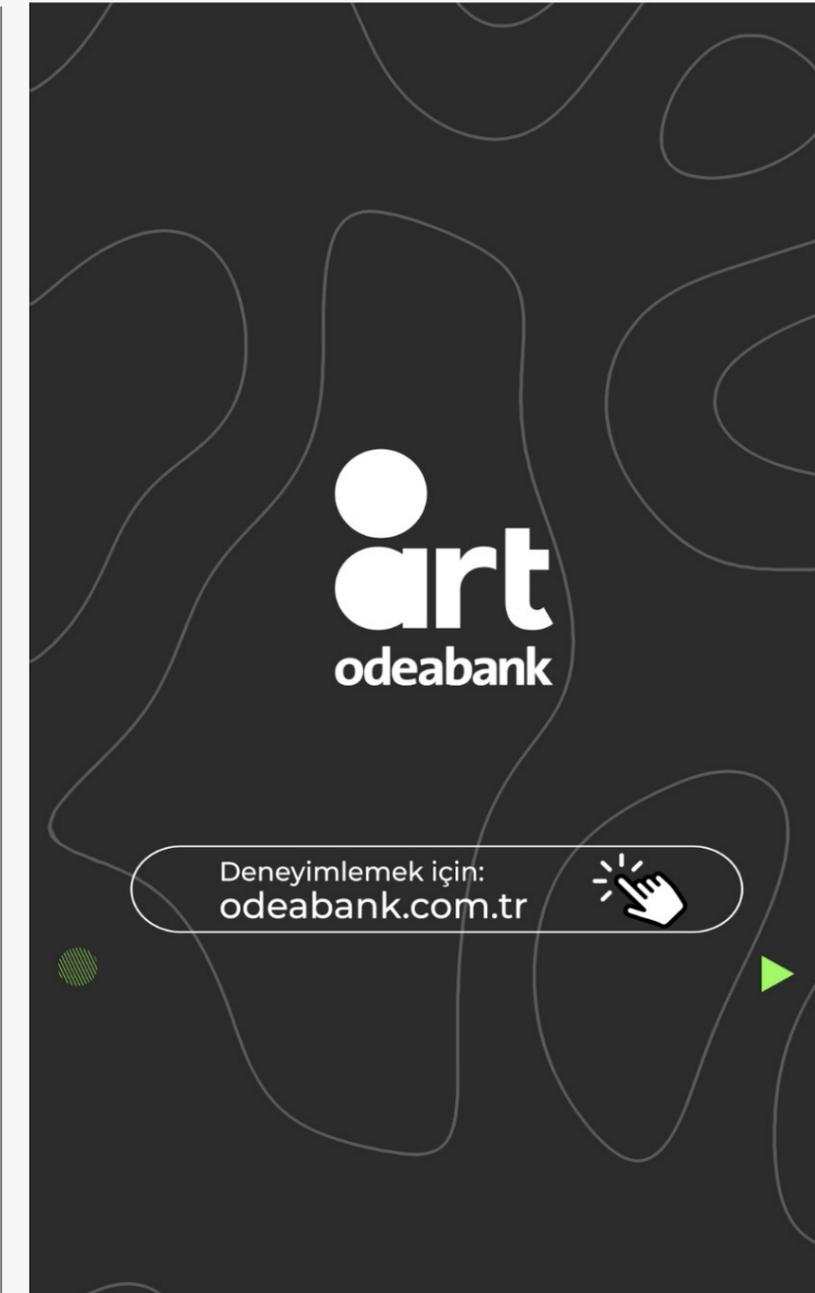
transforming it into an experience that surpasses borders and remains unimpeded in its activism. Since its establishment, O'art has organized nearly 30 exhibitions, thereby increasing the influence of art and uniting together individuals interested in art and in search of self-expression through its events. In line with O'art's dedication to promoting art's visibility, various works by artists spanning diverse disciplines and global locations were exhibited to the audience. Through this approach, O'art exemplified the profound power of art by utilizing the universal language of art and showcasing the artists' works to a vast audience.

Since 2020, O'art exhibitions have been accessible online. Virtual exhibitions reach art lovers through the Odeabank website. Thus, art transcends geographical boundaries, allowing individuals to live through an art experience all around the world within the comfort of their homes. O'art's digital platform democratizes the power of art and is offered to art lovers during an era where new technologies enhance art's accessibility.



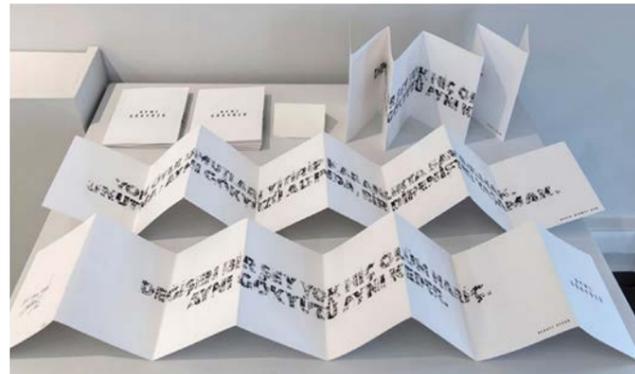
A list of the artistic events hosted by O'art is presented below, arranged chronologically from the most recent to the earliest:

- Pıksel. | O'art Masterclass that offers free training on software and hardware used in new media art.
- Pıksel. | O'art 2022 New Media Residency Program, providing an opportunity for artists and/or emerging artist from all fields of visual arts to delve into diverse forms of digital art.
- A conversation regarding the latest designs and projects with the podcast series "Fresh Inspiration Conversations," produced in partnership with Mercado and sponsored by O'art.
- O'art's "Benküre/Planet I" exhibition, curated at the 17<sup>th</sup> İstanbul Biennial.
- The "Benküre/Planet I" exhibition, a collaborative work by sculptor Hande Şekerciler and new media artist Arda Yalkın, available to both physical and digital visitors.
- "Hazne/Chamber" exhibition, Özge Topçu's site-specific installation.
- The "Lorem Ipsum" exhibition, which was curated by Begüm Güney and available to both physical and digital visitors, explored the use of typography as both tool and end.
- "Hazne/Chamber" exhibition, Özge Topçu's digital site-specific installation.
- The "Lorem Ipsum" exhibition presents two contrasting approaches to typography, where it is either utilized as a tool or perceived as an end in itself.
- CANAN's solo art exhibition "Hayal-i Alem", which portrays epic mythological figures in various forms.
- The "şey: nesnenin ihtimali" exhibition, exploring the envisioned aesthetic and critical potential of everyday objects.
- The digital event "Işıklılık/Skylight", Özge Topçu's site-specific installation.
- The digital exhibition "ŞİMDİ 2021", revealing the impact of the new reality brought upon by the global pandemic on the artist's emotions and ideas.
- The Altı Üstü" exhibition, investigating the interplay between visible aspects and the fundamental requirements of human beings.
- The "Şimdi" exhibition, offering a critical perspective on contemporary art's pursuit of the "new."
- The sculpture-sound installation "Kadim Zamanlardan", comprising 1,500 site-specific pieces created specifically for Odeabank O'art Gallery Area by Evren Erol.
- Turan Aksoy's works titled "Sandığın Gibi Değil", centering on the individual's behavior as a reflection of or reaction to the idealized values of the society.
- Michael Kenna's "Forms of Japan" exhibition, curated as part of Fotoistanbul Beşiktaş International Photography Festival.
- Harold Feinstein's retrospective exhibition "A Photographer's Legacy".
- The "Çizim Bugün" exhibition, reflecting the importance of drawing and drawing-based strategies in contemporary art.
- The "Aşk'la, Semiha Berksoy" exhibition, which occurred in conjunction with the release of the most comprehensive book ever published on Semiha Berksoy.
- Nick Brandt's photography exhibition "Inherit The Dust", revolving around the environmental crisis theme.
- The "Magiscape" exhibition, bringing together Slovenian and Turkish artists.
- The "Bas Buluş" exhibition, which showcased original prints from Türkiye's leading artists.
- The group exhibition "Multiple Existences", created by foreign artists residing in Türkiye.
- The "İç Dökmek" exhibition, which displayed sketches by Cem Sağbil drawn during his air travels.
- The interdisciplinary group exhibition "Art Alem", featuring works from young artists.
- Painting and sculpture exhibition "Ellerin Büyüsü", which showcased works by some of the world's most renowned artists.
- The "Yarım Elma, Gönül Alma" exhibition, consisting of reverse glass paintings of a prominent Turkish artist, Mevlut Akyıldız.
- The group exhibition "Modern and Contemporary", which presented works by leading contemporary and modern Turkish artists.
- In 2016 and 2017, the O'art Art Competition brought together young artists, and the award-winning works were showcased to art enthusiasts.

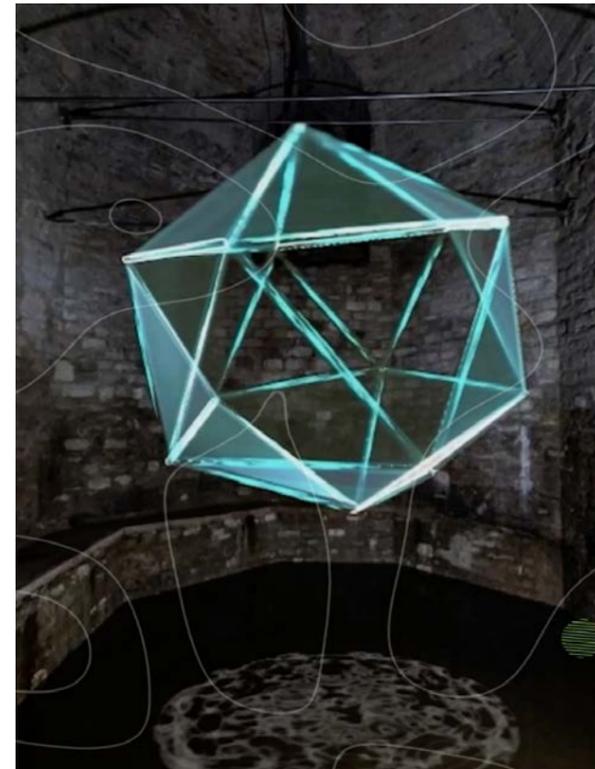


In 2022, the O'art initiatives included the following activities:

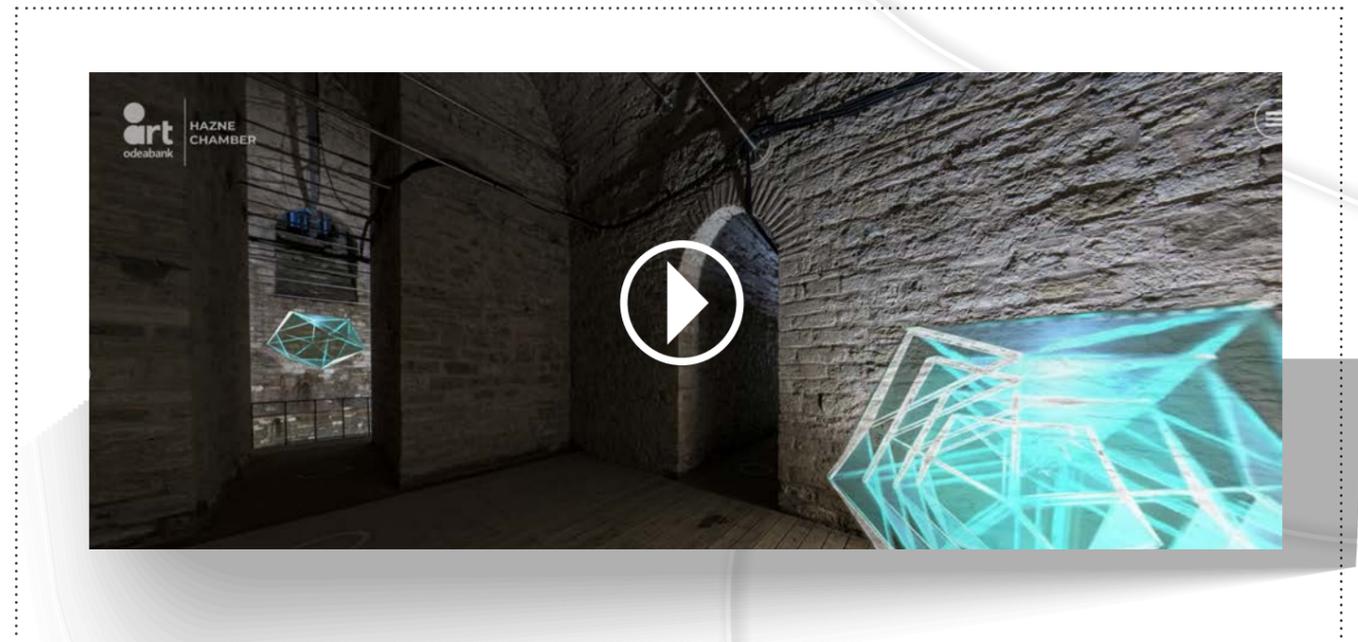
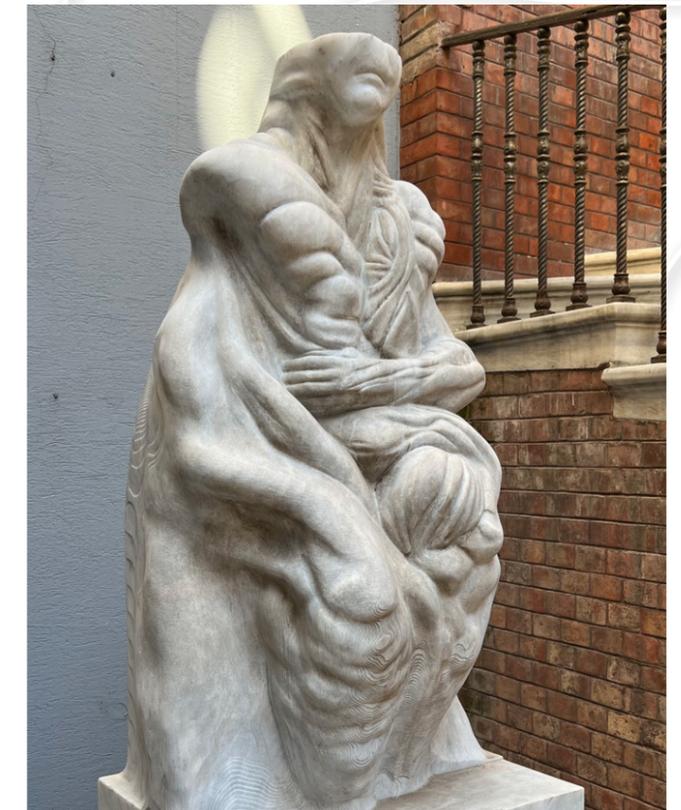
- The "Lorem Ipsum" exhibition is an art event, where typography is utilized as a tool or perceived as an end in itself, and its aim is to interpret today's art with a focus on objects, images, and symbolic dynamics that combine these two contrasting approaches. This exhibition was showcased to art enthusiasts as the first exhibition of the year. Curated by Begüm Güney, the exhibition was open for physical visitation from February 17 to March 17, 2022. From March 17 onwards, it became accessible through the digital platform as well. The exhibition provided art lovers with a seamless and distinctive experience, allowing them to explore its wonders in both physical and digital realms, with an improved level of accessibility.



- As the second exhibition of the year, the site-specific installation "Hazne/Chamber" by artist Özge Topçu was featured as a part of the Senkron event. This simultaneous exhibition intends to deliver a unique experience by merging digital art with site-specific installation. Curated by Begüm Güney, the exhibition was held at the Nuru Osmaniye Cellar. Özge Topçu's digital installation welcomed visitors from April 15 to May 30, 2022. Thus, art lovers enjoyed an inspiring art experience through an installation that impressively blends digital art with physical space.



- The final exhibition of the year, "Benküre/ Planet I", centers around the interdisciplinary works of Ha:Ar, a collaboration between sculptor Hande Şekerciler and new media artist Arda Yalkın. Held at Zülfaris, a historical and special building in Karaköy, the exhibition welcomed art lovers from October 27 to November 4, 2022. As of November 5, 2022, it became a digital exhibit on the Odeabank website to cater to a broader audience.





- The O'art art platform's exhibition "Benküre/Planet I", collaboratively produced by Ha:Ar, was featured as a simultaneous exhibition at the 17<sup>th</sup> Istanbul Biennial. The exhibition displayed works that combined traditional art techniques and new

media art aesthetics, showcasing important works such as Mindflow, Refraction, and Saudade. It welcomed art lovers at Zülfaris in Karaköy from October 27 to November 4, 2022.



- The O'art art platform sponsored the podcast series "Fresh Inspiration Conversations" by Mercado. This series delivered enthusiastic and inspiring conversations on current designs and projects, offering a wealth of inspiration to its listeners.
- Piksel. | O'art 2022 New Media Residency Program presents a diverse array of opportunities for young and emerging artists across various visual arts disciplines. The program strives to enable participants to grasp digital technology and efficiently integrate it into their creative processes by exposing them to a variety of genres, production methods, technologies, and perspectives in digital art. This year's program, in partnership with Odeabank O'art, has been enriched with mentoring, training, support, and networking opportunities.
- Piksel. | O'art Masterclass is a program dedicated to providing free training to everyone on essential software and hardware utilized in new media art production. Through these exclusive Masterclasses, the primary objective is to cultivate a new media art community in Türkiye that can communicate, collaborate, and create art together.

**For further details on O'art programs, please visit [here](#).**



**As part of the Piksel. | O'art Masterclass program, initiated to provide free training to everyone on software and hardware utilized in new media art production, 140 individuals were granted training opportunities in 2022, spanning across 7 diverse topics, including Cinema 4D, Adobe Motion Design, Artificial Intelligence, Creative Coding, Houdini, Touch Designer, and Unreal Engine.**



# Community Dialogue: O'blog and O'mag

For Odeabank, being more than just a bank means staying abreast of the trends in art, culture, business, finance, technology and sustainability that significantly influence and shape our way of life.



For Odeabank, being more than just a bank means staying abreast of the trends in art, culture, business, finance, technology and sustainability that significantly influence and shape our way of life. Therefore, Odeabank actively keeps up with advancements in the fields of culture, art and daily life, and shares this knowledge with its employees and the community at large. It releases seasonal magazines for its readership on a quarterly basis.

Since its inception in 2015, O'magazin magazine has evolved into an enthralling journey that delves into captivating subjects spanning fast-evolving trends in fashion, culture, travel, art, architecture, gastronomy, and cutting-edge technologies. In 2019, O'magazin underwent a rebranding as O'mag, reflecting its fresh identity aligned with Odeabank's vision. The purpose of this relaunch was to provide readers with even more impressive and richer content.

The extensive network of interaction created through O'mag establishes a firm communication bridge between employees and customers and serves as an integrating force. O'mag magazine, renowned for its original and varied content, has successfully released 31 special issues thus far. Distributed year-round at both Odeabank's Head Office and branches, O'mag delves into a variety of intriguing

subjects, encompassing fashion, culture, travel, art, architecture, gastronomy, and new technologies, all while focusing on rapidly evolving trends and interesting topics. In addition to circulation at Odeabank branches, O'mag magazine's quarterly publications are also issued as a supplement to TimeOut magazine, expanding its readership. The progressively enriched content has captivated a vast readership, providing them with the opportunity to stay updated on developments in the world of culture and arts.

### Here's a brief overview of what O'mag had in store throughout 2022:

- In March, the first O'mag issue of 2022 was released. This special issue engaged the readers with intriguing topics such as unexplored travel routes, the enticing flavors of the Aegean, and unlearning.
- Moving on to June, O'mag presented its second issue of 2022, featuring the most scenic travel routes and the finest roadside delicacies for car travel enthusiasts. The issue also included fun facts about the world of gastronomy.
- The autumn issue of O'mag was released in September, presenting a varied array of topics on fashion, eco-friendly journey routes, sustainable travel experiences, and scientific knowledge that leads to happiness.



- The final issue of the year, published in December, offered a comprehensive insight into the latest events and advancements within the art world. The latest issue featured alluring pieces on gastronomy, fashion trends, and travel tips for winter vacations.

[The digital editions of O'mag are available here.](#)

Odeabank goes beyond its community interactions with O'mag and expands its engagement to a broader platform. The Bank's blog platform O'blog seeks to increase social awareness and foster public consciousness, with a particular focus on sustainability and technology, by distributing articles on an array of topics. The blog covers various subjects, such as technology, investment, arts and culture, sustainability, and gender equality. The blog's content, published as digital articles, enables the Bank to stay up-to-date with ever-evolving trends and gain a clearer understanding of stakeholders' expectations. O'blog plays a pivotal role in facilitating information sharing and interaction, as well as contributing to public awareness and societal development.

In 2022, as part of O'blog's initiatives, Odeabank's Reading Corner page in O'blog featured two pieces of content each month, covering a wide range of topics, such as technology, artificial intelligence, sustainability, saving methods, conscious consumption, and investment. [O'blog content is available here.](#)



# Corporate Social Responsibility Approach

In 2022, the corporate social responsibility projects were centered around distributing Eşit Masallar (Fair Tales) books to 1 million 22 thousand children, reaching 20 thousand children through the Fair Tales Theater Tour, expanding O'art activities, and providing support to Koç University Anadolu Scholars.

Odeabank extends its sustainability approach beyond its products and services, seeking to generate value for society as a whole through its commitment to social responsibility. Since its inception, Odeabank has taken an active role in this regard and engaged in impactful endeavours in various fields, including gender equality, women's empowerment, sports, accessibility, education, cultural development, sustainability, community benefit, and environmental protection. Recognizing the power of collaboration in such endeavours, Odeabank has fostered meaningful interactions with its stakeholders.

Odeabank strives to solve social problems and make a positive impact on society through its social

responsibility approach, which is embraced by both employees and management. It designs and implements comprehensive and transformative volunteering activities to effectively address social issues. Odeabank will remain committed to contributing to the development of society through its social responsibility approach and will continue to serve as a key stakeholder in promoting a more just, equitable, and sustainable future.

The number of Odeabank's corporate social responsibility activities and social investments in the last 3 years are as follows:

CORPORATE SOCIAL RESPONSIBILITY PROJECTS	2020	2021	2022
Number of projects	4	5	4

In 2022, Odeabank published its Sustainability Policy, along with its complementary Corporate Social Responsibility Policy. The ongoing corporate social responsibility project, "Eşit Masallar (Fair Tales)", which commenced in previous years and extended into 2022, garnered significant attention with exhibitions organized through the O'art platform. Furthermore, the Bank supports

all its employees to cultivate a strong sense of social responsibility and encourages them to spearhead new projects. Odeabank plays a pioneering and collaborative role in the sector through its projects aimed at improving the quality of life in society, promoting gender equality and equal opportunities, public benefit, support for education, sports activities and cultural events.





## on the subject of gender equality

# The project raises awareness

Studies show that notions of equality and gender bias are acquired at a young age and that children are exposed to societal gender norms in their homes, schools and communities from an early age, which can significantly influence their behavior and beliefs throughout their lives.

From this perspective, Odeabank's Eşit Masallar (Fair Tales) project, initiated in 2020, seeks to cultivate awareness on gender equality across society by reinterpreting world-famous fairy tales from an egalitarian standpoint, effectively challenging traditional gender norms and promoting a more inclusive narrative. With its belief in an equal future, the project aspires to instill a sense of equality in today's children. Eşit Masallar (Fair Tales) project is a significant and groundbreaking step in combating gender-based inequalities and contributing to promote a fairer and more just environment in society. Odeabank is determined to continue the project with the aim of instilling egalitarian values in future generations and ensuring that all members of society have access to equal opportunities. In this endeavour, the project thoughtfully reinterprets and presents beloved fairy tales to raise awareness among both parents and children about the significance of gender equality. In the initial phase of the project, the fairy tales of Little Red Riding Hood, Rapunzel and Cinderella were adapted and rewritten under the supervision of renowned psychologist Prof. Ayşe Bilge Selçuk and in collaboration with Can Publishing. In

the subsequent phase of the project, the fairy tales Snow White and The Frog Prince were re-imagined from an egalitarian perspective, further raising children's awareness of the importance of equality. The Eşit Masallar (Fair Tales) project is a powerful step in laying the foundations for a conscious and equitable future in society. By 2022, a total of 1 million 22 thousand "Eşit Masallar (Fair Tales)" books have been successfully distributed, reaching over 1,200 schools.

With an emphasis on gender equality in social roles, as highlighted in the manifesto, the "Eşit Masallar (Fair Tales)" project artfully reshapes beloved fairy tale characters. Little Red Riding Hood becomes empowered by her intelligence, Rapunzel grows into a brave and independent individual, Cinderella discovers the world through books, demonstrating her curiosity, and the Frog Prince embodies the values of equality and goodness. These and a number of other fairy tale heroes and heroines boldly challenge and transcend stereotypical gender norms. The success of this significant project was celebrated with a children's play, staged on the 25th anniversary of the İstanbul Theater Festival in 2021. Eşit Masallar (Fair Tales), staged at the Alan Kadıköy stage during the festival organized by the İstanbul Foundation for Culture and Arts (IKSV) spread its powerful message of gender equality to an even larger audience.

During the initial leg of its Turkish tour, the play delighted children and theater enthusiasts in Konya, Gaziantep, Hatay, Adana, Mersin, İzmir, and Muğla between May and June, further extending its reach and impact across diverse regions. Thanks to the immense enthusiasm demonstrated by children and parents, the second leg of the Eşit Masallar (Fair Tales) theatre play toured several cities, mesmerising theater lovers in Samsun, Bursa, İzmit, Eskişehir, Ankara, Denizli, and Antalya throughout November and December. Across 24 different locations, the Eşit Masallar (Fair Tales) Theater Tour touched the lives of over 20,000 children.



**+**  
By 2022, a total of **1 million 22 thousand** "Eşit Masallar (Fair Tales)" books have been successfully distributed, reaching over **1,200** schools.

**+**  
Across **24 different locations**, the Eşit Masallar (Fair Tales) Theater Tour touched the lives of over **20 thousands of children**.

## Odeabank's manifesto for the Eşit Masallar (Fair Tales) project is:

We heard many fairy tales as kids.

We grew up and passed down those tales to our own children. In fact, we cast unequal roles without even realizing it.

A witch handed an apple to Snow White, and then Snow White began to desperately wait for a prince to come along and kiss her. Cinderella, a constant sufferer, could only be saved by making sure the prince liked her. The naive little girl she is, the Little Red Riding Hood trusted the wolf, which swallowed her whole in a single bite.

But is it impossible to write other fairy tales?

Could this country not have smart and bold princesses and brave and kind-hearted princes, just like those princesses? Should stepmothers always be evil? Do princesses always have to wait for their princes and is the sole duty of a prince to save a princess?

If we change these roles, the roles in society will also change. Because the concept of gender equality develops at a young age. We believe in a fair future. That's why we are implementing the Eşit Masallar (Fair Tales) project.

Odeabank presents  
Eşit Masallar (Fair Tales)

**SO THAT A FAIR TOMORROW  
FOR CHILDREN AWAITS!**



The Eşit Masallar (Fair Tales) project has won awards in various categories:

### Mediacat Felis Awards

- Social Responsibility Section, Achievement Award in the "Children's and Youth Projects" Category
- Social Responsibility Section, Achievement Award in the "Reducing Inequalities" Category
- Social Responsibility Section, Felis Award in the "Quality Education" Category
- Branded Content Section, Achievement Award in the "Best Screenplay-Music Match" Category
- Press Section, Achievement Award in the "Purpose-Oriented Press and Broadcasting" Category
- PR Section, Felis and Grand Prize in the "Content Production" Category
- Digital and Mobile Section, Felis Award in the "Holistic Digital Campaign" Category
- Media Section, Felis Award in the "Reaching Target Audience" Category
- Transforming Marketing Impact Section, Felis Award in the "Ground-Breaking Projects/Ideas" Category
- Transforming Marketing Impact Section, Felis Award in the "Positive Social Impact/Social" Category

### Stevie International Business Awards

- Corporate Responsibility – Bronze Award in the Communication or Public Relations Campaign of the Year Category

### Social Media Awards Türkiye

- Gold Award in the "Gender Equality" Category
- Grand Prix Jury Award

### MIXX Award Europe 2021

- Silver Award in the "Non-Profit Corporate Social Responsibility" Category

### PRİDA Communication Awards

- Strategic Communication Division, Corporate Social Responsibility Communication Award
- Gender Equality in Communication Special Award



**Daha çok insana ve çocuğa ulaşmak için masalları dijital alana da taşıdık. Dileyenler [www.odeabank.com.tr](http://www.odeabank.com.tr) üzerinden, tüm kitapların PDF'lerini ücretsiz olarak indirebiliyor**

► Peki neden yeniden yorumlanan bu eşitlikçi masallar kitaplarında satılmıyor?

-Çünkü bizim için tamamiyle bir sosyal sorumluluk projesi bu. Daha çok insana ve çocuğa ulaşmak için

dijital alana da taşıdık. Dileyenler [www.odeabank.com.tr](http://www.odeabank.com.tr) üzerinden, tüm kitapların PDF'lerini ücretsiz olarak indirebiliyor. Altyazılı, görüntülü kitap videolarımız da var. Erişilebilirlik bizim için çok önemli.

- Special Awards: Game-changing Project Award
- Special Awards: UNICEF Campaigns That Bring Hope to Children Special Award

### Kristal Elma (Crystal Apple) Awards

- "Film/Online Film" Section, Silver Award in the "Culture, Art, Sports, Event" Category

### Awards received in 2022:

- Direkterarası Audience Awards: "Corporate Theaters Award"
- Yeni Tiyatro Magazine Labor and Achievement Awards: "Best Children's Play of the Year" Award

On December 3, the International Day of Persons with Disabilities, the Eşit Masallar (Fair Tales) project, in collaboration with the "Accessible Everything Platform", took a big step towards inclusivity by adding audio descriptions, sign language interpretation, and subtitles to the videos featuring fairy tales. This move made sure that every child, including those with visual and hearing challenges, could access the project on YouTube. In order to promote equality, the "Eşit Masallar" project prioritized helping disadvantaged children in 2022.

English versions of the "Eşit Masallar" series were also created and made available on the Odeabank website to improve children's language learning skills and also increase their awareness of gender equality.

**You can obtain the Eşit Masallar (Fair Tales) books for free at any Odeabank branch or access the digital versions for listening and downloading here.**



## COLLABORATIONS, DONATIONS AND SPONSORSHIPS



In 2022, Odeabank's social responsibility endeavors revolved around distributing Eşit Masallar (Fair Tales) books and promoting gender equality to more children through the Eşit Masallar (Fair Tales) Theater Tour making art accessible through O'art activities, and supporting education by aiding Koç University Anatolian Scholars. In 2022, the Bank launched the Eşit Masallar (Fair Tales) Theater Tour, reaching over 20,000 children in 24 locations. The Fair Tales theater play attracted great interest from children and parents alike, and therefore held in two stages. As part of the Koç University Anatolian Scholars program, which strives to combat educational inequality, two students had their tuition fees covered. One of them graduated successfully from the Faculty of Law during the 2021-2022 academic year, while the other obtained a double degree in Industrial

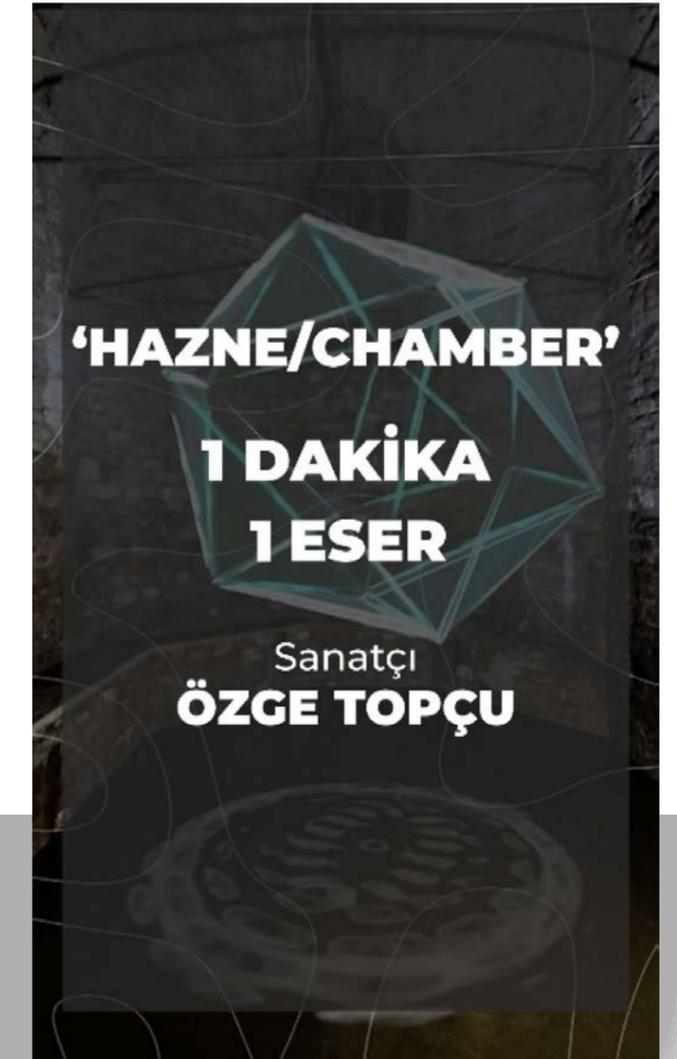


Engineering and Economics in the 2022-2023 academic year. Odeabank supports social investments not only through donations but also through sponsorships. As part of its commitment, the Bank sponsored the plays "Bir Tatlı Kaşığı Çamur", "Duvar", and "Kapalı", all centered around the theme "There Is A Woman Behind This!", and presented them to the audience at the 26th İKSV Istanbul Theater Festival. In 2022, Odeabank continued its sponsorship support in another field through its O'art art platform by funding the "Fresh Inspiration Conversations" podcast series produced by Mercado. This series features inspiring talks on current designs and projects.

Odeabank's approach to social responsibility places great importance on art and making art

accessible to everyone. O'art aims to make all disciplines of today's art accessible to everyone in different places, with a critique of the current problems of the socio-cultural structure. In this context, in 2022, the exhibition "Hazne/Chamber" was held online, the exhibitions "Lorem Ipsum" and "Benküre/ Planet I" presented to art lovers both physically and online.

Furthermore, Odeabank became the support sponsor of the 17<sup>th</sup> Istanbul Biennial, which began on September 17, 2022. The O'art art platform's





## İSTANBUL KÜLTÜR SANAT VAKFI İKSV BİENAL

exhibition "Benküre/Planet I", collaboratively produced by Ha:Ar, was featured as a simultaneous exhibition at the 17th Istanbul Biennial. Details about the 17th Istanbul Biennial, including the exhibitions, curators' commentaries, and information on Odeabank's new simultaneous exhibition, were presented in Hatice Utkan Özden's article, "Istanbul Biennial Rediscovering Societal Narratives". In 2022, Piksel. | O'art, which presents new artists and emerging artists from different fields of visual arts with opportunities related to digital art methods, allocated a total funding of TL 1,000,000 for education and production to 10 artists selected



for the New Media Residency Program. These artists gained the opportunity for a three-month collaboration with the leading global and Turkish new media artists. Additionally, two chosen artists, with all expenses covered, will take part in the Residency Unlimited, a distinguished artist-in-residence program in the United States. After the New Media Residency Program, Piksel. | O'art hosted an exhibition for the participating artists, covering production and display expenses. Announcements were circulated to interested parties providing further information about program applications.

Piksel. | O'art Masterclass program, which provides free training to individuals on the software and hardware utilized in new media art production, aims to build a community of collaborative artists. As part of this program, 140 individuals were granted training opportunities in 2022, spanning across 7 diverse topics, including Cinema 4D, Adobe Motion Design, Artificial Intelligence, Creative Coding, Houdini, Touch Designer, and Unreal Engine. The Masterclass experience is an inspiring opportunity for those seeking to push the limits of new media art and explore creativity further.

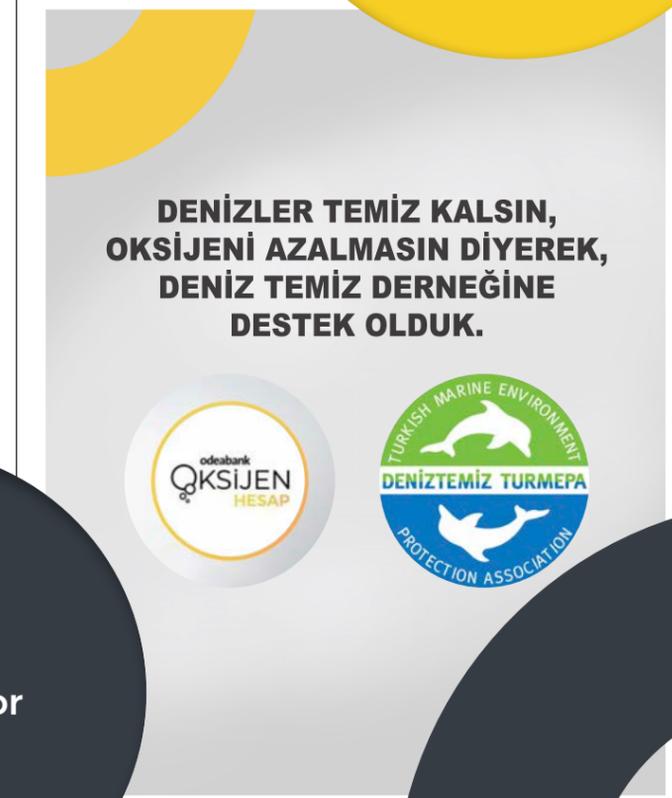
Since 2017, Odeabank has been actively collaborating with the TEMA Foundation to raise environmental awareness within society under the motto "Future oxygen under guarantee with Odeabank Oxygen Account".

As part of this collaboration, active Oxygen Account holders can make a meaningful impact by contributing to children's nature education or donating saplings to TEMA Foundation's Nature Education Projects, provided they meet the specific eligibility criteria. Through this collaboration, essential measures are being taken to foster environmental awareness and address future demand for oxygen. On behalf of its Oxygen Account-holding customers, Odeabank donated 32,963 saplings to the

TEMA Foundation and backed nature education programs for 12,457 children by the end of 2021. In 2022, the Bank donated 6,145 more saplings and provided education programs for 1,826 children. Consequently, over 39,000 saplings were planted, and nearly 14,300 children were granted access to nature education.

Moreover, following the destructive wildfires that happened in multiple regions of the country in the summer of 2021, Odeabank took the initiative and contributed to the rehabilitation and reforestation efforts by donating over 60,000 saplings. Furthermore, through its partnership with LÖSEV, the bank spread joy during the Eid by assisting families in need and ensuring the availability of vital health services for children. In 2022, as part of Oxygen Account's 8th anniversary celebration, Odeabank made a significant donation to Deniz Temiz Derneği/TURMEPA, a prominent organization dedicated to safeguarding Türkiye's seas and water resources, with the ambassadorship of Şahika Ercümen, the World Free Diving Record Holder. This donation aimed to raise awareness about the vital importance of oxygen and the pressing issue of marine pollution.

The summary of Odeabank's collaborations, sponsorships, and donations over the past three years, with the aim of creating societal value, particularly by supporting disadvantaged and vulnerable individuals and conserving the environment, is as follows:





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2020	2021	2022	
<ul style="list-style-type: none"> <li>Support to Galatasaray Sports Club Association</li> <li>Support to OGEM Foundation</li> <li>Sapling donation to TEMA Foundation</li> <li>EGİAD (Aegean Young Businessmen Association) 3rd-year sponsorship</li> <li>Support to Turkish Foundation for Children in Need of Protection</li> <li>Tourismo (Ceren Necipoğlu International Harp Festival) sponsorship</li> <li>Hasköy Sports Club Sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Doğan Burda - Capital 500 session sponsorship</li> <li>Mercado Fresh Inspiration Talks sponsorship</li> <li>Foundation for the Support of Women's Work</li> <li>Donation for March 8 Women's Day</li> <li>Uludağ Economy Summit sponsorship</li> <li>Donation to LÖSEV on the occasion of Ramadan</li> <li>Mercado 2nd Term sponsorship</li> <li>Aposto sponsorship</li> <li>Education donation to TEMA Foundation</li> <li>Lamon9 collaboration</li> <li>Deniz Temiz Association collaboration</li> <li>Donation to TEMA Foundation against forest fires TBB afforestation campaign sapling donation</li> <li>Mercado podcast sponsorship International Day of the Girl Child donation</li> <li>Yanıdayız Association sponsorship</li> <li>İstanbul Fintech Week sponsorship</li> <li>Şahika Ercümen sponsorship</li> <li>İTU Management Sciences Congress side sponsorship</li> <li>İKSV Theater Festival sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Mercado Fresh Inspiration Talks sponsorship</li> <li>Eşit Masallar (Fair Tales) - Theater Tour</li> <li>İKSV Theater Festival - "There Is A Woman Behind This!" Theme sponsorship</li> <li>Supporters of the 17<sup>th</sup> İstanbul Biennial</li> <li>Piksel. O'art New Media Residency and Masterclass program</li> <li>Koruncuk Foundation #MyDreamMySchool campaign donation</li> <li>Donation to LÖSEV on the occasion of Eid al-Adha</li> <li>Donation to DenizTemiz Association/TURMEPA on the occasion of the 8th anniversary of Oxygen Account</li> <li>Donation to Tema Foundation for nature studies on the occasion of June 5 World Environment Day</li> <li>Donation to Tohum Autism Foundation's Education Scholarship Fund</li> <li>Donation to Koruncuk Foundation on the occasion of March 8 International Women's Day</li> <li>Collaboration for an internet library with Boğaziçi University Technology and Education Laboratory for the Visually Impaired (GETEM)</li> <li>Aposto E-newsletter content sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Main sponsorship of national athlete and world free diving record holder Şahika Ercümen</li> <li>Support to Koç University Anatolian Scholars</li> <li>Creative Children's Festival sponsorship</li> <li>Bergama Theater Festival sponsorship</li> </ul>



# Memberships

Odeabank places importance on participating in international and national initiatives and institutions that are consistent with its business model and promote the betterment of society in its entirety.

Odeabank is a member of TÜSİAD, a leading Turkish business association, as well as the International Investors Association (YASED), which represents foreign direct investors in Türkiye. In 2022, Odeabank joined BCSD Türkiye (Business Council for Sustainable Development), adding it to its list of memberships. Additionally, Odeabank is a member of the Banks Association of Türkiye (TBB), where Odeabank's CEO, Mert Öncü, serves on the Board of Directors.

Mr. Tolga Usluer is the Head of Internal Audit at Odeabank and holds the Certified Internal Auditor (CIA), Certification in Risk Management Assurance (CRMA) and Certified Fraud Examiner (CFE) auditor certificates. He served as a member of the Board of Directors of the Internal Audit Institute of Türkiye and is currently serving as the chairman of the Institute Relations Committee at the Institute of Internal Auditors (The IIA).



Mr. Önder Yılmaz, as the Director of Legislation and Compliance, is also a member of the Board of Directors at the Banks Association of Türkiye Risk Center.

Odeabank is a signatory to the Women's Empowerment Principles (WEP), which is a global initiative in the private sector led by the United Nations. Its aim is to ensure that

women participate in the economic life on equal terms and work under fair conditions. WEP, created in cooperation with the United Nations Global Compact (UN Global Compact) and the United Nations Gender Equality and Women's Empowerment Unit (UN Women), guides the private sector and the society as a whole in working towards gender equality. The commitments outlined

in the Women's Empowerment Principles have been acknowledged and integrated as essential principles at Odeabank, with the ultimate objective of achieving gender equality throughout the organization. Odeabank takes this responsibility seriously and incorporates it not only in its internal business processes but also in sponsored activities and social responsibility projects.





# Human Resources Approach

With a vision that recognizes “our most important asset is our human resources”, Odeabank places utmost value on the motivation, loyalty, and happiness of its 1,111 employees. By prioritizing human capital and offering ample opportunities for its employees, Odeabank is poised to embrace a sustainable future characterized by a dynamic and innovative organizational structure.

Odeabank’s Human Resources approach is centered around a people-first business model, emphasizing effective internal relationship management, and implementing a fair, objective, and value-driven remuneration and reward system that is free from any form of discrimination. At the heart of this approach is fair treatment of employees and transparent communication. Odeabank’s Human Resources Policy, crafted with this vision, highlights the bank’s aspiration to build a skilled and knowledgeable workforce, fostering high performance through extensive education and experience. Additionally, this policy also seeks to establish a sustainable corporate structure by adhering to principles that attract new talents to the Bank and ensure the retention of skilled and capable human resources. With this awareness, the Bank adopts an approach that puts human capital at the center, generates solutions to employees’ problems, reaches quick results by closely monitoring the needs of the business line, and plays a guiding role in guiding employees on the

issues of change needed for the Bank. Odeabank implements an equitable remuneration and rewards system for its employees, which considers factors such as industry salary averages, job responsibilities, annual performance evaluations, internal equity, and the annual budget.

Odeabank’s Human Resources practices are guided by an approach that nurtures and supports employees, fosters a collaborative team culture, and encourages innovation and continuous development. This structure is built on scientific methodologies, designed with a modular approach, and sustained through systematic solutions that adhere to legal requirements, while also considering the specific needs of the organization. Odeabank’s Human Resources practices are characterized by their dynamic and adaptive nature, adhering to the principle of delivering flexible, prompt, and efficient solutions.





Starting from December 2022, Odeabank's Human Resources Department has been restructured to operate under three primary functions: "Agile Office and Organizational Development", "Culture and Talent Management" and "Reward, Performance, and Analytics". The areas of responsibility of these three main functions are as follows:

- Agile Office and Organizational Development: This function is responsible for analyzing all methods and processes in line with the Bank's objectives during the cultural change driven by agile working, ensuring the establishment, monitoring, and development of strong systems and structures throughout the organization, and making necessary adjustments as needed.
- Culture and Talent Management: This function is responsible for enhancing the efficiency of the Bank's human resources across all areas, formulating policies for optimal human resource positioning, designing employees' career paths, and implementing necessary actions for development and organizational change.
- Reward, Performance and Analytics: This function is responsible for the implementation of remuneration, fringe benefits, and other reward management initiatives, utilizing an expense management approach in accordance with the Bank's defined reward management policy.

In summary, the Human Resources Department plays a vital role in achieving Odeabank's strategic goals and ensuring its efficiency and success. It takes on diverse responsibilities, including recruiting success-oriented, ethical, and collaborative candidates, managing orientation, career, wage, benefits, and performance processes, and leading training, development, talent management, and succession planning to foster a transformative

learning experience into personal growth. This unit also organizes activities and programs that prioritize the mental and physical "well-being" of employees and provides training opportunities that contribute to their development. In this context, the Bank introduced the "Employee Support Hotline" program, providing services ranging from psychological counseling to physical health support, available 24/7 to ensure employees have access to accurate information and prioritize their well-being.

Odeabank prioritizes the "well-being" and health of its employees, organizing social events and sports activities to foster a healthy work-life balance. The establishment of the Odeabank Basketball Team in 2012, the Odeabank Football Team in 2014, the Odeabank Rowing Team in 2018, and the Odeabank Sailing Team in the same year has led to remarkable achievements and accolades for the bank in various sports. In 2022, Odeabank Bowling Team received awards in many different categories. The Odeabank running team participated in the İstanbul Marathon and collected donations for various non-governmental organizations. The active sports teams, organized events, and tournaments have proven to be powerful sources of motivation for Odeabank employees. The achievements and awards obtained from these activities have not only strengthened the sense of loyalty to the Bank but also fostered a strong sense of camaraderie among the teams. In addition, the Bank's Head Office and various teams continue to work remotely and in a hybrid model. This working arrangement has been observed to significantly increase the productivity of Odeabank employees, while also providing them with the opportunity to maintain a healthy work-life balance.

Furthermore, Odeabank organizes webinars in diverse fields such as economics, data, agile culture, psychology, and culture and arts, catering to employees' lifelong learning needs and encouraging them to cultivate a multi-disciplinary perspective. The webinar series organized by Odeabank continued in 2022. In this context, Odeabank hosts different topics and speakers three times a month, organizing an average of 30 live chat sessions.

It is critical for Odeabank to create synergy and increase cooperation among all business units. The Human Resources Department regularly conduct visits to all branches and units every year, aiming to foster synergy, create an environment for valuable feedback, and actively listen to employees' ideas and suggestions. In addition, the Employer Branding was launched in 2022. Odeabank's vision, mission, and values, in other words its cultural codes, were redefined by leveraging the research outputs from a project conducted in collaboration with an independent research company. Based on the outcomes of the study and research, Odeabank identified its "employee value proposition" and formulated employer brand strategies and action plans accordingly. In 2022, Odeabank implemented a series of activities and initiatives to integrate its redefined values into the organizational culture and to foster a sense of belonging among employees as "Odealists".

In November 2022, an "Employee Engagement Survey" was conducted to improve employee experience and increase loyalty. This survey, facilitated by the valuable input of employees, aims to reveal Odeabank's existing strengths and offer valuable insights to prioritize and enhance organizational effectiveness, fostering a positive employee experience.

"Fikriniz Değerleniy'O-FİDE" (Internal Suggestion Platform), developed by Odeabank for its employees, allows for the evaluation and implementation of employee suggestions. In this context, valuable suggestions are collected from employees aimed at increasing efficiency or reducing expenses within the company, which are then thoroughly discussed and rewarded by the Suggestion Committee following a preliminary evaluation process. The winning proposals and their creators are announced within the Bank. At the end of the year, the winning proposals of that year are put to a vote through a survey sent to all employees. In 2022, a total of 316 suggestions from employees were evaluated, and 19 of them were rewarded.





# Employee Profile

As of 2022, Odeabank's workforce comprises well-educated, innovative employees who stay informed about global developments and technology, embrace learning and development, and thrive in a collaborative environment. The distribution of employees is 42% (468 employees) working in branches and 58% (643 employees) based at the Head Office. As a dynamic and innovative bank in the finance sector, Odeabank boasts a total of 1,111 employees, with 82%

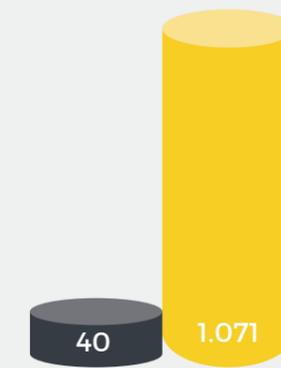
of them being under the age of 45. Among them, 63% fall within the age range of 30 to 45, while approximately 19% are under the age of 30, demonstrating their enthusiasm for learning and openness to development. The Bank employs a total of 637 female and 474 male employees. With 57% female employees, Odeabank has a female employment rate above the sector average.

As of 2022, Odeabank's Senior Management Structure, including the General Manager, consists of 15 people, and the Mid-Level Management Structure comprises 137 individuals.

	TOTAL WORKFORCE BY AGE GROUP		TOTAL WORKFORCE BY AGE GROUP (2022)		MID-LEVEL MANAGEMENT STRUCTURE (2022)	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
18-30	83	131	0	0	0	0
30-45	299	405	3	0	38	27
45+	92	101	10	2	31	41
<b>Total</b>	<b>474</b>	<b>637</b>	<b>13</b>	<b>2</b>	<b>69</b>	<b>68</b>

More than 96% of Odeabank employees hold bachelor and postgraduate degrees.

NUMBER OF EMPLOYEES BY EDUCATION LEVEL (2022)



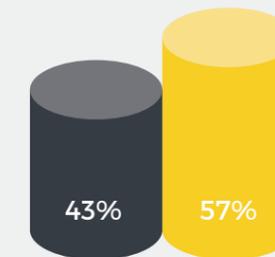
- Primary and High School
- Bachelor and Postgraduate

EMPLOYEES BY AGE GROUP



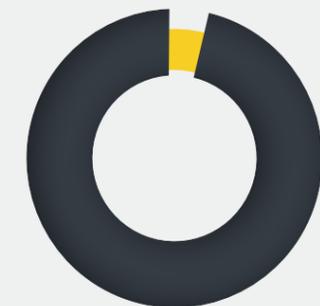
- 18-30 19%
- 30-45 63%
- 45+ 18%

EMPLOYEES BY GENDER



- Male
- Female

EMPLOYEES BY EDUCATION LEVEL



- Bachelor and Higher Degree 96%
- Primary and High School 4%



# Performance Management

The Bank's performance management process is designed to empower and guide employees towards achieving better results and successfully reaching their targets. In this context, performance evaluations are conducted based on two main criteria, namely business objectives and behaviors, providing employees with guidance throughout the year. Business targets are set annually through target cards, subject to revisions as needed during the year, and each employee's performance in achieving these targets is assessed at the end of the year.



In 2021, Odeabank restructured its goal-setting and follow-up mechanism, aligning it with the Bank's long-term goals and its management approach that values people as the most significant asset.

Target cards have been created for all employees, including branches, and the Bank's Finance and Strategic Planning department monitors their progress.

Role-based target cards were created for Odeabank Senior Management in alignment with the company's overall goals. The targets on these cards were designed to hold the Senior Management team directly accountable for the organization's numerical results, while a segment-based target setting system was implemented for

field employees. In addition to the target cards implemented in 2021, the performance system was further enhanced in 2022 by integrating expected behaviors linked to corporate values. By integrating expected behaviors linked to corporate values, Odeabank aims to measure how the values are embedded into the Bank's culture and to what extent employees embrace these values. Based on the results obtained from behavioral assessments, Odeabank plans to organize targeted training activities focused on addressing areas that require improvement.

Odeabank continues to implement the Objectives and Key Results (OKR) practice in departments that embrace the agile working style, assessing employee performance based on team OKRs set quarterly.

Odeabank has successfully aligned all its employees' duties with corporate targets through the target-based performance system, ensuring fairness and systematic evaluation of their performance. By implementing specified performance indicators and digitized metrics, the Bank has established a more accurate, measurable, transparent, and egalitarian approach to evaluating and rewarding its employees.



# Training and Capacity Building

Odeabank perceives training and talent development programs as pivotal to achieving success, fostering an environment that fosters continuous learning aligned with sustainability, long-term requirements, and strategic objectives.

Odeabank views its investment in creating a high-performance and motivated human resources capital as one of its most crucial endeavors, accomplished through robust support for employees' knowledge and professional development. The Bank perceives training and talent development programs as pivotal to achieving success, fostering an environment that fosters continuous learning aligned with sustainability, long-term requirements, and strategic objectives. These training opportunities are designed to nurture the professional and personal growth of employees, fostering a productive working environment by enhancing employee motivation and positively impacting corporate performance. Odeabank provided numerous training opportunities, totaling 6,767 hours for 485 individuals in 2020, 20,145 hours for one individual in 2021, and 24,623 hours for 1,184 individuals in 2022.

At the beginning of 2021, Odeabank revamped its training and development strategy, embracing the

agile learning methodology to foster a culture of continuous learning. Aligned with the Bank's core strategy and objectives, Odeabank is committed to developing learning solutions that empower employees with essential skills for the new century. The Bank prioritizes providing versatile learning platforms and tailoring personalized development programs to assess needs effectively. In order to identify the specific needs for professional and technical development within the Bank, comprehensive case studies and examinations were conducted, leading to the design of targeted and relevant training programs tailored to address those specific needs. Apart from enhancing employees' technical skills, the Bank also organized seminar series focused on various disciplines such as culture and arts, psychology, health, parenting, and archeology.

Furthermore, the Bank regularly shares the training catalog of the Banks Association of Türkiye with employees, enabling them to select and attend training programs that align with their individual

EMPLOYEE TRAININGS	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
White-Collar Employees	293 persons 4,369 hours	190 persons 2,386 hours	628 persons 12,312 hours	438 persons 7,694 hours	482 persons 9,595 hours	688 persons 14,868 hours
Senior Management	-	2 persons 12 hours	2 persons 34 hours	10 persons 105 hours	2 persons 31 hours	12 persons 129 hours
Total	485 persons / 6,767 hours		1,078 persons / 20,145 hours		1,184 persons / 24,623 hours	

needs. The Banking Association catalog was also utilized for personal development purposes. Moreover, the O'leader program was launched for leadership development. Additionally, the Öğreniy'O webinar series, held monthly, serves as a valuable resource to foster interdisciplinary knowledge and personal growth. As part of the İlham Veriy'O webinar series, Odeabank regularly covers topics such as economy, digitalization, data science, and adapting to an agile culture.

Odeabank places great emphasis on informal learning methods as well, aiming to enhance the learning culture among its employees. The Vide'O platform, featuring seminar recordings and short, informative videos created by Odeabank employees, serves as an interactive social learning tool for the employees. Moreover, Odeabank implements the "Internal Trainer Development" program to disseminate the Bank's expertise and knowledge throughout the organization, aligning with employees' experience and knowledge levels, and ensuring that internal trainings meet specific

standards. On the other hand, the Bank has also developed mentoring programs to support internal learning processes.





# Career Support

It is important for the Bank to attract young talents to the organization. In line with this objective, Odeabank successfully concluded the recruitment processes for the “Nova Internship Program”, “Odealist Talent” and “IT Young Talent”, aiming to welcome fresh graduates with promising potential and academic backgrounds to the Odeabank family.

Odeabank values its employees’ growth and offers both vertical and horizontal advancement opportunities within the company during their tenure. The Bank’s recruitment processes prioritize dynamic, success-oriented, innovative individuals who demonstrate the ability for fair competition and sensitivity to social issues. Odeabank encourages internal position transfers and provides guidance to its employees based on their competencies and areas of expertise. Filling vacant or newly opened positions within the Bank is prioritized through internal announcements, offering employees new career opportunities and promoting talent development. Throughout the year, 32 internal postings were shared, and 18 employees were offered diverse career

opportunities through the evaluation of their applications.

The Odeabank Leadership Program (O’lider), initiated in 2021, collaborates with Türkiye’s top educational institutions and universities to provide development plans and training programs aimed at nurturing the potential of managers who will drive the Bank’s growth. In the program, competencies are carefully tailored for each leadership level, starting from the basic level, and regularly assessed using measurement tools (assessment center practices). By using such a comprehensive approach, the program aims to transparently identify the competencies expected from leaders in line with their responsibilities and



offers personalized development solutions to ensure their sustainable growth. Furthermore, Odeabank has established mentoring programs in collaboration with the Retail-Private Banking and Commercial Banking business lines specifically for portfolio managers, aiming to provide career support and create new growth opportunities for field employees.

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family. A digital development program was created for the “Nova Internship Program” launched in 2022. From the pool of applicants, Odeabank selected highly motivated, dynamic, innovative, and result-oriented young talents who demonstrated exceptional performance in the general aptitude, English test, and one-on-one interview processes, providing them with an opportunity to make a good start to their careers with the Odeabank culture. As part of the project, a comprehensive digital learning experience was provided, spanning topics such as digital literacy, effective communication, and corporate life introduction, enabling the selected candidates to continue their development and gain valuable experience on a day-by-day basis.



# Inclusion, Opportunity and Gender Equality

As of 2022, 57% of our Bank's employees were women, surpassing the sector average.

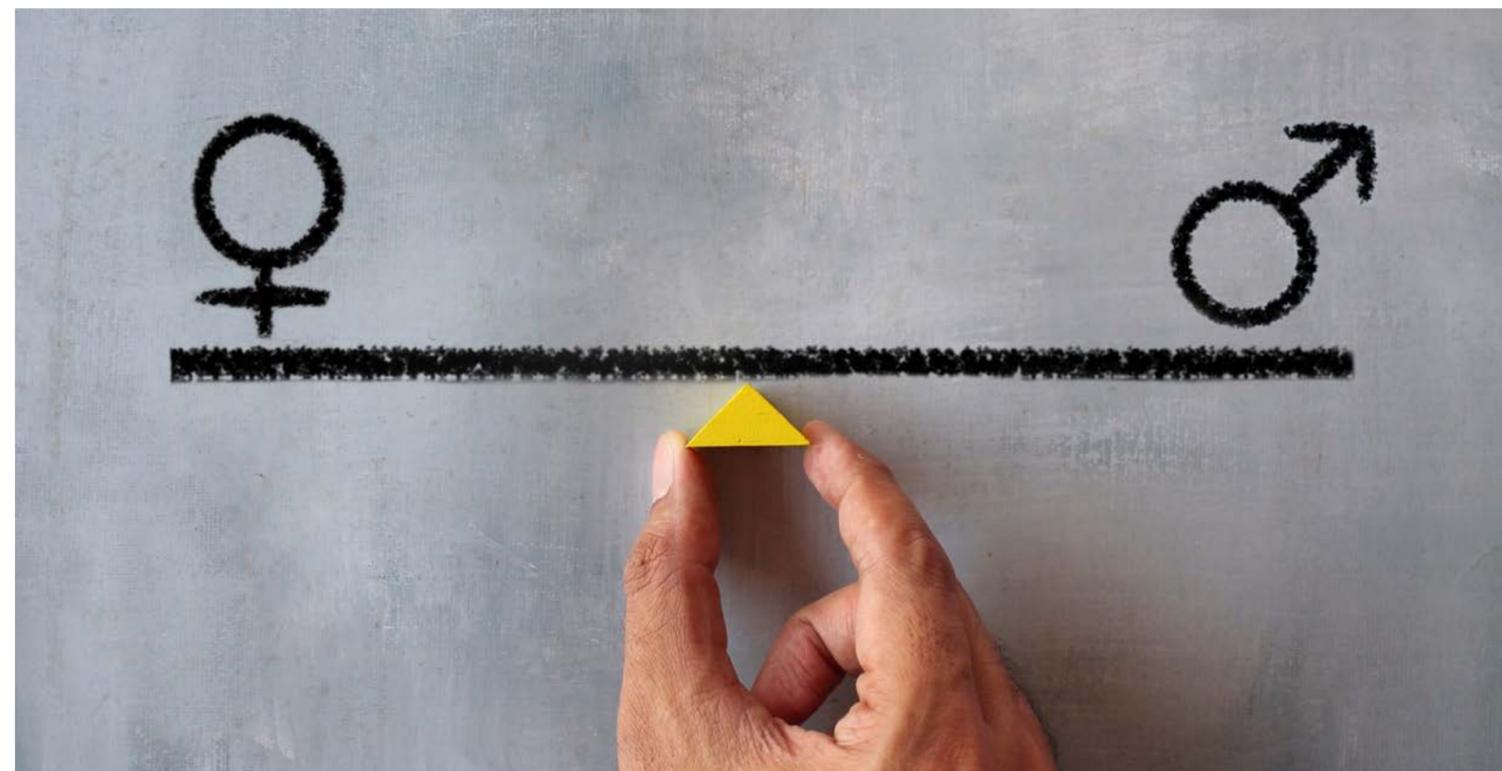
It has great importance for Odeabank to provide fair and equitable working opportunities for both male and female employees.

In the business world, the impacts of social responsibility extend from the work environment to society at large. By promoting gender equality and equal opportunities, companies improve their performance and contribute to the broader adoption of an egalitarian approach in society. Companies that embrace gender and ethnic diversity are known to have higher economic performance. In addition, companies contribute to sustainable development by promoting and providing equal opportunities.

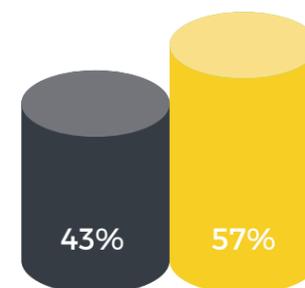
Equality is not only the theme of Odeabank's social responsibility projects and sponsorships but also the focal point of the Bank's working model, guiding the opportunities it provides to its employees. Among the principles in Odeabank's Human Resources Policy, the Bank emphasizes its commitment to non-discrimination based on religion, language, race, gender, age, marital status, and physical appearance. It is of great importance

for Odeabank to provide fair and equitable working opportunities for both male and female employees.

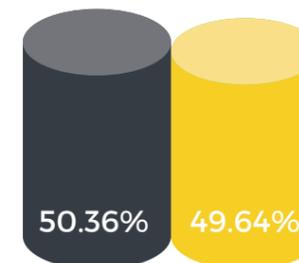
Odeabank firmly believes that strong societies and economies can only thrive when equitable conditions are provided, enabling both women and men to realize their full potential. As of 2022, 637 of Odeabank's 1,111 employees are women, and 474 are men. In other words, around 57% of Odeabank employees are women. In addition, women account for 13.3% of senior management and 49.6% of mid-level management. The Bank increased the ratio of female managers in mid-level management from 43% in 2021 to 49.6% in 2022.



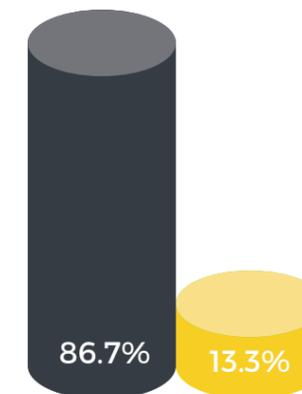
GENDER BREAKDOWN IN THE TOTAL WORKFORCE



GENDER BREAKDOWN IN THE MID-LEVEL MANAGEMENT STRUCTURE



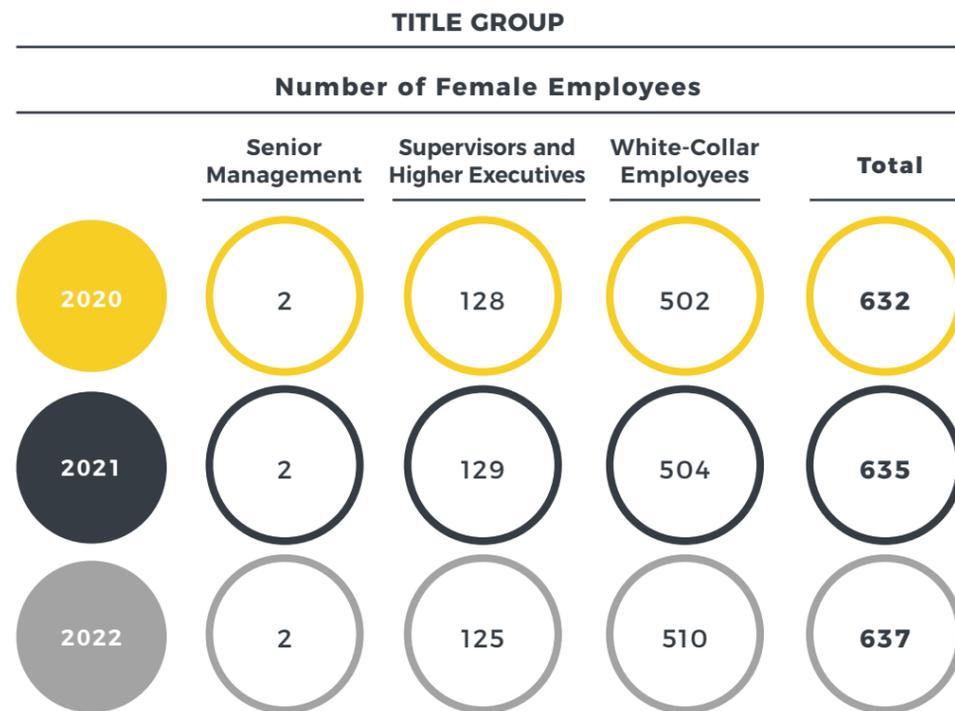
GENDER BREAKDOWN IN THE SENIOR MANAGEMENT STRUCTURE



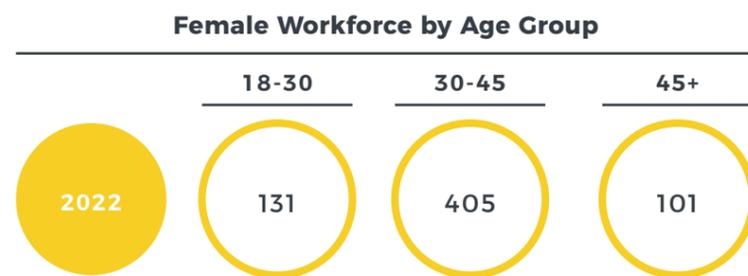
■ Male ■ Female



Odeabank has managed to maintain the ratio of female employees at high levels in the past 3 years.



Odeabank prioritizes the inclusion of young women in economic life and promotes equal opportunities for all, adhering to the principle of equality. Approximately 21% of female employees at the Bank are under the age of 30, while 84% are under the age of 45.



Working to raise awareness and promote gender equality, Odeabank is a signatory of the Women’s Empowerment Principles (WEP), a United Nations global initiative that advocates for women’s equal participation in economic life and fair working conditions. Recognizing the importance of collaborating with local NGOs on gender equality, Odeabank ensured the participation

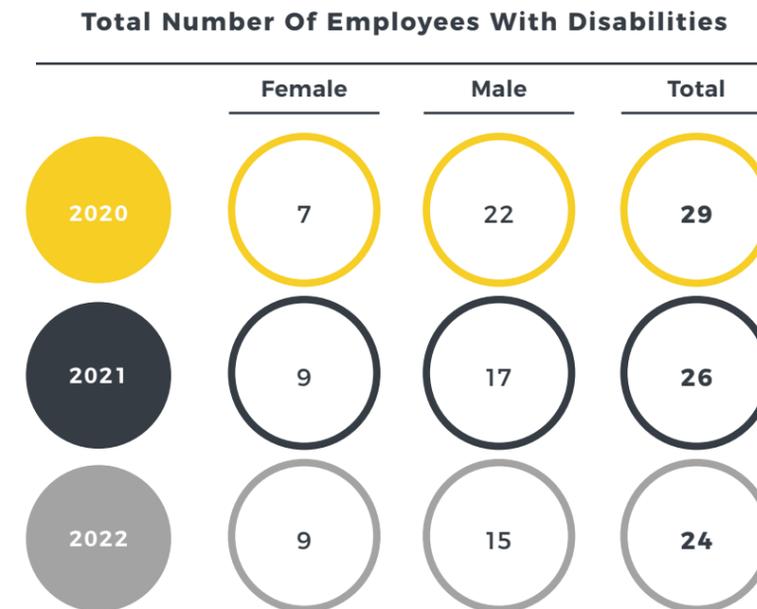
of all its employees in the Gender Equality Seminars offered by the Mother-Child Education Foundation’s (AÇEV) initiative “Worth Equality”.

The Gender Equality (GE) Working Group at Odeabank, enriched with comprehensive knowledge from 6 specialized trainings, dedicated 8 months to formulate gender equality actions

across Human Resources practices, products, services, and internal and external communication efforts. The voluntary GE Group at Odeabank conducted an internal survey to gauge the awareness level of gender equality, leading to the formulation of a comprehensive roadmap for Odeabank’s future efforts in promoting gender equality. As a result of the survey, the GE Group developed a mandatory training program on gender equality. Additionally, in collaboration with the GE Working Group, Odeabank has initiated efforts to establish gender equality policies within the Bank and review salary promotions and benefits from a gender equality perspective. These works are targeted to be completed in 2023.

Odeabank views providing opportunities for both its female employees and female customers as a crucial measure to promote sustainability and foster gender equality. By utilizing the Women’s Savings Habits Survey to understand their savings tendencies and investment habits, Odeabank implements customer-centric practices that cater to the expectations and needs of its female customers.

Odeabank prioritizes inclusion and equality by embracing the principle of being an accessible bank for all. Odeabank has employed more than 2% disabled employees in the last 3 years.



Odeabank demonstrates its commitment to accessibility and inclusivity by providing “barrier-free communication” and “sign language” trainings to its Communication Center and branch employees, ensuring stronger communication with customers with disabilities. Any form of discrimination contrary to the principles outlined

in the Odeabank Human Resources Policy is strictly dealt with through the Disciplinary Committee practices, and the responsible individual is sanctioned in accordance with the Bank’s Code of Ethics. In 2022, Odeabank received no complaints of discrimination.



# Occupational Health and Safety (OHS) Approach

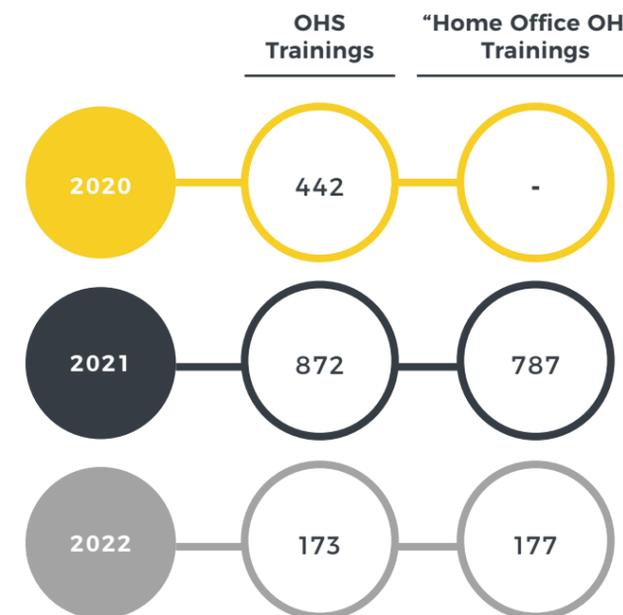
Odeabank places significant importance on human capital, prioritizing the health, well-being, and safety of all employees by implementing comprehensive measures to create a secure working environment.

Odeabank has established an OHS Management System to safeguard the health and safety of its employees. In its OHS Policy, Odeabank takes all necessary precautions to ensure the health and safety of its employees, subcontractors, and visitors in the workplace. It is committed to complying with OHS regulations and requirements, preventing unsafe situations and actions that could lead to work accidents or occupational diseases, and proactively identifying and eliminating potential accident risks through effective risk assessment. Moreover, Odeabank conducts various training programs to educate employees about occupational health and safety, increase their awareness on the subject, and encourage active participation in OHS processes. At Odeabank, every newly recruited employee receives comprehensive OHS training. These trainings are closely monitored and regularly reported through the collaboration of the OHS Officer and the Human Resources Training team.

Upon completion of the Occupational Health and Safety training, employees receive a training certificate, and its validity is regularly monitored within the periods specified in the law. Due to the global pandemic, OHS trainings, previously conducted in person, were shifted to an online platform. In response to the increase in remote work during the pandemic, Odeabank introduced the "Home Office OHS" training format to complement standard OHS trainings and ensure employee safety while working from home. In 2021, all employees were required to undergo the mandatory online training, and in 2022, the training process was continued, with new employees and those transitioning to hybrid or home working arrangements receiving the training as well as those who had been trained in the past 3 years. In 2022, a total of 173 employees attended the standard OHS trainings provided by the Bank, while 177 employees and managers participated in the "Home Office OHS" trainings.



## NUMBER OF EMPLOYEES WHO RECEIVED OHS TRAINING



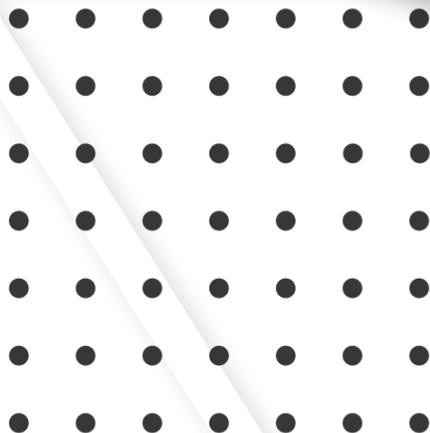
Odeabank aims to prevent potential occupational diseases and accidents by conducting OHS trainings as part of its annual training programs. Odeabank prioritizes raising employee awareness on occupational health and safety, emphasizing the proper use of personal protective equipment, and in the unfortunate event of an occupational accident, a detailed report is kept and promptly communicated to the Social Security Institution. There were no occupational accidents at the Bank in 2020 and 2021. In 2022, Odeabank experienced one occupational accident resulting in injury, which was reported to the SSI. The Bank promptly implemented necessary security measures and informed all relevant stakeholders about the measures taken. Subcontractors and visitors are also required to comply with the OHS rules.

In 2022, Odeabank implemented the Worksafe software program to monitor and manage OHS activities more efficiently. All OHS activities within the Bank are monitored via this software. The "Employee Support Hotline" provides Odeabank employees with a 24/7 platform to seek guidance and assistance from experts on physical and psychological health issues, ensuring their well-being and support.



# VALUE CHAIN MANAGEMENT

Supply Chain Management  
Customer Satisfaction Approach  
Cooperation with International Financial Institutions





Odeabank's adoption of a sustainable business model aims to improve satisfaction level throughout the entire value chain, benefiting all stakeholders involved. Accordingly, Odeabank recognizes the significance of collaborating with all stakeholders in the value chain. The Bank is dedicated to generating positive impacts on the entire value chain through its social responsibility initiatives and responsible procurement approach.

Apart from its shareholders, Odeabank acknowledges its employees, customers, public institutions and legislative bodies as its key stakeholders. Odeabank aligns its direct or indirect communication activities with these stakeholders based on legal requirements and internal regulations regularly or as needed. The Bank employs the following communication methods:

STAKEHOLDERS	COMMUNICATION METHOD
<b>Employees</b>	<ul style="list-style-type: none"> <li>E-mail, phone and face-to-face meetings</li> <li>Meetings and trainings</li> <li>Digital communication tools</li> <li>Digital training programs</li> <li>Employee satisfaction surveys</li> <li>Special events for employees</li> <li>Committee meetings</li> <li>Announcements and notifications</li> <li>In-house publications</li> <li>Social media</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> <li>E-mail, phone and face-to-face meetings</li> <li>Customer visits and meetings</li> <li>Exhibitions, conferences, fairs</li> <li>Website</li> <li>News</li> <li>Social media</li> <li>Request/grievance sites</li> </ul>
<b>Public Institutions and Legislative Bodies</b>	<ul style="list-style-type: none"> <li>Periodic reporting</li> <li>Meetings and conferences</li> <li>E-mail, phone and face-to-face meetings</li> <li>Audits</li> </ul>

# Supply Chain Management

Odeabank's Internal Services and Banking Support Department, responsible for procuring goods and services, prioritizes suppliers who comply with the Bank's Code of Ethics and offer a competitive advantage. In procurement processes, suppliers, goods and services undergo risk assessment in accordance with the procedures for procurement of goods and services.

Acting in compliance with stock exchange regulations, international standards, procedures, and principles, and operating as a precious metals intermediary institution within the Borsa Istanbul, Odeabank has accordingly instituted its own responsible supply chain compliance programme for precious metals.





# Customer Satisfaction Approach

Even in the face of rapidly changing global conditions, Odeabank proactively identifies its customers' needs and prioritizes the development of services that align with their preferences and expectations. Customer preferences and expectations play a crucial role in guiding Odeabank's innovative and sustainable growth strategies. The Bank is making efforts towards ensuring easy access for its customers and meeting financing needs of all segments of society in a fast and reliable manner. Odeabank has been

recognized with numerous awards for its customer experience improvement efforts, innovative structure, and efficient customer service. A full list of these awards is accessible under the "Achievements and Awards" section.

Odeabank conducts regular customer satisfaction surveys to gather feedback from its customers. Recognized as a customer-oriented and dynamic bank, Odeabank has received commendable Net Promoter Score (NPS) ratings in the "Excellent Customer Experience" category.

## CUSTOMER NOTIFICATIONS MANAGEMENT PROCEDURE

Odeabank aims to consistently improve customers' satisfaction levels and regards their feedback highly. Customers are welcome to share their suggestions, requests, complaints, and objections through multiple channels, including the Odeabank website, branches, digital channels, social media accounts, email, mail, fax, Head Office telephone, websites of official institutions, and other social media platforms. All notifications received by the Bank undergo a thorough examination and are processed in accordance with the Customer

Notifications Management Procedure. Customers promptly receive responses via their preferred communication channels, and if required, the issue is also escalated to the Internal Audit Department for further investigation. Odeabank, which prioritizes placing the customer at the center of its operations and considers the provision of the best customer experience as one of its core values, seeks to maximize its process improvement efforts in the coming period, with a view to improving the quality of its services and shortening resolution times.

# Cooperation with International Financial Institutions

The International Finance Corporation (IFC), a member of the World Bank Group, the IFC Financial Institutions Growth Fund (IFC FIG Fund), and the European Bank for Reconstruction and Development (EBRD) have been the shareholders of Odeabank since 2016. Odeabank emulates the sustainability approach and best practices of its shareholder, IFC, to resolve and mitigate any potential negative impacts that might arise from its lending activities. Odeabank has formulated its own Exclusion List by using the IFC Exclusion List as a basis and scrutinizes its projects in conformity with the IFC Performance Standards.

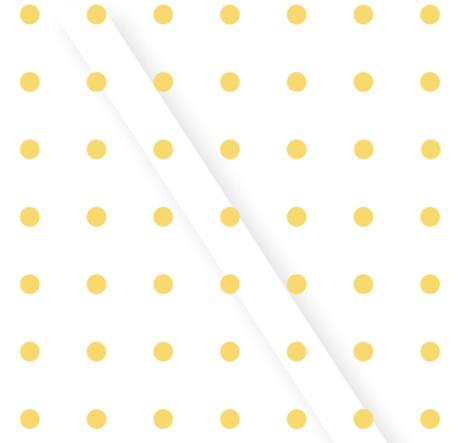
Through collaborations with international financial institutions, Odeabank brings innovative solutions to the table and strengthens its capacity in handling environmental and social issues. By partnering with organizations such as IFC, Finance in Motion, and the Banks Association of Türkiye, the Bank conducts training programs aimed at enhancing environmental and social awareness.

Odeabank provides support to micro and small enterprises and renewable energy projects in Türkiye through the EFSE (European Fund for Southeast Europe) and GGF (Green for Growth Fund) funds established with financial backing from the European Commission.

Furthermore, Odeabank has also undertaken collaborative projects with IFC, EBRD, Proparco, FMO, and EIB.

Odeabank is continuing its efforts to ever enhance its cooperation with international financial institutions whilst adopting a comprehensive sustainability perspective that encompasses all aspects of its operations. Through new partnerships slated to launch in the near future, the Bank aims to start new financing projects. In this direction, Odeabank is actively pursuing technical assistance funding to support capacity-building projects.





# DIGITALIZATION AND INNOVATION EFFORTS

Digital Banking  
Innovative Services and Products  
Technology and Operations



# Digital Banking

Odeabank has adopted a new vision and mission towards sustainability and innovation-oriented solutions and digitalization.

In the banking sector, the use of technology and the trend towards digitalization are becoming more widespread every day. As a result, banks have been compelled to adapt their business models, respond to evolving customer expectations, and emphasize the importance of digital channels. In line with these developments, Odeabank has embraced a fresh vision and mission, prioritizing sustainability, innovation-driven approaches, and digitalization.

The digital working model established by Odeabank is managed by Odeabank Digital Banking Department. The department consists of four main units: Digital Services, Digital Transformation Office, Customer Experience and Design, Digital Marketing.

The Digital Transformation Unit aims to deliver an uninterrupted, easily accessible, personalized, and integrated customer experience through various



digital touchpoints such as mobile applications, internet branches, and ATMs, in alignment with the Bank's strategies and objectives. As part of branch digitalization efforts, Odeabank is focused on enhancing customer relationships and equipping customer representatives with artificial intelligence-based digital asset assistants to offer innovative value propositions and support in investment matters, ultimately ensuring a seamless and personalized experience for customers.

The Digital Transformation Office plays a pivotal role in identifying, implementing, and monitoring digitalization strategies to effectively manage Odeabank's digital transformation process. This unit strives to integrate technology and digital innovations into the Bank's operations to enhance efficiency and elevate customer satisfaction.

The Customer Experience and Design Unit takes charge of enhancing customer experience,

providing innovative services customized to customer needs, and fostering increased customer engagement. This unit is dedicated to delivering the finest Odeabank experience for customers through the application of user-oriented design principles.

The Odeabank Digital Marketing Unit oversees digital metrics, tracks targets, and manages digital marketing activities throughout the Bank. The main goal of this unit is to effectively engage the target audience through digital channels, enhance customer interaction on digital platforms, and transition marketing strategies to the digital environment.

Odeabank is dedicated to developing and expanding its digital channels, continually enhancing their efficiency, and making strategic technological investments. For Odeabank, the 3 main business objectives regarding digitalization are:

- 1. Become the leader of "phygital" investments in retail banking in Türkiye:**  
Odeabank is focused on enhancing customer representatives' competencies, introducing new digital products and services, and providing a broader range of offerings to customers, aiming to deliver improved and enriched customer experiences. It aims to enhance the customer experience by adopting a digital approach that seamlessly integrates physical and digital channels.
- 2. Leveraging digital opportunities in core banking services and operations:**  
Odeabank is working on the digitalization of its core banking services and operations, aiming to enhance and renew the existing digital experience. It aims to invest in customer representatives to digitalize branches, strengthen customer relationships, and deliver new value propositions supported by AI-based models.
- 3. Become a bank with best-in-class digital working methods together with all employees:**  
Odeabank has established dedicated teams to drive the transformation towards an agile culture within the company. It aims to instill a customer-oriented culture among its employees that embraces feedback, welcomes discovery, and values customer feedback. In this way, Odeabank seeks to enhance business processes and boost efficiency by embracing the most effective digital working methods.

**Odeabank evaluates its innovation efforts based on three key performance indicators measured through the digital channels it has developed. These indicators are:**

1. NPS score and customer satisfaction,
2. Increasing financial activity in mobile/digital channels,
3. Customer acquisition and retention.



# Innovative Services and Products

To promote financial inclusion and accessibility, Odeabank has embraced an approach that facilitates account opening and banking transactions through digital channels.

To promote financial inclusion and accessibility, Odeabank has embraced an approach that facilitates account opening and banking transactions through digital channels. Customers are provided with the convenience of opening an account through video calls without requiring a wet signature or visiting a physical branch. In this way, customers can access banking services and meet their financing needs without any health and safety risks. By providing the option for customers to conduct precious metal and silver trading transactions through mobile and internet branches, Odeabank ensures convenience and accessibility without the need for physical visits to branches. Odeabank's mobile application, created as part of its digitalization efforts, also plays an important role. The mobile application achieved over 85,000 downloads, and more than 1,700 customers received financial support through video call technology. In this way, customers can access the financial services they need quickly and reliably through the mobile application. In 2022, Odeabank focused on renewing its existing mobile banking application to better meet its customers' needs and also preparing to implement activities in the open banking area in compliance with regulations.

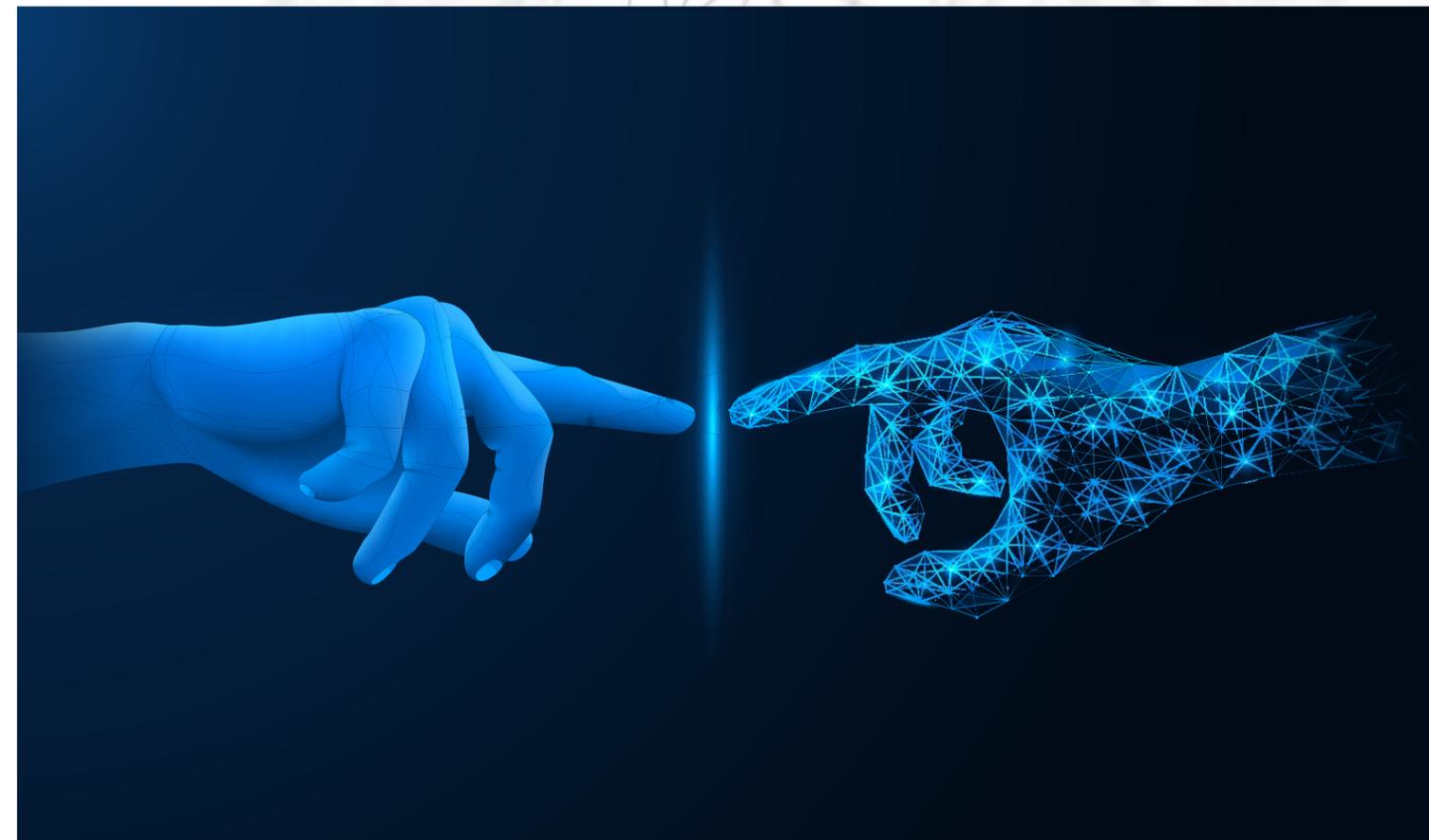
Odeabank combines its approach of creating value for society with digital platforms. By offering financial literacy trainings through its new mobile application, the Bank aims to increase financial literacy and generate value for society. This application aims to raise awareness about the basic concepts of banking, savings principles, and investment products through uploaded videos.

Odeabank provides the "Medical Doctors Package" product, offering numerous benefits that streamline the lives of healthcare professionals. Moreover, the "Kazandıry'O" (Add "O'n) mobile application, designed to enhance the convenience of both customers and non-customers, provides various features, enabling users to earn bonuses, access exclusive discounts, and receive rewards while conducting banking transactions. Oksijen Hesap, an innovative solution from Odeabank, caters to customers seeking daily savings opportunities with its unique daytime demand and night-time maturity structure, effectively addressing concerns related to maturity deterioration.

# Technology and Operations

Odeabank prioritizes seamless service delivery by adhering to legal regulations and embracing technological advancements, ensuring customers have access to faster and more convenient transaction solutions. The Bank continuously invests in digital platforms to enhance the customer experience.

The Technology and Operations Unit at Odeabank ensures the seamless and uninterrupted execution of all transactions, especially within the guidelines of the main banking system and relevant regulations and rules.





## INFORMATION TECHNOLOGIES

Odeabank attaches importance to ensuring that the hardware and technical infrastructure of all applications offered to customers are uninterrupted 24/7, and the necessary infrastructure for this is developed by the Information Technologies Department. As of 2022, digital banking software development activities started to be carried out with the bank's internal resources. Accordingly, the Digital Banking Software Development Unit was established within Odeabank.

In 2022, efforts were made to renew the existing systems in a way to provide technology development, performance improvement and cost advantages together with consolidation and transformation projects, and great achievements were made. For example, arrangements were

put in place to enable cash withdrawals with QR codes from both On-US and Not On-US ATMs. Process improvements were made in the Remote Customer Acquisition process through Mobile Banking, and call times were shortened. In addition, efforts were made to monitor the instant changes in the data of the banking system and to transfer them to other systems. These technology efforts, which increase efficiency and performance, are expected to continue in 2023. In order to renew the technology of digital channels and enrich them with new investment products and features, the project to renew the existing mobile banking application is currently underway. Scheduled for 2023, the project will enable the Bank to act more agile in digital channels.

## OPERATIONAL EFFICIENCY

Odeabank focused on risk-based improvements and system updates to enhance the integration of processes, ensuring high-quality, error-free, and swift transactions, prioritizing customer satisfaction. The implementation of technology has enabled Odeabank's operations to become more agile, leading to substantial savings in labor and material

resources. Furthermore, the Bank made efforts to transition from printed statements to e-statements in alignment with its commitment to environmental awareness. Necessary measures have been implemented to minimize paper usage, resulting in the digitization of most printed documents to promote eco-friendly practices and paper conservation.

## INFORMATION SECURITY

As technology advances, banks' information assets are increasingly exposed to cyber threats and attacks. Odeabank has implemented an

effective risk management approach to safeguard its information systems, infrastructures, data, and related processes from cyber-attacks, and is continually

enhancing security measures to ensure the protection of its information assets. In addition to developing processes and technologies to protect information assets, the Bank also focuses on enhancing the capabilities of its human resources through training and awareness programs.

Odeabank has adopted a robust risk management approach to safeguard its information systems, infrastructures, data, and associated processes from cyber-attacks, and it continually enhances its security measures to ensure the utmost protection of information assets. It focuses on the development of processes and technologies to safeguard its information assets while simultaneously conducting activities to strengthen the capabilities of its human resources. Odeabank's approach to cybersecurity, including continuous monitoring of industry developments and updating security policies, reflects its commitment to providing a secure banking experience for its customers.



The Bank actively works towards compliance with banking legislation by implementing information security control and risk processes. Additionally, Odeabank offers consultancy services in infrastructure and digitalization projects, ensuring confidentiality, integrity, and accessibility of information in accordance with global norms, and provides solutions for cyber security risks. In line with the principle of "People: First Link of Security", Odeabank conducts information, awareness, and training activities for both internal and external users to enhance cyber security.

In 2022, Odeabank enhanced its infrastructure and processes for accessing critical data environments. It implemented vulnerability management systems and conducted regular penetration tests to address potential weaknesses that could compromise the security of its IT systems and stored data. The Bank implements the Cyber Incident Management process, which involves continuous monitoring of information systems infrastructure trace records to detect, report, and respond to cyber threats effectively. Within this framework, Odeabank conducts test studies to measure the effectiveness of its cyber incident management processes. Odeabank also prioritizes data security in its business relationships with third parties, ensuring that they adhere to necessary administrative and technical measures to safeguard sensitive information.



# GRI Content Index



CONTENT INDEX ESSENTIALS SERVICE

2023

## GRI 1: Foundation 2021

Odeabank has reported in accordance with the GRI Standards for the period January-December 2022.

For the Content Index - Essentials Service, GRI Services reviewed that the GRI Content Index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

GRI STANDARD	DISCLOSURE	PAGE NUMBERS, EXPLANATIONS AND/OR URL
GRI 2: GENERAL DISCLOSURES 2021	<b>ORGANIZATIONAL PROFILE, CORPORATE GOVERNANCE AND EFFECTIVE RISK MANAGEMENT</b>	
	2-1 Organizational details	About the Report, p.6 About Odeabank, p.18-35
	2-2 Entities included in the organization's sustainability reporting	About the Report, p.6
	2-3 Reporting period, frequency and contact point	About the Report, p.6
	2-4 Restatements of information	About Odeabank, p.16-35 Achievements and Awards, p.36-37
	2-5 External assurance	No external audit was conducted within the scope of the report.
	2-6 Activities, value chain and other business relationships	Organizational Profile, p.18-21 Capital and Shareholding Structure, p.24-25 Operating Regions (Branches), p.26-27 Products and Services, p.30-35 Memberships, p.112-113 Value Chain Management, p.136-139
	2-7 Employees	Organizational Profile, p.18-21 Employee Profile, p.120-121
	2-8 Workers who are not employees	No external employee works in Odeabank.
	2-9 Governance structure and composition	Organizational Profile, p.18-21 Organizational Structure and Senior Management, p.48-55 Committees, p.56-59 Sustainability Management Structure, p.72-75

GRI 2: GENERAL DISCLOSURES 2021	2-10 Nomination and selection of the highest governance body	Confidentiality constraints Odeabank, does not share this information publicly in accordance with the institution's privacy policies.
	2-11 Chair of the highest governance body	Organizational Structure and Senior Management, p.48-55
	2-12 Role of the highest governance body in overseeing the management of impacts	Committees, p.56-59 Sustainability Management Structure, p.72-75
	2-13 Delegation of responsibility for managing impacts	Sustainability Management Structure, p.72-75 Management of Environmental and Social Risks due to Lending Activities / ESMS, p.82-84
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management Structure, p.72-75
	2-15 Conflicts of interest	Code of Ethics, p.46-47
	2-16 Communication of critical concerns	Risk Management Approach, p.65-67 No critical issue occurred during Odeabank's reporting period.
	2-17 Collective knowledge of the highest governance body	Organizational Structure and Senior Management, p.48-55 Human Resources Approach, p.116-119
	2-18 Evaluation of the performance of the highest governance body	Confidentiality constraints Odeabank, does not share this information publicly in accordance with the institution's privacy policies.
	2-19 Remuneration policies	Corporate Governance Principles and Policies, p.40-45 Human Resources Approach, p.116-119
	2-20 Process to determine remuneration	Corporate Governance Principles and Policies, p.40-45 Human Resources Approach, p.116-119
	2-21 Annual total compensation ratio	Confidentiality constraints Odeabank, does not share this information publicly in accordance with the institution's privacy policies.
	2-22 Statement on sustainable development strategy	Sustainability Approach, p.70-71 SDG Map of Activities, p.78-79
	2-23 Policy commitments	Corporate Governance Principles and Policies, p.40-45 Code of Ethics, p.46-47
2-24 Embedding policy commitments	Corporate Governance Principles and Policies, p.40-45 Code of Ethics, p.46-47	



<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-25 Processes to remediate negative impacts	Risk Management Approach, p.65-67 Management of Environmental and Social Risks due to Lending Activities / ESMS, p.82-84 Management of Direct Environmental Impacts, p.85-87 Corporate Social Responsibility Approach, p.100-111 Customer Satisfaction Approach, p.138
	2-26 Mechanisms for seeking advice and raising concerns	Code of Ethics, p.46-47 Internal Systems, Legislation and Compliance, p.60-64 Customer Satisfaction Approach, p.138
	2-27 Compliance with laws and regulations	Code of Ethics, p.46-47 Internal Systems, Legislation and Compliance, p.60-64
	2-28 Membership associations	Memberships, p.112-113
	2-29 Approach to stakeholder engagement	Collaborations, Donations and Sponsorships, p.106-111 Human Resources Approach, p.116-119 Value Chain Management, p.136-137
	2-30 Collective bargaining agreements	Odeabank does not have a workforce under a collective agreement.
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-1 Process to determine material topics	Materiality Analysis, p.78-79
	3-2 List of material topics	Materiality Analysis, p.78-79

<b>CAPITAL ADEQUACY AND FINANCIAL PERFORMANCE</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Organizational Profile, p.18-21 Capital and Shareholding Structure, p.24-25
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>	201-1 Direct economic value generated and distributed	Organizational Profile, p.18-21 Capital and Shareholding Structure, p.24-25 Corporate Social Responsibility Approach, p.100-111
	201-2 Financial implications and other risk and opportunities due to climate change	Sustainability Strategy/Policy, p.70-71
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>	203-2 Significant indirect economic impacts	Management of Environmental and Social Risks due to Lending Activities / ESMS, p.82-84 Innovative Services and Products, p.144

**RESPONSIBLE FINANCING AND SUSTAINABLE GROWTH**

<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Organizational Profile, p.18-21 Products and Services, p.30-35
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**FINANCIAL LITERACY**

<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Products and Services, p.30-35 Innovative Services and Products, p.144
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**FINANCIAL INCLUSION**

<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Products and Services, p.30-35 Innovative Services and Products, p.144
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**ETHICS, COMPLIANCE WITH LAWS AND ANTI-CORRUPTION**

<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Code of Ethics, p.46-47
<b>GRI 205: ANTI-CORRUPTION 2016</b>	205-1 Operations assessed for risks related to corruption	Code of Ethics, p.46-47
	205-2 Communication and training about anti-corruption policies and procedures	Code of Ethics, p.46-47
	205-3 Confirmed incidents of corruption and actions taken	Code of Ethics, p.46-47
<b>GRI 206: REKABETE AYKIRI DAVRANIŞ 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no lawsuits regarding anti-competitive behavior and activities.



COMBATTING CLIMATE CHANGE AND ITS FINANCING		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Sustainability Strategy/Policy, p.70-71 Management of Direct Environmental Impacts, p.83 Energy Management and Efficiency Practices, p.86-87
<b>GRI 302: ENERGY 2016</b>	302-1 Energy consumption within the organization	Message from the Senior Management, p.12-15 Management of Direct Environmental Impacts, p.85 Energy Management and Efficiency Practices, p.86-87
	302-3 Energy Intensity	Management of Direct Environmental Impacts, p.85 Energy Management and Efficiency Practices, p.86-87
	302-4 Reduction of energy consumption	Message from the Senior Management, p.12-15 Management of Direct Environmental Impacts, p.85 Energy Management and Efficiency Practices, p.86-87
<b>GRI 305: EMISSIONS 2016</b>	305-1 Direct (Scope 1) GHG Emissions	Management of Direct Environmental Impacts, p.85
	305-2 Indirect Energy (Scope 2) GHG Emissions	Management of Direct Environmental Impacts, p.85
	305-5 Reduction of GHG emissions	Management of Direct Environmental Impacts, p.85 Energy Management and Efficiency Practices, p.86-87
<b>GRI 303: WATER AND EFFLUENTS 2018</b>	303-5 Water consumption	Management of Direct Environmental Impacts, p.85
<b>GRI 306: ATIK 2020</b>	306-1 Waste generation and significant waste-related impacts	Management of Direct Environmental Impacts, p.85
	306-2 Management of significant waste-related impacts	Management of Direct Environmental Impacts, p.85
	306-3 Waste generated	Management of Direct Environmental Impacts, p.85
	306-4 Waste diverted from disposal	Management of Direct Environmental Impacts, p.85

EMPLOYEE RIGHTS AND SATISFACTION		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Corporate Governance Principles and Policies, p.40-45 Human Resources Approach, p.116-119

<b>GRI 401: EMPLOYMENT 2016</b>	401-1 New employee hires and employee turnover	Human Resources Approach, p.116-119 Employee Profile, p.120-121
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Resources Approach, p.116-119 Not provided to temporary or part-time employees benefits provided to full-time employees does not exist. Odeabank provides equal opportunities for all employees provides fringe benefits.
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety (OHS) Approach, p.132-133
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety (OHS) Approach, p.132-133
	403-3 Occupational health services	Occupational Health and Safety (OHS) Approach, p.132-133
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (OHS) Approach, p.132-133
	403-5 Worker training on occupational health and safety	Occupational Health and Safety (OHS) Approach, p.132-133
	403-6 Promotion of worker health	Occupational Health and Safety (OHS) Approach, p.132-133
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (OHS) Approach, p.132-133
	403-9 Work-related injuries	Occupational Health and Safety (OHS) Approach, p.132-133
	403-10 Work-related ill health	Occupational Health and Safety (OHS) Approach, p.132-133

DIVERSITY, EQUAL OPPORTUNITY AND NON-DISCRIMINATION		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Human Resources Approach, p.116-119
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>	405-1 Diversity of governance bodies and employees	Human Resources Approach, p.116-119 Employee Profile, p.120-121 Inclusion, Opportunity and Gender Equality, p.128-131
	405-2 Ratio of base salary and remuneration of women to men	Confidentiality constraints Odeabank, does not share this information publicly in accordance with the institution's privacy policies.



<b>GRI 406: NON-DISCRIMINATION 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Inclusion, Opportunity and Gender Equality, p.128-131 No discrimination cases were encountered during the reporting period.
<b>GRI 408: CHILD LABOR 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Corporate Governance Principles and Policies, p.40-43 Supply Chain Management, p.137
<b>GRI 409: FORCED AND COMPULSORY LABOR 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Corporate Governance Principles and Policies, p.40-43 Supply Chain Management, p.137

<b>CUSTOMER SATISFACTION (BUSINESS AND SERVICE DEVELOPMENT/QUALITY)</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Customer Satisfaction Approach, p.138
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Innovative Services and Products, p.144

<b>TRAINING, TALENT MANAGEMENT AND CAPACITY DEVELOPMENT</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Human Resources Approach, p.116-119 Training and Capacity Building, p.124-125
<b>GRI 404: TRAINING AND EDUCATION 2016</b>	404-1 Average hours of training per year per employee	Training and Capacity Building, p.124-125
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Capacity Building, p.124-125 Career Support, p.126-127

<b>DIGITAL TRANSFORMATION</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Digitalization and Innovation Efforts, p.140-147

<b>STAKEHOLDER RELATIONS AND STAKEHOLDER MANAGEMENT</b>		
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-3 Management of material topics	Community Relations, p.90-99 Value Chain Management, p.136-139
<b>GRI 413: YEREL TOPLUM 2016</b>	413-2 Operations with significant actual and potential negative impacts on local communities	Management of Environmental and Social Risks due to Lending Activities / ESMS, p.82-84

<b>CORPORATE SOCIAL RESPONSIBILITY</b>		
<b>GRI 3: ÖNCELİKLİ KONULAR 2021</b>	3-3 Management of material topics	Corporate Social Responsibility Approach, p.100-111

# Women Empowerment Principles (WEPS) Improvement Declaration

WEPS PRINCIPLES	GRI STANDARD STATEMENTS	PAGE REFERANCES
<b>Principle 1:</b> Establish high-level corporate leadership for gender equality	GRI 405-1, GRI 405-2	Human Resources Approach, p.116-119 Inclusion, Opportunity and Gender Equality, p.128-131
<b>Principle 2:</b> Treat all women and men fairly at work – respect and support human rights and nondiscrimination	GRI 202-1; GRI 401-1; GRI 401-3; GRI 405-1; GRI 405-2; GRI 406-1	Human Resources Approach, p.116-119 Inclusion, Opportunity and Gender Equality, p.128-131
<b>Principle 3:</b> Ensure the health, safety and well-being of all women and men workers	GRI 403-2; GRI 406-1	Human Resources Approach, p.116-119 Occupational Health and Safety (OHS) Approach, p.132-133
<b>Principle 4:</b> Promote education, training and professional development for women	GRI 404-1; GRI 404-3	Career Support, p.126-127 Inclusion, Opportunity and Gender Equality, p.128-131 Corporate Social Responsibility Approach, p.100-111
<b>Principle 5:</b> Implement enterprise development, supply chain and marketing practices that empower women	GRI 3-3; GRI 204-1;	Community Relations, p.90-99 Corporate Social Responsibility Approach, p.100-111
<b>Principle 6:</b> Promote equality through community initiatives and advocacy	GRI 413-1	Community Relations, p.90-99 Corporate Social Responsibility Approach, p.100-111
<b>Principle 7:</b> Measure and publicly report on progress to achieve gender equality	GRI 3-3; GRI 405-1; GRI 405-2	Employee Profile, p.120-121 Inclusion, Opportunity and Gender Equality, p.128-131

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