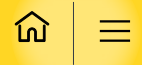


# odeabank

Sustainability Report 2024



**Empowering and  
Transformative  
Banking**



Introduction

Messages from Management

About Odeabank

Corporate Governance

Empowering and Transformative Banking

Financial Empowerment

Responsible Transformation Finance

Human-Centered Banking #There's a World

Annexes

**Capitals**



**TABLE OF CONTENTS**

**Introduction**

- 3 About the Report
- 4 Industry Perspective and Strategic Responses to Trends
- 7 Highlights of 2024

**Messages from Management**

- 9 Message from the Chairman
- 10 Message from the CEO

**About Odeabank**

- 13 Odeabank at a Glance
- 15 Vision, Mission, Values
- 16 History
- 18 Capital and Shareholding Structure
- 20 Business Model

**Corporate Governance**

- 23 Odeabank Corporate Governance
- 24 Organizational Structure
- 25 Board of Directors Competency Matrix
- 27 Senior Management Competency Matrix
- 29 Committees
- 30 Risk Management
- 32 Environmental and Social Risk Management for Lending Activities / Environmental and Social Management System (ESMS)
- 33 Value Chain Management
- 34 Strong Stakeholder Relations
- 37 Code of Ethics
- 38 Anti-Bribery and Anti-Corruption

**Empowering and Transformative Banking**

- 40 Sustainability Approach
- 41 Sustainability Management
- 44 Sustainability Strategy - Empowering and Transformative Finance
- 46 Double Materiality Model
- 48 Value Creation Model

**Financial Empowerment**

- 50 Financial Empowerment Approach
- 51 Digital Transformation
- 54 Technology and Operations
- 56 Cyber Security and Information Security
- 57 Customer Experience
- 59 Financial Awareness

**Responsible Transformation Finance**

- 61 Responsible Transformation Finance Approach
- 62 Combating Climate Change
- 64 Responsible Finance Products
- 66 Resource Efficiency and Responsible Use
- 66 Energy Management and Efficiency
- 68 Responsible Resource Use

**Human-Centered Banking #There's a World**

- 70 Employees
- 73 Diversity, Equity, and Inclusion
- 74 Performance and Talent Management
- 76 Training, Development, and Leadership Management
- 77 Employee Health and Safety
- 79 Social Responsibility

**Annexes**

- 85 Memberships and Collaborations
- 86 Contribution to Sustainable Development Goals
- 88 Awards
- 89 Policies
- 90 Women's Empowerment Principles (WEPs) Progress Report
- 91 Performance Indicators
- 91 Environmental Performance Indicators
- 92 Social Performance Indicators
- 94 GRI Standards Content Index
- 99 Task Force on Climate-Related Financial Disclosures (TCFD) Table





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## Introduction

- About the Report
- Industry Perspective and Strategic Responses to Trends
- Highlights of 2024



## ABOUT THE REPORT

# At Odeabank, we are determinedly continuing the steps we have taken on this path with the dream of a better world.

As **Odea Bank A.Ş. (Odeabank)**, we are aware of the critical role of the finance sector in the sustainability transformation. With this awareness, we carry our work forward every year by aligning our dynamic and innovative structure with our sustainability priorities. With this fourth sustainability report, we transparently share our non-financial performance in line with the **International Integrated Reporting Council's (IIRC) Integrated Reporting Framework (<IR> Framework) and Global Reporting Initiative (GRI) Standards 2021 published by GRI.**

In addition, in our report, we present concrete examples of our contributions to the **United Nations (UN) Sustainable Development Goals (SDGs)** and demonstrate in detail our responsibility for a sustainable future. While creating the content of this report, we adopted a transparent, comparable and holistic reporting structure based on national and international sustainability

standards. We took into account the disclosure framework recommended by the **World Economic Forum (WEF) Stakeholder Capitalism Metrics in the Climate Change Program** guide of the **Carbon Disclosure Project (CDP)**. Additionally, we utilized the evaluation criteria of the **S&P Corporate Sustainability Assessment (CSA)** and the ESG standards of the **London Stock Exchange Group (LSEG)** in collecting sustainability performance data.


Our Report has been prepared with the contributions of the Sustainability Team and the Working Group as part of our sustainability journey. Unless otherwise stated, the data in the Report covers the period between **January 1 - December 31, 2024** and covers all of our operations in Türkiye.

You can find our sustainability strategy, which we have updated in line with global and sectoral trends, in our report **Empowering and Transformative Finance**. We formulated our new strategy in parallel with our sustainability priorities, which we identified through a double materiality assessment in 2024, and shaped it under 3 core value areas: Financial Empowerment, Human-centered Banking and Responsible Transformation Finance.

In addition, we share our belief in a more equal, inclusive, environmentally sensitive, renewable and impact-oriented world with a focus on digital transformation in our report under the umbrella of **"There's a World,"** which is our approach that demonstrates our focus on society and social benefit.

We attach importance to periodically reporting our sustainability journey and communicating openly with our stakeholders. We are determined to move forward with the same transparency and determination in the coming years and to further increase our impact.

*Our TSRS Compliant Sustainability Report, prepared in line with the Turkish Sustainability Reporting Standards (TSRS), in which we transparently disclose our climate-related risks and opportunities, can be accessed [here](#).*

 This report features photographs taken by the participants of our in-house photography contest themed **"A Sustainable Perspective."** We extend our sincere thanks to all our employees who enriched the visual content of the report.

For further details, please refer to our sustainability studies and reports at <https://www.odeabank.com.tr/en/sustainability>. Within this framework, you are welcome to share any opinions, suggestions, or questions regarding our report and sustainability efforts with us: [sustainability@odeabank.com.tr](mailto:sustainability@odeabank.com.tr)



# INDUSTRY PERSPECTIVE AND STRATEGIC RESPONSES TO TRENDS

## 2024 was a period of rapid change in environmental and social dynamics.

### Operating Environment and Sector Overview

2024 was a period in which global uncertainties persisted, monetary policies were reshaped and the financial sector faced multidimensional pressures. The fact that interest rate cuts were on the agenda in developed countries despite the high course of inflation caused the dollar to remain valuable and become an important factor determining the direction of capital flows. In Türkiye, economic policies were rebalanced, tight monetary and fiscal policies became more pronounced, and the pace of growth slowed down.

While this restructuring in the macroeconomic outlook was supported by positive indicators such as the contraction in the foreign trade deficit, the recovery in reserves and the strong stance in the fight against inflation, factors such as high funding costs and loan growth limits posed significant challenges for the banking sector. In 2024, developments such as limited loan growth compared to the previous year, divergent customer demands across segments and increasing reserve requirements brought the need for balanced growth in the sector to the agenda.

In addition to the economic outlook, 2024 was a period of rapid change in environmental and social dynamics. The increasing visibility of physical risks associated with climate change has increased the importance of resilience strategies at the organizational level. As the climate crisis continues to be a priority on the global agenda, the 29<sup>th</sup> Conference of the Parties (COP29) held in Baku, Azerbaijan, brought the debate on the effectiveness and future function of the COP processes back to the agenda. Among the highlights of the summit were inadequate climate finance for developing countries and the difficulties in removing fossil fuels from energy systems.

The global investment required to transition to a low-carbon economy is estimated to reach approximately 6–7 trillion USD by 2030. In addition, social factors such as digitalization, demographic transformation and the increasing need for a qualified workforce in the labor market are reshaping the human resources and service strategies of the banking sector.

### Global Megatrends

Megatrends are shaping organizations, economies and societies on a global scale, and are at the center of sustainability strategies. In shaping its sustainability strategy, Odeabank closely monitors not only today's conditions but also long-term

megatrends that are transformative on a global scale. The 2024 analyses published by international think tanks such as the WEF, McKinsey, Accenture, EY, PwC and United Nations Principles for Responsible Investment (UN PRI) reveal the key trends in sustainable finance that will shape the coming years.





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## INDUSTRY PERSPECTIVE AND STRATEGIC RESPONSES TO TRENDS

1

### Digitalization and Artificial Intelligence Transformation

McKinsey's Technology Trends<sup>1</sup> Outlook 2024 and Accenture's Technology Vision 2024<sup>2</sup> reports show that artificial intelligence, digital platforms, data analytics and autonomous systems are redefining both business models and customer experience. For the banking sector, this transformation creates not only operational efficiency but also the opportunity to offer personalized sustainable financing solutions.

#### Odeabank's Response:

Digitalization and artificial intelligence play a transformative role in Odeabank's sustainable finance approach. Data-driven technologies are being actively used to both increase operational efficiency and reduce carbon footprint. Our technology subsidiary Odeatech, which is at the center of our digital transformation strategy, is leading this transformation by developing applications specific to our Bank in the fields of artificial intelligence-supported solutions, advanced data analytics and digital customer experience.

2

### Geopolitical Fragilities and Trade Polarization

The megatrend analyses published by EY<sup>3</sup> and PwC<sup>4</sup> emphasize that increasing geopolitical uncertainties, economic nationalism and new waves of regulation are increasing unpredictability in financial systems. The EU Green Deal, the Carbon Border Adjustment Mechanism (CBAM) and digital sustainability regulations require financial institutions to manage new risks and strengthen their adaptive capacity.

**Odeabank's Response:** In the face of changing global order and new waves of regulation, Odeabank plays a strategic stabilizing role with its flexible adaptation capacity. In response to developments such as the European Green Deal and the CBAM steps are being taken to mitigate transition risks and ensure sustainable adaptation at the portfolio level.

3

### Social Inequalities and the Need for Inclusive Growth

Another trend highlighted in the PwC<sup>5</sup> and United Nations Principles for Responsible Investment (UN PRI)<sup>6</sup> publications is the rise of investments centered on social justice, equality and inclusion. More and more investors and consumers prefer products and services that provide social benefits and adhere to the principles of fair transformation. This requires banks to play a more active role in areas such as inclusive finance, gender equality and financial literacy.

**Odeabank's Response:** Financial inclusion plays a primary role in Odeabank's social sustainability framework. In addition to the special products offered in cooperation with İhracatı Geliştirme A.Ş.(İGE) that support women entrepreneurs' access to finance, we reach different segments of the society and contribute to inclusive growth through ESG sensitive services through social responsibility projects such as " Eşit Masallar (Fair Tales)."

4

### Data Security and Digital Ethics

Accenture and the Future Today Institute's 2024 technology trends<sup>7,8</sup> reveal that advances in digital identity, data sovereignty and security will determine customer trust in organizations. In particular, the rise of AI-enabled solutions is creating new areas of risk for financial service providers, such as ethical governance, algorithmic transparency and data responsibility. Uninterrupted, secure and efficient operations in the banking sector are critical for customer satisfaction, service quality and competitive advantage. Keeping the technological infrastructure up-to-date and ensuring the highest level of cyber security are among the key components of these goals.

**Odeabank's Response:** Digital security and ethical governance play a protective role in Odeabank's digitalization strategy. While acting in line with the principles of transparency and responsibility in artificial intelligence applications, data security policies are constantly updated and trust is built by protecting customers' digital rights.

<sup>1</sup> <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/the-top-trends-in-tech-2024>

<sup>2</sup> <https://www.accenture.com/content/dam/accenture/final/accenture-com/document-2/Accenture-Tech-Vision-2024.pdf>

<sup>3</sup> [https://www.ey.com/en\\_us/megatrends](https://www.ey.com/en_us/megatrends)

<sup>4</sup> <https://www.pwc.com/gx/en/issues/megatrends.html>

<sup>5</sup> <https://www.pwc.com/gx/en/issues/megatrends.html>

<sup>6</sup> <https://www.unpri.org/publications>

<sup>7</sup> <https://www.accenture.com/content/dam/accenture/final/accenture-com/document-2/Accenture-Tech-Vision-2024.pdf>

<sup>8</sup> <https://ftsg.com/>



## INDUSTRY PERSPECTIVE AND STRATEGIC RESPONSES TO TRENDS

Trend	Description	Odeabank's Response
<b>Climate and Sustainability Reporting Obligations</b>	With increasing global pressure to combat climate change, companies must now report not only their financial performance but also their performance in ESG areas. Accordingly, the Public Oversight, Accounting and Auditing Standards Authority of Türkiye (KGK) issued the TSRS, which entered into force in Türkiye in 2024. TSRS is aligned with IFRS S1 and S2 standards issued by the International Sustainability Standards Board (ISSB) under the umbrella of the International Financial Reporting Standards (IFRS) Foundation and requires companies to disclose the financial impacts of climate-related risks and opportunities.	We established a dedicated reporting working group for full compliance with TSRS obligations and published our first TSRS Compliant Sustainability Report, identifying climate-related risks and opportunities. By integrating these variables into our risk management processes, we communicated our strategy in alignment with TSRS principles.  <b>For further details please refer to our TSRS Compliant Sustainability Report available here.</b>
<b>Expansion of Green Financing Regulations</b>	With the "Communiqué on Banks' Green Asset Ratio Calculation" published by the Banking Regulation and Supervision Agency (BRSA) on April 11, 2025, GAR calculation and reporting became mandatory. This ratio aims to monitor the contribution to sustainable transformation in an objective and comparable manner by measuring the share of green loans and investments in total assets on Banks' balance sheets. This ratio, which is also used as a key performance indicator in the European Union, is an important metric that will show the contribution of the financial system to climate goals.	We established our GAR calculation infrastructure and initiated portfolio classification studies. We finance this transformation with our Green Transformation Loan and Green Deposit products and develop practices that will set an example for the sector.  <b>For further details on our green transformation efforts please refer to the Responsible Transformation Finance section of the report.</b>
<b>Service Transformation with Digitalization and Artificial Intelligence</b>	The banking industry is rapidly transforming with solutions based on artificial intelligence, open banking, cloud technologies and personalized data analysis. With the rise of digital banking services around the world, automation has become critical in areas such as AI-powered customer service and investment advisory. According to Gartner's 2024 report, 58% of finance functions have at least piloted AI tools by 2024. This rate was 37% in the previous year. This increase reveals that artificial intelligence is effectively positioned in a wide range of finance functions, from decision support processes to risk analysis, from automated reporting to forecasting.	We accelerated our digitalization strategy with initiatives such as the establishment of our Odeatech subsidiary, Rob'O smart investment advisor, user experience improvements in the Odea app and open banking APIs. With our "phygital banking" vision, we create competitive advantage by integrating technology and human interaction.  <b>For further details on our digital transformation efforts please refer to the Financial Empowerment section of the report.</b>
<b>Climate Crisis and the Rise of Environmental Risks</b>	According to the WEF Global Risks Report 2025, extreme weather events, biodiversity loss and natural resource shortages are among the 5 of the 10 most critical risks likely to be faced in both the short and long term. As these impacts threaten economic systems, natural resources and social welfare, the financial sector is becoming one of the most critical actors in the transformation against this crisis. The Emissions Gap Report 2024 published by the United Nations Environment Programme (UNEP) reveals that the current Nationally Determined Contributions (NDCs) are not aligned with the Paris Agreement's 1.5°C target. At COP30, countries are expected to submit more ambitious national contributions.	With our green transformation loan and green deposit financing instruments, we support our customers' transition to a low carbon economy and continue energy efficiency and emission reduction efforts in our own operations. We integrated climate risks into our internal capital adequacy assessment processes.  <b>For further details on our climate work please refer to the Responsible Transformation Finance section of the report.</b>
<b>Talent Management and Workforce Expectations</b>	New generation employees prioritize flexibility, meaningful work experience, diversity and inclusion. Organizations are expected to implement policies focused on employee engagement, inclusive leadership and development.  According to the WEF Future Jobs Report 2024, the expansion of digital access stands out as the most transformative of all trends. 60% of employers predict that this transformation will significantly change their business model by 2030. In particular, technological advances in artificial intelligence and information processing (86%), robotics and automation (58%), and energy generation, storage and distribution (41%) are expected to transform the workforce structure, affecting both the fastest growing and fastest declining job roles. With these developments, skills such as artificial intelligence and big data, network and cyber security, and technological literacy are among the fastest growing competencies.	We create an inclusive work environment with our flexible working practices, volunteering programs, accessibility and diversity training. We run leadership programs and transformation-oriented skills development projects for the development of young talents.  As digital access becomes more widespread and technology-oriented ways of working increase, we see it as a strategic priority to prepare both our existing workforce of 1,112 at the Bank and 101 at Odeatech, totaling 1,213 people, and the new talents that will join our organization for this transformation. By increasing investments in areas such as artificial intelligence, advanced analytics and data science, we are encouraging in-house technology production and human resource development through the Odeatech subsidiary.  We also offer online learning tools to increase employees' technological literacy and digital competencies.  <b>For further details on our talent and workforce practices please refer to the Human-Centered Banking section of the report.</b>

## HIGHLIGHTS OF 2024

Throughout 2024, we took environmental, social and financial steps to strengthen our sustainability approach.



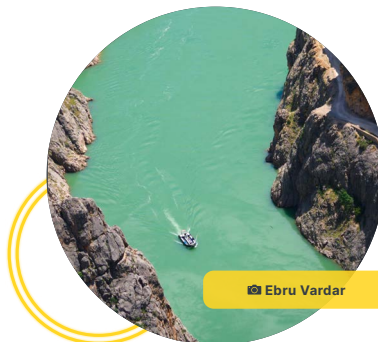
### 90% Renewable Electricity Consumption

We procured 3,997 MWh of renewable, certified energy.



### 9.7 MWh of Energy Savings

We achieved this through the Energy Management Platform since 2016.



### 3 New Sustainability Products

We expanded our commercial banking product portfolio as part of sustainability investments.



### 2 Sustainable Finance Products

We offered the Green Transformation Loan and the Green Deposit entirely through our own resources.



### İGE Collaboration

We established a partnership with İGE to support women entrepreneurs in commercial banking and to accelerate the green transformation.



### 1 Million Eşit Masallar (Fair Tales) Books

We have delivered our storybooks to over 1,200 schools.



### 59% Female Employee Ratio

We employ above average women in the sector.



### 146,624 Digital Banking Customers

We increased the number of active customers accessing our banking services through digital channels.



### 16.5% Capital Adequacy Ratio

We demonstrated our Bank's strong and sustainable financial structure through our capital adequacy ratio.





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

# Messages from Management

- Message from the Chairman
- Message from the CEO



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## MESSAGE FROM THE CHAIRMAN

### Dear Stakeholders,

In 2024, against a backdrop of a complex global environment, Türkiye stood out as one of the two fastest-growing economies in the OECD. This achievement reflects its strong macroeconomic foundations, entrepreneurial spirit, skilled workforce and capacity for transformation. It reinforces our confidence in the country's trajectory and the opportunities that lie ahead.

For Odeabank, 2024 marked a defining stage in its strategic evolution. ADQ's acquisition of a majority stake positions the Bank to accelerate growth, enhance its competitive edge and capture emerging opportunities in Türkiye's dynamic financial sector. This investment reinforces our long-term presence in the market and reflects our commitment to shaping Türkiye's sustainable economic future.

We see sustainable development not as an obligation but as a core guiding principle. Through our Empowering and Transformative Finance approach, we are advancing a multi-faceted transformation that supports initiatives to reduce environmental impact, expand digital inclusion, foster social equity and nurture young talent. On this journey, we are committed to creating lasting value in partnership with our stakeholders from our customers and employees to our partners and the communities we serve.

As the Board of Directors, we are proud to support Odeabank in this transformation. We remain fully committed to guiding every step of its journey toward building a more inclusive, resilient and sustainable future together.

Sincerely,

**Marcos Alonso De Quadros**  
Chairman







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## MESSAGE FROM THE CEO

### Dear Stakeholders,

We concluded a year of uncertainty in the global economy, a result of factors such as tightening financial conditions, a high-interest rate environment, and geopolitical tensions. Global trade slowed and developing countries were pressed to redefine their investment and growth dynamics. In Türkiye, the most important priority on the 2024 agenda was the fight against inflation; thanks to the tightened monetary policy, the country's inflation outlook gradually improved during the second half of the year. Alongside these developments, the focus on sustainability was deepening on a worldwide scale. The World Economic Forum's Global Risks Report notes that the biggest risks of the next decade will be climate change and environmental threats, while the International Energy Agency's World Energy Outlook 2024 states that fossil fuel demand is expected to peak this decade.

Amid this transformation process, 2024 represented a strategic threshold for Odeabank. In line with changing economic dynamics and our long-term growth strategies, the Bank's shareholding structure underwent a significant change. Following negotiations with **Abu Dhabi Developmental Holding Company PJSC (ADQ)**, an agreement was signed for the transfer of a 96% stake. This new structure marks an important step towards strengthening the Bank's long-term vision—the capital strength and visionary support offered within this new framework will enable us to further advance our Bank's digitalization, sustainability and regional growth targets.

In the face of this transformation, we position banking not only as a service provision but also as an effective tool for sustainable development; we address these economic, environmental and social dimensions together through our strategic approach of **"Empowering and Transformative Finance."** Accordingly, we have started to transform the way we conduct business, as well as how we manage our resources. We integrate this vision across the organization by means of sustainability working groups. Formed with the participation of employees from different departments and our Sustainability Ambassadors, our colleagues, who assume different responsibilities in each unit, take an active role in incorporating sustainability into their own business processes. This collective ownership has emerged as one of the most powerful driving forces in the Bank's transformation journey.

### Responsible Transformation Finance

As a supporter of sustainable development, the financial sector also bears responsibility as a leading actor—a role made possible by new financial approaches that reduce environmental risks while generating new solutions. In accordance with this vision, we took concrete steps to combat climate change, we developed our sustainable financing products, and we launched the **"Green Transformation Loan"** to support Türkiye's green transformation. We also launched our **Green Deposit** product, which allows the Bank's commercial customers to direct their savings to environmentally friendly projects.





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## MESSAGE FROM THE CEO

In our determination to support women's entrepreneurship, we facilitated access to financing for exporting companies with female executives by means of the Women in Export Support Package, implemented in cooperation with İGE. These support packages are part of our vision to strengthen economic inclusion alongside gender equality.

We took steps to reduce the environmental impact of our operational infrastructure as well as that of our financial solutions. In 2024, our strides in energy efficiency not only reduced our environmental impact but also strengthened our operational continuity. Attesting to the effectiveness of the digital infrastructure we developed, we now manage energy use more holistically and we elevated our capacity to provide uninterrupted service through our instant monitoring and rapid response capability.

Our work throughout the year resulted in more efficient energy consumption, especially in terms of lighting and air conditioning systems, thus significantly reducing the Bank's carbon footprint. Through the energy efficiency projects we completed in 2024, we fulfilled our environmental responsibility while setting an example in the sector.

**In 2024, we procured 90% of our electricity consumption from certified renewable energy sources.**

During this period, we also analyzed our climate-related risks and opportunities in detail, publishing our first report in full compliance with the TSRS published by the

Public Oversight Accounting and Auditing Standards Authority ("KGK") in Türkiye. Thus, we created a strong reporting infrastructure where we can regularly share transparent and comparable sustainability data with stakeholders.

### Financial Empowerment

We believe that financial services should be not only accessible, but inclusive and awareness-raising. Odeabank's digital transformation journey, reinforced by its "phygital banking" vision, took on a new dimension in 2024. With our new subsidiary **Odeatech**, we increased our technological competencies while building an infrastructure that will ensure sustainable efficiency in banking. Thanks to artificial intelligence-supported systems and integrated digital solutions, we gained agility in our operational processes and advanced our mobile and digital banking experience.

We see financial literacy as a key element in social resilience and the economic well-being of individuals. We resolutely fulfill our responsibility in this area by continuing to produce rich content under the roof of **Odea Radio**. Our **Investment-Focused Podcast** series, among the top economic broadcasts in Türkiye is known as a reliable and reputable source of information for individuals seeking to enter the investment world; additionally, we launched a new video series in 2024 to bring our investment expertise to a wider audience. By means of these series, we support financial literacy by providing clear, comprehensible content on a range of investment instruments and strategies.

### Human-Centered Banking

One of our primary responsibilities is to serve the benefit of society by leveraging our financial strength and technological capacity. With our **Fair Tales (Eşit Masallar)** project, we aimed to raise awareness regarding gender equality at an early age and, through this project, we created a significant impact **with 1,500 schools reached and 1.2 million books distributed**. As part of our efforts in the field of accessibility, we continued our cooperation with the Erişilebilir Her Şey (Accessible Everything) initiative, which acts according to the motto "**If there is accessibility, there is no disability.**" In 2024, we took steps to expand the accessibility of our website and mobile app, while aiming to improve the digital customer experience for people with disabilities. Additionally, as Odeabank, we steadfastly continued our corporate social responsibility activities, including mentoring programs and support for girls' access to education, throughout the year.

Equal representation is the foundation of our strong corporate culture: 59% of our employees and 52% of our first-level managers are women.

Our transformation is made possible through the contributions of our human resources. By means of the SenkrOn platform, we built a more transparent and participatory corporate culture by digitalizing our target and feedback processes. We focused on bringing young people into the banking ecosystem through talent programs such as OdeaStellar and Nova.

Leadership development programs, data science-focused trainings, and personal development opportunities for our employees have been the cornerstones of our initiatives to prepare our in-house competencies for the future.

At Odeabank, we see sustainability not as an obligation but as an integral part of our business. As we strive to address the climate crisis, social injustices, and economic vulnerabilities, we fortify these efforts with strategic partnerships, innovative products, and inclusive approaches. Every step we take is for a more livable future—and we maintain our progress by strengthening and transforming together with all our stakeholders.

**In line with our "Empowering and Transformative Finance" approach, we will continue creating value for sustainable development.**

We are proud to share with you **our fourth Sustainability Report**, reflecting our efforts and shaped with this understanding. I would like to thank all my colleagues and business partners, and all our stakeholders, who have stood by us with their labor, contributions, and faith throughout every step of this journey.

Sincerely,

**Dr. Mert Öncü**  
CEO





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

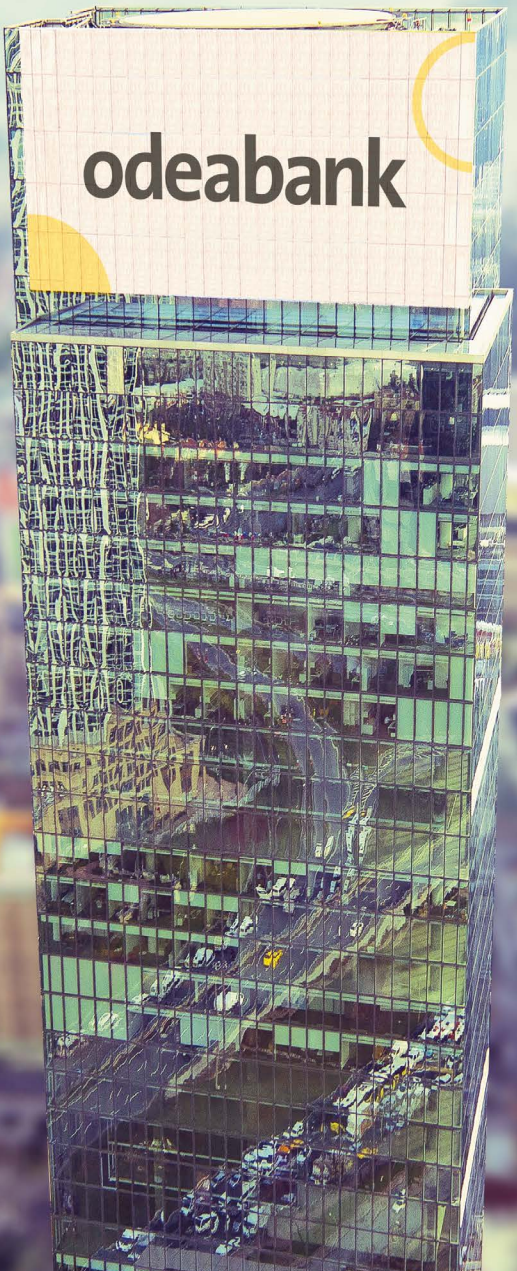
Human-Centered  
Banking  
#There's a World

Annexes



# About Odeabank

- Odeabank at a Glance
- Vision, Mission, Values
- History
- Capital and Shareholding Structure
- Business Model



Head Office



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## ODEABANK AT A GLANCE

Odeabank is dedicated to a customer-centric approach, creating long-term value for its customers, shareholders, and the broader community.

Established in 2012, Odeabank is primarily a commercial lender and also has a growing retail and asset management business. Over the past 10 years, Odeabank has continuously enhanced its value and solidified its market position, supported by a strong capital structure and highly skilled team, further contributing to the local economy.

At Odeabank, we aim to create long-term value beyond financial performance by placing sustainability principles at the center of our corporate strategy. We shape our strategic decisions in a way that minimizes environmental impacts while increasing social benefits; we develop products and services that contribute to sustainable economic development. In line with this approach, we continue to offer innovative and competitive solutions to our customers while rebuilding our business model based on sustainability.

Throughout 2024, we integrated the financial advisory service we offer under the portfolio management umbrella with our digital banking applications, providing our customers with an integrated banking experience that combines physical and digital touch points.

In line with this approach, we recorded a 48% year-on-year increase in the number of customers actively utilizing our phygital banking services through digital channels. This increase was a strong reflection of our digitalization strategy that focuses on customer needs. We established our technology subsidiary Odeatech in 2024 to consolidate our pioneering position in phygital banking and further advance our technological infrastructure. Odeatech is a strategic step towards our goals of deepening our digital competencies and increasing our innovation capacity.

2024 was a year in which we increased our investment focus and took important growth steps in retail banking with the motto "You Are at the Center of Investment." Thanks to our customer-oriented approach, our fund volume increased by 112% in TRY terms, reaching 56.5 billion TRY. Our total demand deposit volume increased by 118% compared to the end of 2023. We performed remarkably by doubling our treasury revenues. The number of active customers utilizing the phygital banking services available through digital channels increased by approximately 48% compared to the previous year, demonstrating a successful growth graph.

**14** Provinces  
**36** Branches

**1,112**  
Employees

**79.3**  
billion TRY  
Total Assets



ODEABANK AT A GLANCE

We maintain a robust stance against volatile market conditions with our high liquidity and strong capital structure.



In line with our new business strategy, we focus on high value-added sectors and companies for export and production with our wide range of products. In this context, we maintain a robust stance against volatile market conditions with our high liquidity and strong capital structure; we are moving forward in the coming period in a safe and prepared manner in line with our strategic goals.

As Türkiye's young, dynamic and innovative bank, we continue our efforts to improve our business model and provide higher added value to all our stakeholders with our belief in the future and high potential of our country.

VISION, MISSION, VALUES

Our Vision

To become the leading “phygital” Bank of Türkiye, offering the best digital experience integrated with unique physical services.

Our Mission

To facilitate banking through authentic products and expertise, and be a responsible member of our community who contributes genuinely to its sustainable development.

Our Values

Authenticity

We understand our stakeholders, and make their lives easier. We think creatively, offer quick and practical solutions. We distinguish with our influence.

Excitement

We wonder, we discover, we believe in continuous learning. We make bold decisions to develop and improve. We design and achieve together.

Openness

We build honest and reliable relationships with the principle of accountability. We care about being simple and accessible. We share our thoughts and experiences openly.

Respect

We respect the individual, we value diversity and polyphony. We support gender equality, we volunteer for an equal world.

Our Strategic Goals

For Our Customers

To become a Bank that can identify its customers’ needs accurately and increase their quality of life to make them feel special and become their indispensable business partner.

For Our Employees

To become a Bank where each and every employee will be proud to be a part of, treated fairly, and are given the opportunity to improve themselves and achieve their career goals.

For Our Society

To become a Bank that is sensitive towards the needs of the community in which it operates, aware of the duties of being a corporate citizen, and determined to improve the prosperity of the society.

For Our Sector

To become a dynamic and innovative Bank in the sector with its technological infrastructure, efficient service approach and experienced human resources.

## HISTORY

### ESTABLISHMENT

In October, Odeabank's first branch started its operations in Maslak with the permission of the BRSA.

### SUSTAINABLE ENERGY FINANCING AND NEW PRODUCTS

The first loan program on energy efficiency and renewable energy was launched in cooperation with Proparco.

The Oxygen Account product was presented.

Odeabank continued its naming rights sponsorship of Galatasaray Women's Basketball Team and co-sponsorship of Galatasaray Men's Basketball Team.

### CAPITAL STRENGTHENING AND INTERNATIONAL PARTNERSHIPS

A capital increase of 1 billion TRY was made.

IFC and EBRD became shareholders.

Environmental & social assessment processes were brought up to World Bank standards.

Sustainable Energy Management Platform was commissioned.

Sponsorships were established with Galatasaray Men's and Women's Basketball Teams, Fenerbahçe Men's Basketball Team, and Beşiktaş Women's Basketball Team; the Company also became a sponsor of the Turkish Airlines EuroLeague.

EBRD: European Bank for Reconstruction and Development

### CONSOLIDATING YOUR PLACE IN THE SECTOR

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

### FIRST STEP IN SME BANKING

Odeabank's first Small and Medium Enterprises (SME) loan program was realized with the International Finance Corporation (IFC).

Odeabank became the naming rights sponsor of Galatasaray Women's Basketball Team. Became the co-sponsor of Galatasaray Men's Basketball Team.

IFC: International Finance Corporation

### CULTURE, ARTS AND GREEN LIVING

Odeabank's art platform O'art was established.

Launched Türkiye's first green housing finance project in collaboration with IFC.

The Head Office moved to the LEED Gold certified Levent199 building.

Signed a sponsorship agreement with Beşiktaş JK. In basketball, it became the official jersey sponsor of Fenerbahçe Ülker.

LEED: Leadership in Energy and Environmental Design

### INTEGRATION IN DIGITALIZATION

Integrated Finance and Risk Systems (IFRM) testing and implementation processes were completed and put into pilot use.

THY Euroleague sponsorship continued.

With O'art, the book "Semiha Berksoy: Catalogue Raisonné," which collects all known works of Semiha Berksoy, was introduced and the exhibition "With Love, Semiha Berksoy" was supported.

IFRM: Integrated Finance and Risk Systems

### BRAND TRANSFORMATION

A re-launch campaign was launched with the motto "More Than It Seems."







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## HISTORY

### EQUALITY AND NEXT GENERATION BANKING

UN Women's Empowerment Principles were signed.

Eşit Masallar (Fair Tales) book project was launched with "Can Publishing" to introduce the concept of gender roles and equality to children.

Close Banking service started.

The brand was included in Brand Finance's list of Türkiye's most valuable brands.

Support for the arts continued through live broadcasts on social media under the name 'Odeabank Art Talks'.

2020

### SOCIAL IMPACT AND FINANCIAL GROWTH

A theater play was included in the Eşit Masallar (Fair Tales) project and 2 more books were added to the project.

"There Is a Woman Behind This" theme was designed for Odeabank at the Istanbul Theater Festival organized by İKSV. Odeabank became the sponsor of this theme designed to support women's production and increase its visibility.

Women artists were supported with the exhibition "Thing: The Possibility of the Object" featuring 3 women artists.

İKSV: Istanbul Foundation for Culture and Arts

2021

### STRATEGIC APPROACH TO SUSTAINABILITY

The first Sustainability Report was published in cooperation with Green for Growth Fund.

Sustainability, Corporate Social Responsibility and Human Rights policies were developed.

Eşit Masallar (Fair Tales) books were made accessible and presented in digital format.

Istanbul Theater Festival "There Is a Woman Behind This" theme sponsorship continued.

2022

### DIGITAL TRANSFORMATION AND SOCIAL RESPONSIBILITY

The new mobile application "Odea" and the "You Are at the Center of Investment" discourse were introduced.

Investment-Focused Podcast was launched.

Purple Campuses were established in the earthquake zone in cooperation with TKDF.

Odea Radio was established.

Personal loan agreements were made accessible through sign language and audio description.

Digital art projects were realized in collaboration with O'art and Piksel to support young artists.

Istanbul Theater Festival "There Is a Woman Behind This" theme sponsorship continued.

A memorial forest was created with the planting of 10,000 saplings in cooperation with TEMA.

TKDF: The Federation of Women's Associations of Türkiye

### GREEN TRANSFORMATION AND TECHNOLOGY VISION

The first Green Transformation loan was disbursed.

The process for pre-approved personal loans was launched.

The Bank's first subsidiary "Odeatech" was established.

Accessibility efforts continued on digital channels.

Odea Radio expanded its outreach with content focusing on investment and music.

The theater play of the Eşit Masallar (Fair Tales) Project, through which we distributed 1.2 million books, reached over 50,000 viewers with 69 performances.

The investment-focused podcast and Odea Radio continued their broadcasting activities. Within the scope of financial literacy activities, Daily and Weekly Investment Bulletins, Horizon Opening Investment Guide and Tomorrow Investment Guide videos and audio articles were launched.

Istanbul Theater Festival "There Is a Woman Behind This" theme sponsorship continued.

2024

## CAPITAL AND SHAREHOLDING STRUCTURE

### Total cash and non-cash loan portfolio amounted to 57 billion TRY.

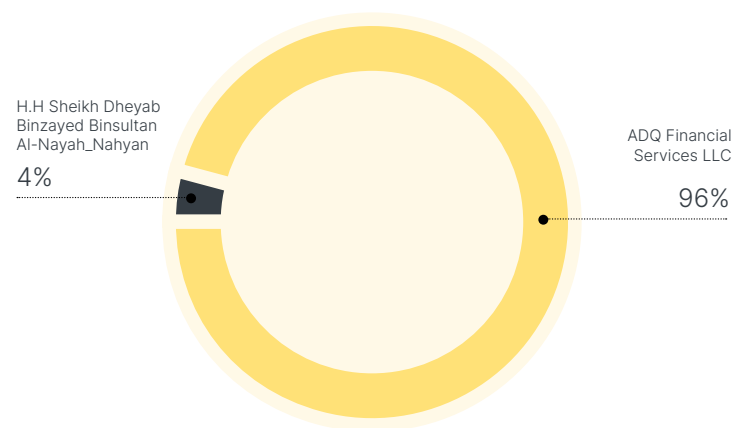
Odeabank is a financial institution with a universal banking model that offers a full range of products and services, mainly covering commercial and corporate banking, retail banking and private banking. In 2025, Odeabank's shareholding structure underwent a significant change. Abu Dhabi-based investment and holding company ADQ signed a definitive agreement with a consortium of shareholders led by Bank Audi to acquire 96% of Odeabank's share capital. Under this agreement, Bank Audi, along with the IFC, IFC FIG Investment Company S.a.r.l, and the EBRD, agreed to transfer their shares to ADQ.

With this development, Odeabank aims to accelerate its growth in line with ADQ's experience in the financial services sector and group synergies. With its strong commercial foundation, balanced loan portfolio and scalable hybrid operating model, Odeabank offers a structure in line with ADQ's vision of developing innovative financial solutions.

With ADQ's shareholding, Odeabank's access to new sources of capital will increase and it will aim to further advance its activities in line with its digitalization, customer experience and sustainability priorities. Odeabank's digital branch, Bank'O, and its phygital banking model are in line with ADQ's technology-focused investment strategy and further reinforce the Bank's growth potential.

This acquisition paved the way for Odeabank to continue its operations with stronger investor support on a global scale.

With ADQ's shareholding, Odeabank's access to new sources of capital will increase and it will aim to further advance its activities in line with its digitalization, customer experience and sustainability priorities.



#### Shareholding Structure of Odeabank\*

ADQ** Financial Services LLC	3,157,144,996.00
Flash Investment Holding 4 RSC Ltd	1.00
Flash Investment Holding 1 RSC Ltd	1.00
Flash Investment Holding 2 RSC Ltd	1.00
Flash Investment Holding 3 RSC Ltd	1.00
H.H Sheikh Dheyab Binzayed Binsultan Al-Nayah_Nahyan	131,697,000.00

\*The numbers shown represent the number of shares. The Members of the Board of Directors and senior executives are not shareholders of the Bank.

\*\*Includes ADQ and its subsidiaries / total share of ADQ Group.

## CAPITAL AND SHAREHOLDING STRUCTURE

# The Bank's securities portfolio reached 26.1 billion TRY in 2024.

The financial results for 2024 demonstrate that Odeabank's growth has accelerated even further. Total cash and non-cash loan volume amounted to 57 billion TRY, while customer deposits amounted to 48 billion TRY. In addition, non-deposit client assets under management increased by 95% to reach 64.5 billion TRY, further consolidating Odeabank's position in the market. Thus, the Bank's asset size reached 79.3 billion TRY at the end of 2024.

With the various mutual fund options offered to customers, the Bank's fund volume increased by 112% in TRY terms to 56.5 billion TRY in 2024, gaining significant market share. In line with our growing customer base, our demand deposit volume also to 2.2 times its previous level. In light of these developments, we successfully completed 2024 with our strong financial performance.

**79.3**  
**billion TRY**

Odeabank's asset  
size at the end  
of 2024

**Odeatech, which  
we established to  
advance our "phygital"  
banking approach,  
adapts technology  
into our products  
and services in a  
fast, integrated and  
sustainable manner.**

### About Odeatech

As Odeabank, we established Odeatech at DijitalPark Teknokent in Ataşehir, Istanbul in order to strengthen our technological competence, reach our digitalization targets faster and ensure sustainable efficiency in banking. This technology subsidiary, which internalizes our financial services infrastructure, improves our mobile and digital banking experience with its R&D-oriented structure, while making our operational processes more agile and effective with artificial intelligence-supported systems. As a structure that produces its own technology, Odeatech also supports our vision of becoming an R&D and innovation center where we can offer our solutions in international markets.

Odeatech, which we established to advance our "phygital" banking approach, adapts technology into our products and services in a fast, integrated and sustainable manner. Focusing on areas such as artificial intelligence-based software development, analytical solution design and the production of technological vehicles in accordance with international standards, we are building a structure that can provide technology consultancy both in Türkiye and in the regional markets.

More information is available at  
[www.odeatech.com.tr/en](http://www.odeatech.com.tr/en).

**odeatech**



## BUSINESS MODEL

**In commercial and retail banking, we focus on building long-term, trust-based and value-creating relationships.**

As Odeabank, we offer sustainable solutions to the changing needs of individuals and businesses with our customer-oriented and solution-oriented business model. We continuously develop our financial services not only to meet today's expectations, but also to adapt to the dynamics of the future.

We place customer satisfaction at the center of our business strategy and support our customers in achieving their financial goals with the products and services we offer. We work with a wide range of services from credit solutions to foreign trade financing, from investment advisory to digital banking applications.

**We offer our Commercial Banking services in 8 provinces at a total of 11 points, including 5 Commercial Centers and 6 Commercial Branches, with our expert teams.**

### Commercial Banking

As Commercial Banking, we attach importance to acting proactively and swiftly in our sector and adopting a customer-oriented approach while offering financing solutions to our customers. While striving to maximize existing customer satisfaction, we also aim to build a strong and sustainable customer base in the long term through new customer acquisition.

As of 2024, we continue to offer our Commercial Banking services in 8 provinces at a total of 11 points, 5 Commercial Centers and 6 Commercial Branches, with our expert teams.

Cash loans, foreign trade financing, letters of guarantee and cash management solutions stand out among the services offered under Commercial Banking.

Detailed information on Commercial Banking structure and activities can be found on pages 24-25 of [Odeabank Annual Report 2024](#).



## BUSINESS MODEL

**We have a Bank'O Branch based in Istanbul, which undertakes centralized management of our customers acquired through remote channels.**

### Retail Banking

Operating with experienced staff across Türkiye, Retail Banking continued to develop structures to provide the best service in deposit and investment products at every point of contact with customers. Odeabank's main objective is to build long-lasting and reliable relationships by offering products and services tailored to the changing needs of its customers. Thanks to the efforts carried out in line with this target, the total number of active customers increased by approximately 25% in 2024.

Retail Banking continued to expand its product range in 2024 in line with its goal of adding value to its customers' investments. The products and services offered in parallel with the objective of meeting the expectations of customers in different risk groups were positively reflected in the results of the overall satisfaction index measurement. In line with the principle of responding to the changing needs of its customers, Retail Banking serves customers with different asset profiles under the Privileged Banking and Private Banking segments. In these segments, the Bank aims to offer boutique services that will meet customers' different financial needs as well as their non-financial expectations.

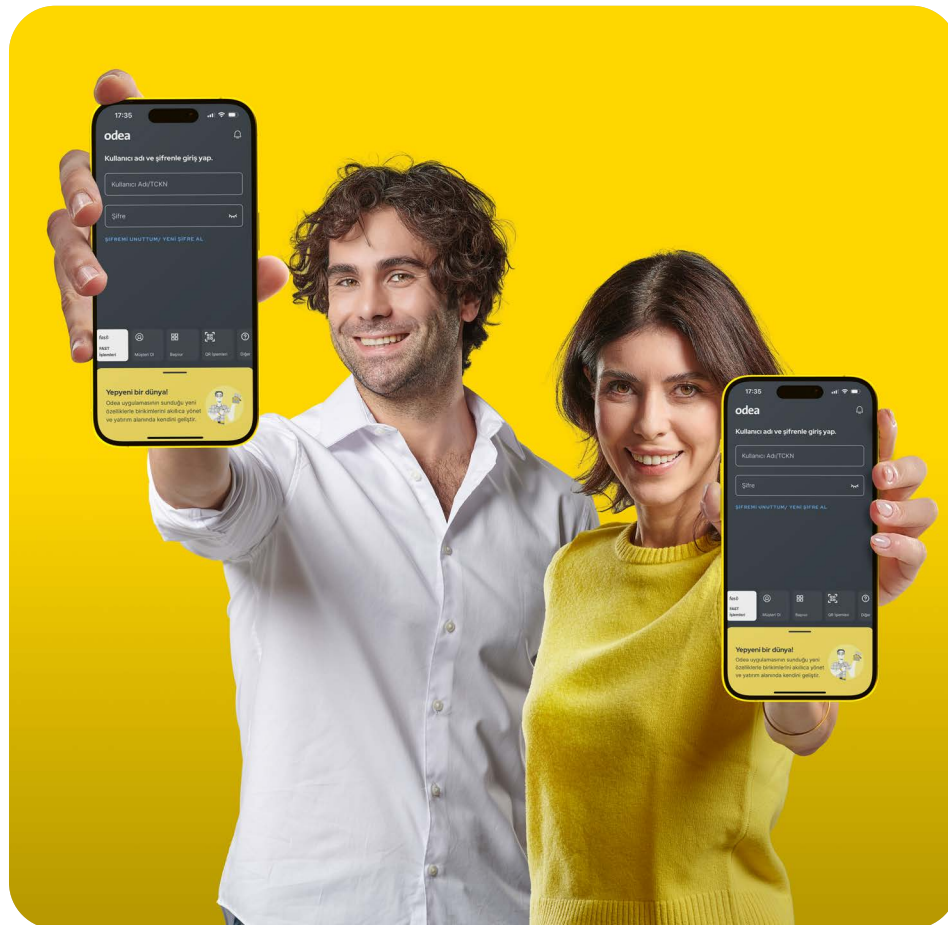
The Bank offers products and services such as personalized individual consultancy services, rich investment product alternatives, free EFT and money transfers via digital channels, free cash withdrawals from all domestic ATMs, discounted safe deposit boxes and credit cards designed specifically for segments.

As one of the pioneers of the sector, Odeabank Retail Banking took the remote account opening process, which was launched in 2015, one step further with video calls and realized 75% of its customer acquisition through remote acquisition channels. Accordingly, digital marketing investments constitute the majority of marketing activities.

Odeabank continues to offer its customers a "phygital banking experience" by combining its experienced financial advisory services with digital banking under the roof of asset management. Odeabank recorded a 48% year-over-year increase in active customers utilizing its phygital banking services, reflecting a strong growth trajectory.

Detailed information on retail banking products and services can be found on pages 27-29 of **Odeabank Annual Report 2024.**

Odeabank operates in Türkiye with 36 branches and 3 warehouses in 14 provinces including Adana, Ankara, Antalya, Bursa, Denizli, Eskişehir, Gaziantep, Hatay, Istanbul, Izmir, Kocaeli, Konya, Mersin and Muğla.





## Corporate Governance

- Odeabank Corporate Governance
  - Organizational Structure
  - Board of Directors Competency Matrix
  - Senior Management Competency Matrix
  - Committees
- Risk Management
  - Environmental and Social Risk Management for Lending Activities/ Environmental and Social Management System (ESMS)
- Value Chain Management
- Strong Stakeholder Relations
- Code of Ethics
  - Anti-Bribery and Anti-Corruption



Intellectual  
Capital



Human  
Capital



Social and  
Relationship Capital

### Material Topics

- Business Ethics, Compliance and Anti-Corruption
- Risk Management
- Corporate Governance
- Prevention of Financial Crimes





## ODEABANK CORPORATE GOVERNANCE

We see our corporate governance structure as one of the cornerstones of long-term and sustainable value creation.

We attach importance to ensuring the adoption and continuous development of our corporate governance principles throughout the Bank. Since 2017, we have been transparently sharing our commitment to these principles with the public through our annual Corporate Governance Principles Compliance Report.

Our corporate governance framework is based on the principles of fairness, transparency, accountability and responsibility. Accordingly, we expect all stakeholders to fully comply with the established guidelines and ensure that all our activities are carried out with a strong commitment to the principle of equality.

For further details, our Bank's Corporate Governance Principles Compliance Report is available [here](#).

Pursuant to BRSA regulations, our Bank has adopted its own corporate governance principles as a foundation, which are outlined in the Corporate Governance Policy. In line with this approach, we promote consistent and continuous adherence to these principles through the policies and practices we have implemented.

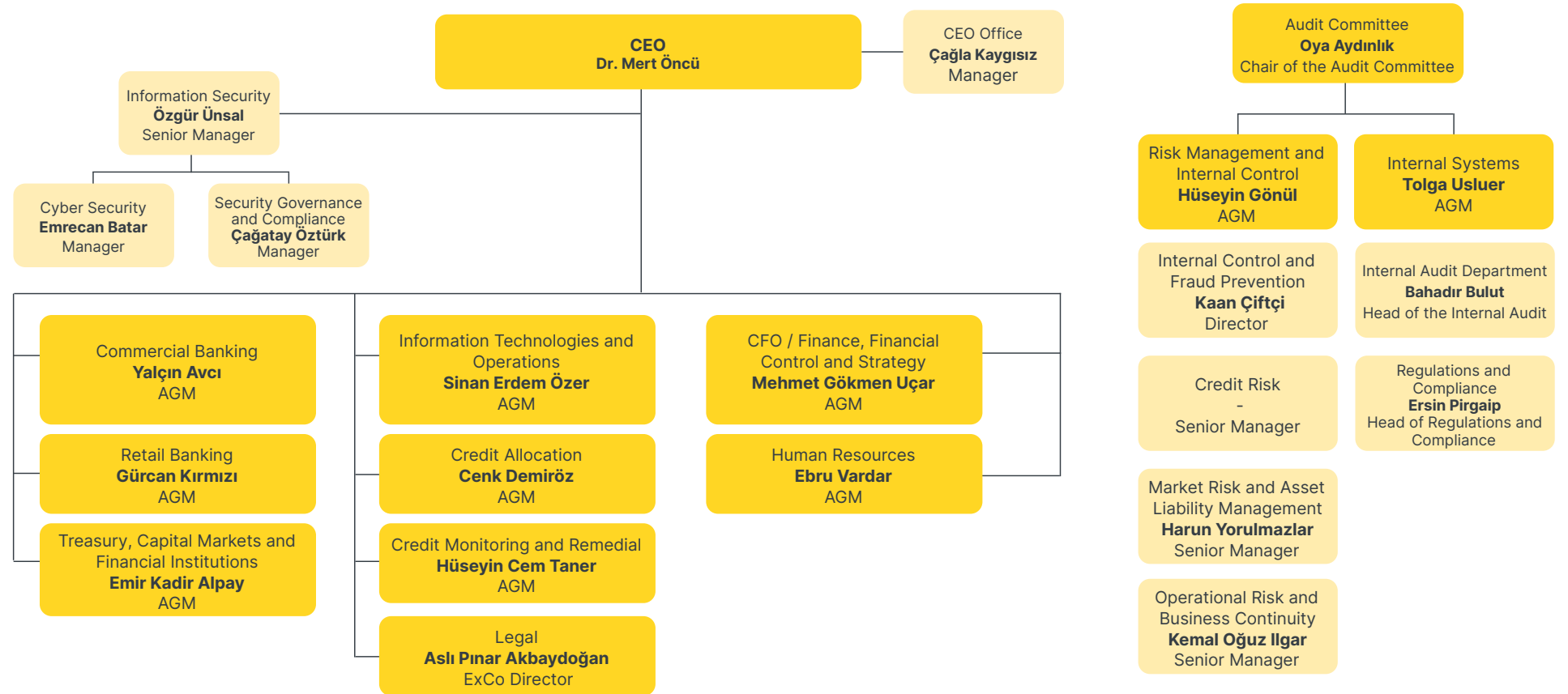
Within the scope of our policy, we regularly review our management structure, working principles, duties and responsibilities, and implement the necessary updates in line with changing needs. Our corporate governance framework is based on managing conflicts of interest that may arise in a fair and transparent manner while protecting the interests of all stakeholders.

As Odeabank, the principles we have adopted in line with our Corporate Governance are as follows:



## ODEABANK CORPORATE GOVERNANCE

### © Organizational Structure



Within Odeabank's organizational structure, the senior management includes the Executive Committee members, who operate under the leadership of the CEO, Dr. Mert Öncü, and the internal systems functions, which operate under the Audit Committee. The executive structure consists of AGMs and Senior Directors responsible for various functions such as commercial and retail banking, treasury and capital markets, credit allocation, credit monitoring and follow-up, information technologies and operations, human resources, financial control and strategy, legal, and CEO Office. This structure enables effective, digital, and customer-centric management aligned with the Bank's strategic goals. The internal systems functions operate under the oversight of Audit Committee Chair Oya Aydınlik and are organized under two main categories: Risk Management and Internal Control, and Internal Systems. Reporting to Hüseyin Gönül, the AGM for Risk Management and Internal Control, the structure covers internal control, fraud prevention, credit risk, market and liquidity risk, operational risk, and business continuity.

As of 2025, structural changes were introduced to the Senior Management and Internal Systems framework that was in effect throughout the 2024 operating year. Through these changes, Odeabank aimed to establish a leaner, more integrated governance model aligned with its strategic priorities.

For detailed information on 2024 Organizational Structure, Senior Management and Auditors, please see pages 62-73 of [Odeabank Annual Report 2024](#).

## ODEABANK CORPORATE GOVERNANCE

### © Board of Directors Competency Matrix



**MARCOS ALONSO DE  
QUADROS**

Chair of the Board

Total Work Experience: 35 years



**JAWAD SHAFIQUE**

Vice Chair of the Board

Total Work Experience: 21 years



**MOHAMED M KAISSI**

Board Member

Total Work Experience: 16 years



**HAMAD SAEED ALI SAEED  
ALSHEHHI**

Board Member

Total Work Experience: 15 years



**SUBRAMANIAN  
SURYANARAYAN**

Independent Board Member

Total Work Experience: 41 years



**AYŞE BOTAN BERKER**

Independent Board Member

Total Work Experience: 47 years



**OYA AYDINLIK**

Independent Board Member

Total Work Experience: 38 years



**ALİ TEMEL**

Independent Board Member

Total Work Experience: 35 years



**MERT ÖNCÜ**

CEO and Board Member

Total Work Experience: 31 years



#### Committee Memberships

Credit Committee

Audit Committee

Corporate Governance and  
Sustainability Committee

Risk Committee

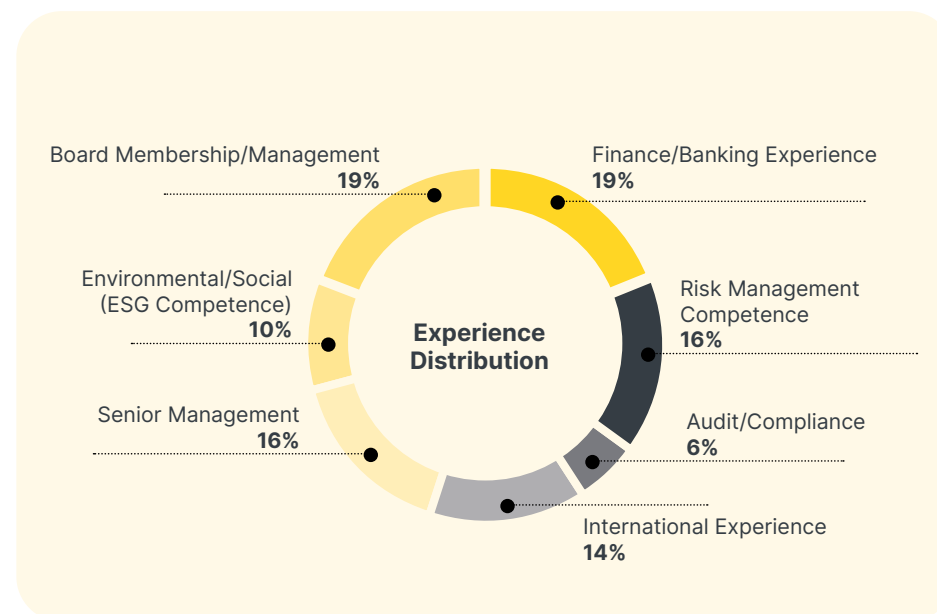
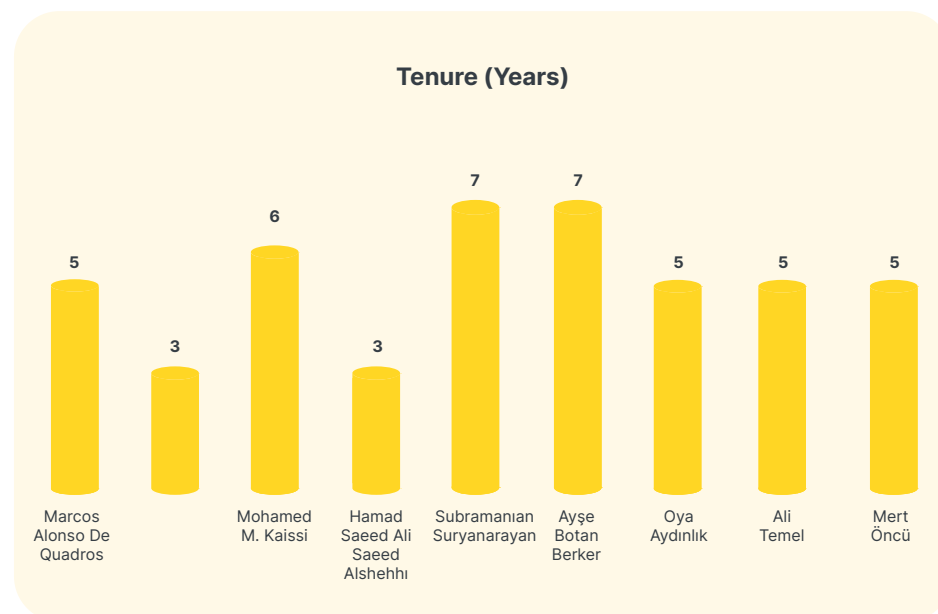
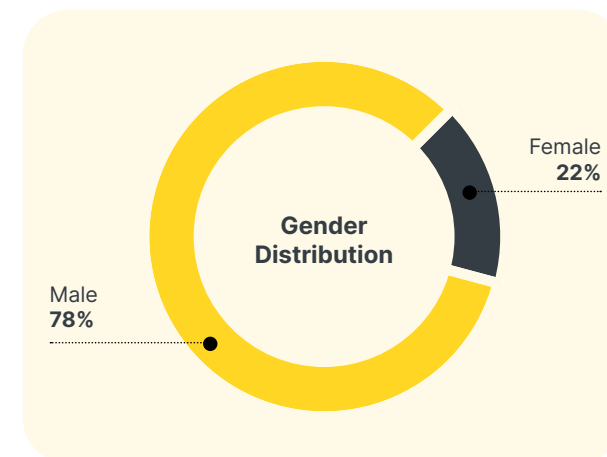
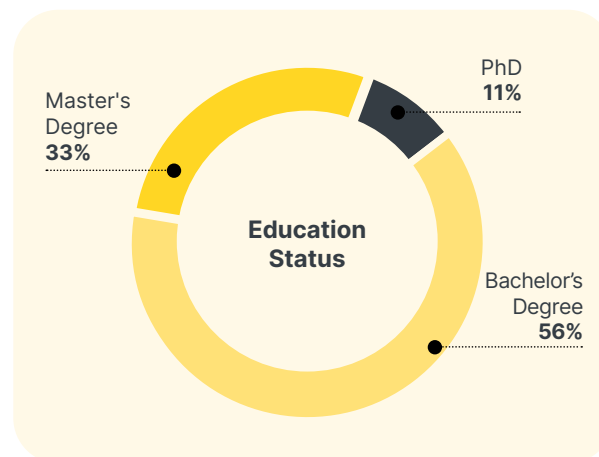
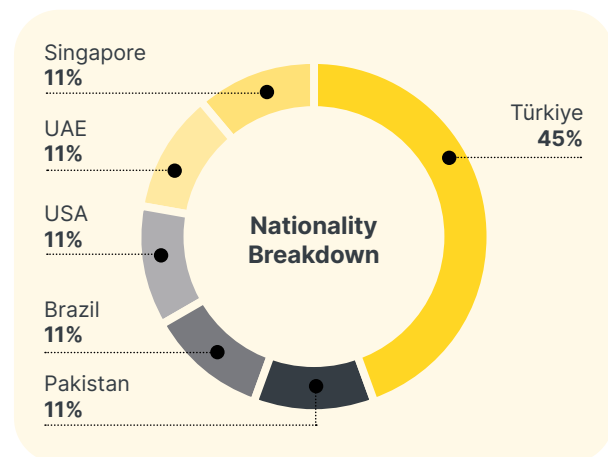
Remuneration  
Committee

Detailed information on Odeabank  
Board members can be found on the  
[Corporate Governance](#) page.



## ODEABANK CORPORATE GOVERNANCE

### © Board of Directors Competency Matrix



## ODEABANK CORPORATE GOVERNANCE

### © Senior Management Competency Matrix



**MERT ÖNCÜ**

CEO

Total Work Experience: 31 years



**YALÇIN AVCI**

Commercial Banking AGM

Total Work Experience: 30 years



**MEHMET GÖKMEN UÇAR**

Finance, Financial Control and  
Strategy AGM

Total Work Experience: 27 years



**SİNAN ERDEM ÖZER**

Information Technologies and  
Operations AGM

Total Work Experience: 31 years



**HÜSEYİN GÖNÜL**

Risk Management and Internal  
Control AGM

Total Work Experience: 30 years



**EMİR ALPAY**

Treasury, Capital Markets and  
Financial Institutions AGM

Total Work Experience: 26 years



**CENK DEMİRÖZ**

Credit Allocation AGM

Total Work Experience: 25 years



**EBRU VARDAR**

Human Resources AGM

Total Work Experience: 29 years



**HÜSEYİN CEM TANER**

Credit Monitoring and Remedial  
AGM

Total Work Experience: 30 years



**GÜRCAN KIRMIZI**

Retail Banking AGM

Total Work Experience: 23 years



**TOLGA USLUER**

Internal Systems AGM

Total Work Experience: 25 years



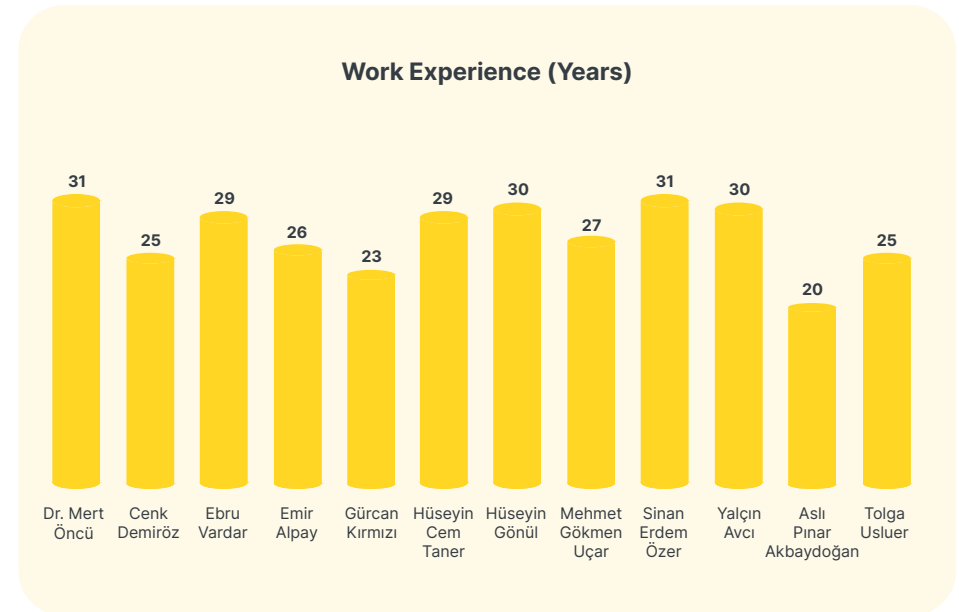
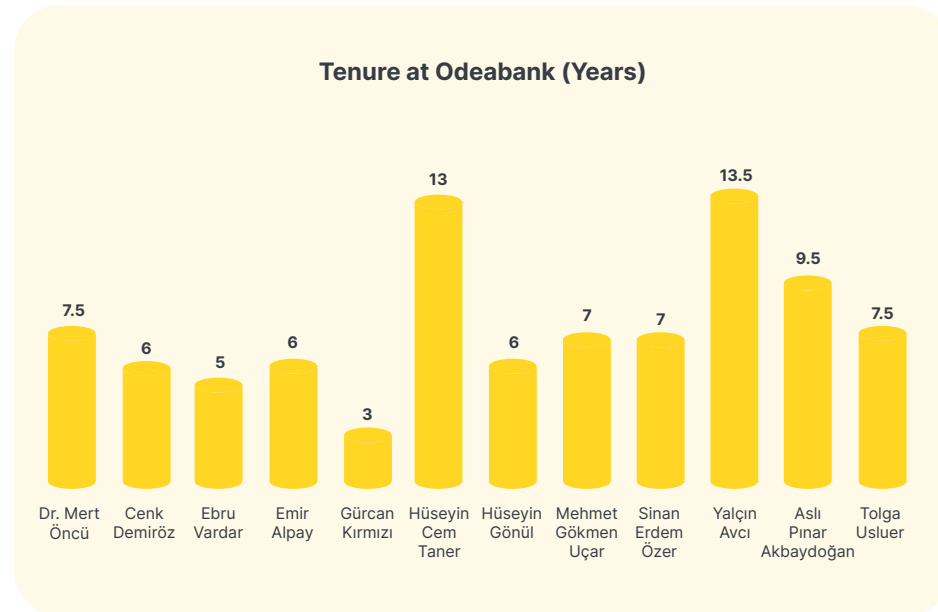
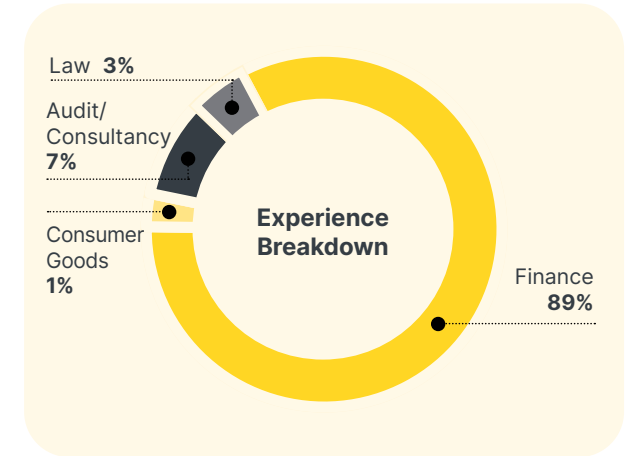
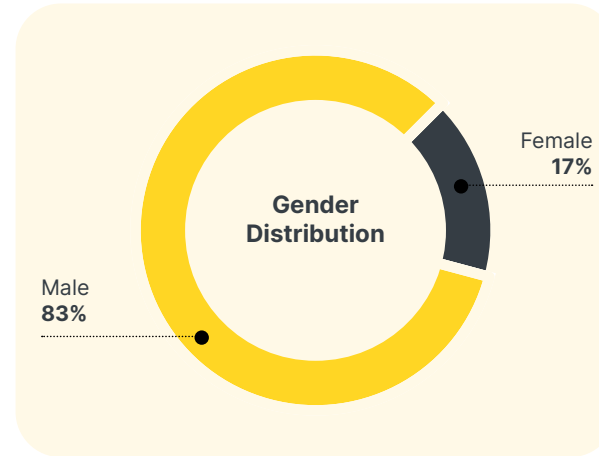
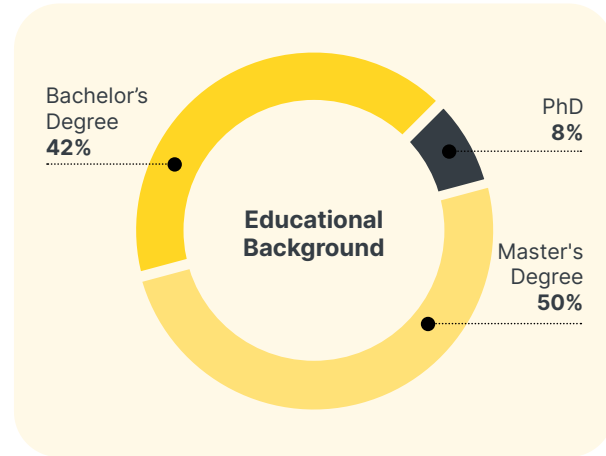
**ASLI PINAR AKBAYDOĞAN**

Director of Legal Affairs

Total Work Experience: 20 years

## ODEABANK CORPORATE GOVERNANCE

### © Senior Management Competency Matrix



You can find detailed information about Odeabank Senior Management on the [Corporate Governance](#) page.

All members of the Senior Management are citizens of the Republic of Türkiye.





Introduction

Messages from  
Management

About  
Odeabank

**Corporate  
Governance**

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## ODEABANK CORPORATE GOVERNANCE

### © Committees

At Odeabank, we carry out systematic efforts through various committees to ensure the effective implementation of our sustainability strategies, the proactive management of risks, and the establishment of transparency and accountability as core pillars of our corporate culture.

Operating under the supervision of the Board of Directors, these committees are responsible for developing policies in their areas of expertise, monitoring implementation processes, reporting on progress and implementing continuous improvement mechanisms.



#### Credit Committee

The Credit Committee ensures that Odeabank's credit allocation processes are effective, fair and risk-oriented. Determining the Bank's credit policies, allocating loans in line with economic targets and monitoring the risks in the loan portfolio are among the primary duties of the committee. The Committee may allocate loans up to a limit of 10% of the Bank's shareholders' equity and reports its opinion to the Board of Directors for transactions exceeding its authorization limits.

##### Committee Structure:

- **Chair**  
Mert Öncü
- **Members**  
Jawad Shafique  
Ali Temel
- **Alternate Members**  
Subramanian  
Suryanarayan  
Ayşe Botan Berker



#### Audit Committee

The Audit Committee operates to monitor the adequacy and effectiveness of the internal control, internal audit and risk management systems and to ensure that the accounting and reporting systems operate in accordance with the relevant regulations. It is also responsible for evaluating the selection process of independent audit firms, monitoring the work of the selected firms and strengthening transparency in internal audit processes. This ensures accuracy, reliability and accountability in financial reporting.

##### Committee Structure:

- **Chair**  
Oya Aydınlik
- **Members**  
Mohamed M. Kaissi  
Hamad Saeed Ali Saeed Alshehhi



#### Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee oversees Odeabank's compliance with corporate governance principles, ensures the implementation of ethical rules and develops recommendations to improve management processes. The Committee reviews corporate governance practices on an annual basis and submits a report to the Board of Directors, and monitors the compliance of the board membership structure and processes with regulatory requirements. The Committee is also responsible for monitoring sustainability activities, implementing the sustainability strategy and approving the Sustainability Report. The Committee supports the Bank's progress in line with its goals of transition to a low carbon economy, social benefit and transparency.

##### Committee Structure:

- **Chair**  
Ali Temel
- **Members**  
Mohamed M. Kaissi  
Ayşe Botan Berker



#### Risk Committee

The Risk Committee operates to identify, measure, monitor and manage the risks that Odeabank may be exposed to. The Committee determines the Bank's risk appetite, formulates and implements periodic risk policies and plays an active role in managing all risk categories. Thus, it contributes to keeping risks under control while supporting the Bank's sustainable growth.

##### Committee Structure:

- **Chair**  
Ayşe Botan Berker
- **Members**  
Hamad Saeed Ali Saeed Alshehhi  
Subramanian Suryanarayan



#### Remuneration Committee

The Remuneration Committee operates to ensure that Odeabank's remuneration policies are implemented in line with the Bank's ethical values, internal balances and strategic goals. The Committee reviews remuneration policies for senior executives, board members and employees, makes assessments within the framework of risk management and submits a report to the Board of Directors.

##### Committee Structure:

- **Chair**  
Jawad Shafique
- **Members**  
Oya Aydınlik  
Mohamed M. Kaissi



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## RISK MANAGEMENT

# The Risk Committee is responsible for effectively identifying, monitoring and managing the risks faced by the Bank.

At Odeabank, we believe that a strong risk management structure is one of the key elements of sustainable growth and corporate resilience. In parallel with our Bank's strategy, we identify and analyze the risks and opportunities that will serve our short, medium and long-term goals and shape our action plans accordingly.

Reporting to the Board of Directors, the Risk Committee regularly evaluates and reports to senior management on issues such as risk appetite, risk limits, capital adequacy, stress tests and risk-based performance.

It also takes an active role in developing risk management policies and monitoring their implementation. The Committee is composed of Chair Dr. Ayse Botan Berker and members Hamad Saeed Ali Saeed Alshehhi and Subramanian Suryanarayan.

Our risk management activities are carried out within the framework of the regulation developed by the Risk Management Department established in 2012. The regulation, which was established to ensure a consistent risk management in our Bank, includes the mission, scope, principles, risk management framework and process, duties and responsibilities of the risk function.

Risk identification, which is the basic step of the risk assessment process, is handled meticulously by our Bank.

At Odeabank, we view taking actions in response to a risk, along with measures to reduce their likelihood or potential impact, as one of the fundamental pillars of our risk management approach. The relevant actions and suggestions are first evaluated by the Risk Committee and then submitted to the Senior Management for approval. In addition, activities related to the Internal Capital Adequacy Assessment Process (ICAAP) and its reporting are coordinated and executed.

Risk management at our Bank is evaluated and monitored through three distinct units: the Credit Risk Unit, the Market and Asset-Liability Risk Unit, and the Operational Risk and Business Continuity Unit.

- **Credit Risk Unit:** This unit is responsible for setting, monitoring and reporting risk strategies and limits in accordance with the legislation, preparing action plans to eliminate risk mismatches and making provision calculations and capital adequacy arrangements in accordance with BRSA and Turkish Financial Reporting Standards (TFRS) 9 requirements.
- **Market and Asset-Liability Risk Unit:** This unit actively manages market risk arising from the trading positions, counterparty credit risk related to derivatives, balance sheet risks, as well as interest rate and liquidity risks. It plays a key role in the development and implementation of policies related to these risks. The relevant risks are measured, reported, and managed in compliance with national regulations and the Bank's internal risk policies.

- **Operational Risk and Business Continuity Unit:** This unit is responsible for tracking, recording, and reporting operational risk events within the Bank, in alignment with Basel II and local regulations. It ensures that operational risk policies and procedures are updated and develops preventive and corrective actions for risk and loss events. It also carries out activities such as the implementation of the Support Services Risk Management Program, Risk Control Self-Assessment and Key Risk Indicators studies, scenario analyses for operational risks, various insurance management activities, consolidated follow-up of internal and external audit findings, and coordination of the New Product and Service Working Group. Within the scope of Business Continuity Management activities, efforts are made to keep critical business processes and technical infrastructure ready to ensure uninterrupted operations in the event of a disaster. In line with the revised business-impact analyses, disaster recovery tests are conducted for critical activities.

Detailed information on Risk Management and the activities of the units can be found on pages 91-93 of [Odeabank Annual Report 2024.](#)

Odeabank manages its main risks under six categories. These risks are:

CREDIT RISK

MARKET RISK

OPERATIONAL RISK

CONCENTRATION RISK

STRUCTURAL INTEREST RATE RISK

LIQUIDITY RISK

## RISK MANAGEMENT

# Climate-related risks and opportunities are integrated into Odeabank's risk management framework and addressed with a holistic approach.

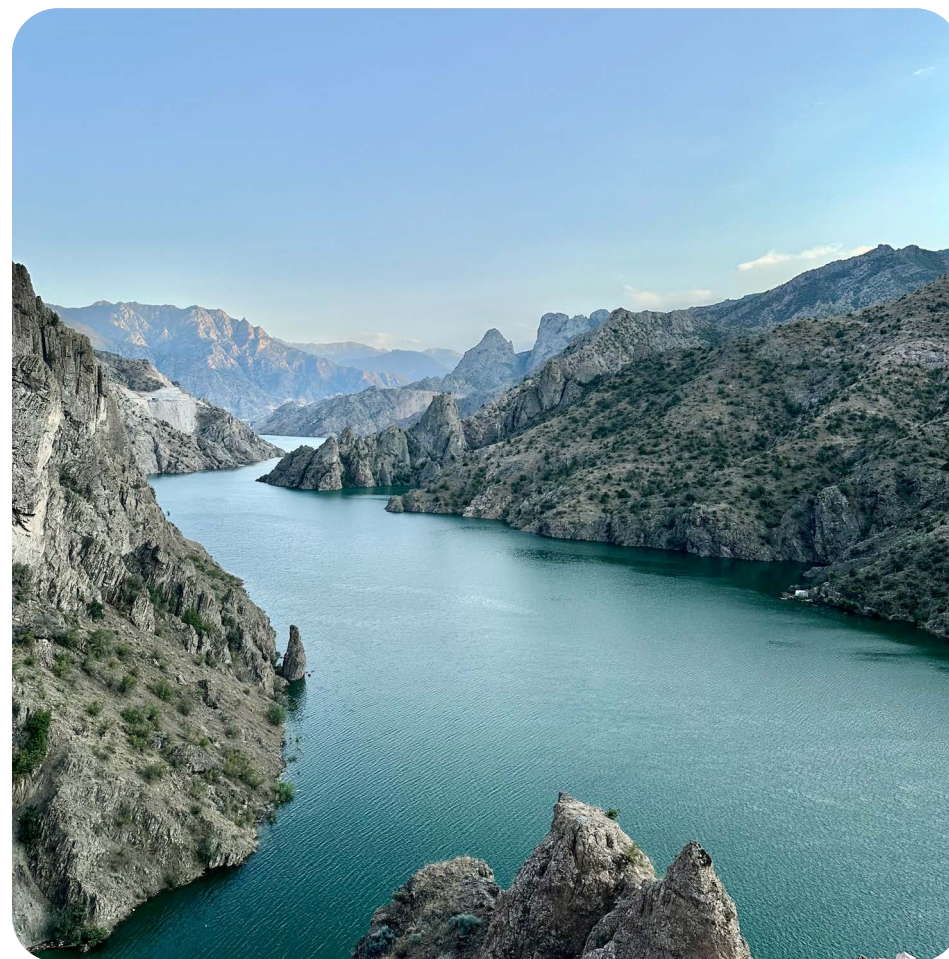
The basic risk management principles adopted by Odeabank Board of Directors are as follows:

- The risk function serves to assist business lines and decision-makers in making the right decisions.
- The Bank's risk management responsibilities are structured around three lines of defense: Lines of Business and Senior Management (first line of defense); Risk, Compliance and Internal Control (second line of defense); and Internal Audit and Independent Audit (third line of defense).
- 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 shared with various internal and external parties in a transparent, systematic, structured, accurate, duly and timely manner.
- A Board-approved risk appetite sets the limits that management can operate within across the Bank. The Risk Management Department keeps the risk appetite within the determined risk limits. It carries out the necessary reporting to the Senior Management and the Board of Directors.

Climate-related risks and opportunities are integrated into the Bank's risk management framework and addressed with a holistic approach. Within the scope of ICAAP, climate transition risks are analyzed and included in the relevant management processes. In addition, in line with the TSRS legislation, climate-related risks and opportunities are systematically identified and their impact on financial statements is monitored.

Please find in [our TSRS Compliant Sustainability Report](#) detailed information regarding climate risks and opportunities.

In line with our core principles, we regard risk management not merely as a control mechanism but as an integral part of our governance approach. We continuously review our internal policies and procedures, and by developing new and more effective measurement methods, we aim to adopt the best practices in the industry. Within the scope of risk management, the risk function safeguards the financial structure of our bank by maintaining the balance between risk and return, while also contributing to its sustainable and continuous growth.







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## RISK MANAGEMENT

### © Environmental and Social Risk Management for Lending Activities / Environmental and Social Management System (ESMS)

As a financial institution, we recognize that our environmental and social impact arises not only from our direct operations but also from our lending activities. It is a key priority for us to act responsibly in the sectors we finance and to effectively assess and manage environmental and social risks. We develop products and services to ensure that environmental and social impacts are minimized in the projects we finance and to strengthen our clients' legal compliance capacities.

We play an active role in financing responsible transformation with solutions that support the transition to a low-carbon economy. We fully comply with national environmental and social legislation and encourage our customers to do the same. We prioritize projects involving energy efficiency, renewable energy use and effective waste management and ensure that risk mitigation measures are taken in these areas.

In line with our sustainable banking principles, our primary goal is to monitor and manage the environmental and social impacts of the financing we provide in credit allocation processes. This approach allows us to reduce indirect risks arising from our banking activities and contribute to SDGs and social welfare.

Since 2013, we have included environmental and social risk analyses in our lending processes. Based on our Environmental and Social Policy and Procedure and the List of Prohibited Activities, we do not provide financing to activities with high environmental and social risks. As of 2016, we have included all corporate, commercial and SME loans in our assessment scope, regardless of the loan amount.

#### List of Prohibited Activities

At Odeabank, all lending activities are assessed within the framework of our Environmental and Social Policy. The Odeabank Exclusion List, which is based on the list defined by IFC, outlines prohibited activities that the Bank does not support. These include human rights violations, child labor, forced labor, the production and trade of weapons and ammunition, waste and various waste products specified in relevant legal regulations, as well as products and activities with high biodiversity risk. In adherence to these principles, we remain committed to implementing sustainable and responsible financing practices.

We take an active role in financing responsible transformation by offering solutions that support the transition to a low-carbon economy.

For further details, Odeabank's Environmental and Social Policy, and the Exclusion List are available [here](#).

We implement an Environmental and Social Risk Assessment Procedure based on IFC and EBRD standards and regularly update the procedure in line with our Environmental and Social Policy.

The Bank's Environmental and Social Risk Team works with branch marketing, credit allocation and credit coordination units to examine each loan request in detail. Using the Assessment Form and decision matrix method, we determine the risk category of projects according to international criteria and define the necessary actions.

We classify projects as Category A (high risk), Category B (medium risk) and Category C (low risk) with reference to the EBRD, and comprehensively question natural resource use, pollution prevention, human rights, occupational health and safety, community health and transparent participation processes.

As needed, we engage independent experts to conduct Environmental and Social Due Diligence, implement tailored management plans for identified risk areas, and ensure that projects align with IFC Performance Standards and local legal requirements. We regularly monitored the environmental and social performance of the projects we financed in 2024 and verified their compliance with sustainability criteria.

## VALUE CHAIN MANAGEMENT

# We strive to generate long-term, inclusive value across our entire value chain.

At Odeabank, we strive to generate long-term, inclusive value across our entire value chain. To achieve this, we engage in open, constructive and mutually beneficial cooperation with all our stakeholders. Understanding the expectations of our stakeholders, creating impact in response to these expectations and increasing satisfaction are the key elements of our sustainability approach. We embrace responsible supply management to create a positive impact throughout our value chain and provide social benefit through social responsibility projects.

You can review the **"Our Value Creation Model"** section to see the holistic value we create in our entire value chain with our corporate responsibility approach.



### Supply Chain Management

We manage our goods and services procurement processes in line with our Ethical Principles and Sustainability Policy. In this context, through the Internal Services and Banking Support Department, we prefer suppliers that comply with ethical values and offer competitive advantages. During procurement processes conducted in accordance with the procedures for the acquisition of goods and services, both suppliers and the goods and services themselves are subject to risk assessment. As of 2024, our supplier network comprised 1,489 vendors in total, with 1,475 being local suppliers, accounting for 99% of the overall base.

However, the preparation process of our Responsible Procurement Policy, which has not yet been published, is ongoing; with this policy, we aim to integrate our environmental, social and ethical responsibilities more systematically into our procurement processes.

Additionally, as a precious metals intermediary institution operating in the Borsa Istanbul Precious Metals Market and acting in compliance with stock exchange regulations, international standards, procedures, and principles, we have established our own responsible supply chain compliance program for precious metals.

Our latest Responsible Supply Chain Compliance Report is available [here](#).





## STRONG STAKEHOLDER RELATIONS

**We engage in regular or needs-based interactions through a wide range of channels, both direct and indirect, to communicate with stakeholders.**

We define our stakeholders as a broad spectrum of our entire value chain, including our shareholders, employees, customers, public institutions and regulatory authorities, as well as potential customers, non-governmental organizations (NGO's) and different segments of society. We engage in regular or needs-based interactions through a wide range of channels, both direct and indirect, to communicate with stakeholders. We maintain these communication processes in line with the principles of transparency and legal compliance.

We also reinforce our stakeholder dialog on external platforms. We participate in working groups within the Banks Association of Türkiye (TBB) to find solutions to the common agendas of the Turkish banking sector. In 2024, we played an active role in the protocols regarding the Treasury-backed Credit Guarantee Fund (KGF) package. We are also among the first medium-sized banks to sign the WEPS to strengthen gender equality. In addition, we take an active role in the TBB Sustainability Working Group, Global Compact Türkiye Sustainable Finance Working Group and the banking networks of the Business Council for Sustainable Development (BCSD Türkiye) to advance the sustainable finance agenda.

In this context, we also actively participate in key stakeholder platforms such as YASED and Turkish Industry and Business Association (TÜSİAD).

In addition, the NGOs we actively collaborate with and the audiences of our social investment programs are also among our important stakeholder groups. The sectoral insights we gain through these memberships help us integrate stakeholder feedback into our strategic decision-making processes; we share our progress in detail under the heading **"Memberships and Collaborations."**

The feedback we receive from our stakeholders shapes our processes in our sustainability efforts and we include the views of our stakeholders in the relevant sections of the report.

**The NGOs we actively collaborate with, along with the beneficiaries of our social investment programs, are also among our key stakeholder groups.**



📷 Hilal Uçurum

### Cooperation with International Financial Institutions

In order to prevent or minimize the potential environmental and social impacts that may arise from lending activities, we adopt the sustainability approaches and best practices of international organizations, particularly the IFC.

We continue to strengthen our cooperation with international financial institutions and aim to integrate the sustainability perspective into all of our operations. In this context, we strengthen the projects we carry out with the technical support funds we obtain in cooperation with international financial institutions operating in our country such as the IFC, EBRD Finance in Motion, Dutch Entrepreneurial Development Bank (FMO), and Proparco.

**At Odeabank, we partner with financial institutions to deliver innovative solutions and strengthen capacity on environmental and social matters.**



## STRONG STAKEHOLDER RELATIONS

Stakeholders	Objective	Communication Method	Featured Topics	Communication Frequency
<b>Employees</b>	Participation, satisfaction, development, creating belonging	<ul style="list-style-type: none"> <li>Email, phone and face-to-face interviews</li> <li>Meetings and training</li> <li>Digital communication tools</li> <li>Digital education programs</li> <li>Employee satisfaction surveys</li> <li>Events</li> <li>Podcasts/radio broadcasts (O' Radyo), blogs and magazines (O' Mag, O' Art)</li> <li>Committee meetings</li> <li>Announcements and notifications</li> <li>Internal publications</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction</li> <li>Employee-oriented corporate culture</li> <li>Training and development</li> <li>Internal communication</li> <li>Corporate developments</li> </ul>	Constant
<b>Shareholders</b>	Value creation, transparent information sharing	<ul style="list-style-type: none"> <li>Investor meetings</li> <li>Annual reports</li> <li>Website notifications</li> </ul>	<ul style="list-style-type: none"> <li>Profitability and growth</li> <li>Sustainability practices</li> <li>Corporate governance</li> </ul>	Constant
<b>International Financial Institutions</b>	Maintain international cooperation and funding relationships	<ul style="list-style-type: none"> <li>Reporting</li> <li>Meetings</li> <li>Joint projects</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable financing</li> <li>Compliance and reporting ESG criteria</li> </ul>	Constant
<b>Customers</b>	Increasing customer satisfaction, strengthening loyalty, understanding needs and expectations	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> <li>Email, phone and face-to-face interviews</li> <li>Customer visits and meetings, exhibitions, conferences, fairs</li> <li>Podcasts/radio broadcasts (O' Radyo), blogs and magazines (O' Mag, O' Art)</li> <li>Website</li> <li>News</li> <li>Social media</li> <li>Request / complaint sites</li> </ul>	<ul style="list-style-type: none"> <li>Product and service quality</li> <li>Complaints and suggestions</li> <li>Customer experience</li> <li>Digital banking and sustainable finance</li> </ul>	Constant
<b>Public Institutions and Legislative Bodies</b>	Ensuring legal compliance, contributing to sectoral developments	<ul style="list-style-type: none"> <li>Periodic reporting</li> <li>Meetings and conferences</li> <li>Email, phone and face-to-face interviews</li> <li>Audits</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with legislation</li> <li>Sustainability reporting</li> <li>Tax, audit and regulations</li> </ul>	If required

# STRONG STAKEHOLDER RELATIONS

Stakeholders	Objective	Communication Method	Featured Topics	Communication Frequency
<b>Suppliers</b>	Responsible supply management, establishing sustainable collaborations	<ul style="list-style-type: none"> <li>• Supplier evaluation processes</li> <li>• Meetings</li> <li>• Email and phone</li> <li>• Contracts</li> <li>• Performance feedback systems</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability criteria</li> <li>• Ethical and legal compliance</li> <li>• Quality standards</li> </ul>	If required
<b>Local Communities</b>	Creating social responsibility and social benefit	<ul style="list-style-type: none"> <li>• Social responsibility projects</li> <li>• Events and campaigns</li> <li>• Local collaborations</li> <li>• Corporate communication channels</li> </ul>	<ul style="list-style-type: none"> <li>• Community development</li> <li>• Education and environmental projects</li> <li>• Volunteering activities</li> </ul>	If required
<b>Civil Society Organizations and Associations</b>	Collaborate on common social and environmental goals	<ul style="list-style-type: none"> <li>• Joint projects</li> <li>• Platform memberships</li> <li>• Workshops and meetings</li> <li>• Awareness campaigns</li> <li>• Reports</li> <li>• Event</li> </ul>	<ul style="list-style-type: none"> <li>• SDGs</li> <li>• Social equity</li> <li>• Environmental responsibility</li> </ul>	If required
<b>Universities</b>	Knowledge sharing, research collaborations and interaction with young talents	<ul style="list-style-type: none"> <li>• Joint projects</li> <li>• Conferences and panels</li> <li>• Internship and career programs</li> <li>• Academic collaborations</li> <li>• Sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Education collaborations</li> <li>• Young talent programs</li> <li>• Financial literacy and innovation projects</li> </ul>	If required
<b>Media</b>	Transparency and informing the public correctly	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Interviews</li> <li>• Press conferences</li> <li>• Corporate social media accounts</li> <li>• Media collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate developments</li> <li>• Sustainability activities</li> <li>• Social responsibility projects</li> </ul>	If required

\*Our stakeholders are positioned in order of importance from high to low, with our employees being our most material stakeholder.

The relationship between key stakeholders, material issues and SDGs can be found in the [Value Creation Model](#).

## CODE OF ETHICS

**We believe that ethical conduct shapes not only individual integrity but also corporate reputation.**

At Odeabank, we adopt a work culture that strictly adheres to our corporate values and ethical principles. Our Code of Ethics and Conduct Policy, which was prepared to support all our employees in fulfilling their professional and personal responsibilities within an ethical framework, was updated and published in 2025. The policy is based on the principles of honesty, fairness, reliability and openness, and aims to ensure that employees fully comply not only with laws and regulations, but also with ethical standards. We believe that ethical conduct shapes not only individual integrity but also corporate reputation. We attach great importance to reputation, provide a working environment based on mutual respect, and to this end, we implement a zero-tolerance policy against all forms of mistreatment, including violence, harassment, discrimination and intimidation.

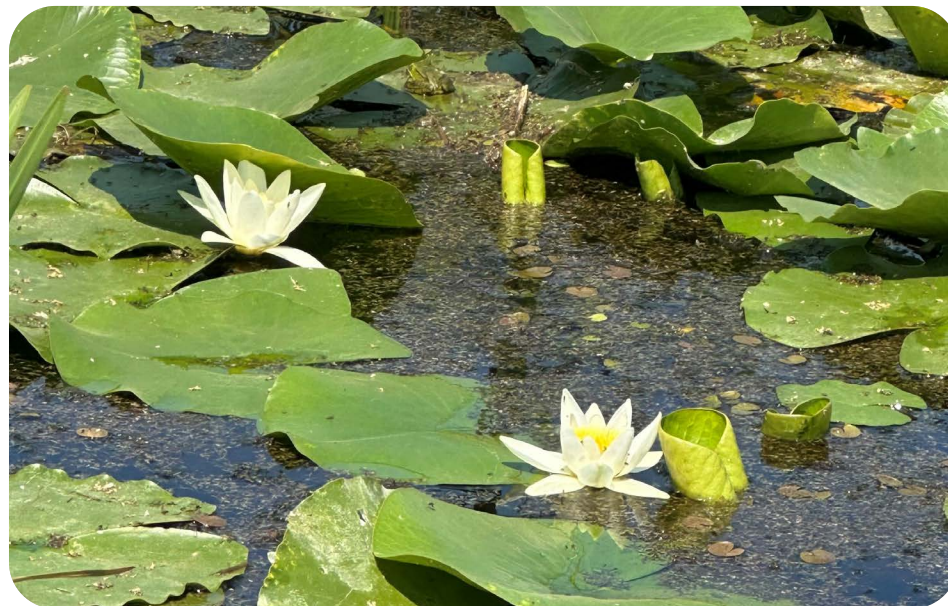
**We have an Internal Notification Line through which all employees can report potential violations of ethical rules.**

The scope of the policy covers all Odeabank employees. Compliance with the principles outlined under key areas such as confidentiality, prevention of conflicts of interest, fair competition, a non-violent and non-discriminatory working environment is considered as a responsibility that continues not only during our employees' employment but also after they leave their jobs. Critical issues such as data privacy, information security, anti-money laundering, anti-bribery and anti-corruption, social media use and media relations are also covered in detail.

The basic ethical behaviors expected from our employees by the Policy are summarized below:

- To pay attention to the confidentiality of customer and bank information,
- To perform transactions in an accurate, fair and honest manner,
- To provide a non-discriminatory, respectful and non-violent working environment,
- Avoiding conflict of interest,
- To use corporate assets with care and act professionally.

The Bank's Code of Ethics and Conduct Policy is available [here](#).



📷 Sevim Kurt

In line with the importance our Bank attaches to fair competition and combating the proceeds of crime, we continue to organize awareness-raising training for our employees. Among these training programs, fraud and corruption risks are key focus areas. In 2024, we provided 1,174 hours of "Laundering Proceeds of Crime and Financing Terrorism" training to 1,566 employees.

We also have an Internal Notification Line through which all employees can report potential violations of ethical rules. The steps to be followed in case of violations, the reporting process, channels for direct communication and responsible units are clearly announced within the Bank. In 2024, one notification was made to the ethical line and the related situation was resolved.

Violation reporting processes are carried out by the Internal Audit Presidency, and the identities of employees who report violations are kept confidential. These employees are protected against any form of retaliation or punishment, ensuring that no negative consequences arise for those who report. In cases where the Code of Conduct is violated and no notification is made, the Bank reserves the right to initiate a disciplinary process against the relevant employee. Such cases are evaluated by the Disciplinary Committee.



## CODE OF ETHICS

### © **Anti-Bribery and Anti-Corruption**

## Within the scope of our Anti-Bribery and Anti-Corruption Policy, we manage our business processes in line with ethical principles.

As Odeabank, we conduct all our activities in line with the principles of integrity, transparency and accountability, and we adopt a zero-tolerance approach to bribery and corruption. We consider it as a fundamental responsibility to act in accordance with these principles at every level, from our Board of Directors to all our employees and business partners. We fully comply with local legislation (Turkish Criminal Code, Banking Law, Anti-Money Laundering Law) and international regulations (US Foreign Corrupt Practices Act - FCPA, UK Bribery Act, OECD Anti-Corruption Convention, Financial Action Task Force-FATF recommendations).

Within the scope of our Anti-Bribery and Anti-Corruption Policy, we manage our business processes, relations with third parties, gift and hospitality practices, donation and sponsorship decisions in line with ethical principles. We establish controls to prevent conflicts of interest, assess risks and create a fair working environment for all our stakeholders.

In order to establish an ethical and legal work environment, our Board of Directors approves the policies and strategies, while our senior management implements risk controls in line with these strategies. Our Compliance, Risk Management and Internal Audit units regularly evaluate our practices.

We encourage every employee and business partner to report suspicious situations without hesitation and ensure that such reports are treated confidentially and with full protection against retaliation. We are aware that behaviors contrary to our policy may result in disciplinary sanctions, contract termination and legal consequences. We see training as an important tool in this direction.

For further details, our Anti-Bribery and Anti-Corruption Policy is available [here](#).

In 2024, we provided 926 person-hours of anti-corruption and anti-bribery training to 1,585 employees and 216 managers.



📷 Emre Karataş



## Empowering and Transformative Banking

- Sustainability Approach
- Sustainability Management
- Sustainability Strategy - Empowering and Transformative Finance
- Double Materiality Model
- Value Creation Model



Natural Capital



Intellectual Capital



Financial Capital



Human Capital



Social and Relationship  
Capital



Manufactured  
Capital

### Material Topics

- Financing the low carbon economy
- Cyber security and data security
- Digital transformation
- Diversity, equity and inclusion
- Talent management
- Customer experience
- Employee health, well-being and safety
- Responsible products and services
- Environmental impact
- Fintech and innovation
- Renewable energy
- Business ethics, compliance and anti-corruption
- Risk management
- Corporate governance
- Financial and digital literacy
- Financial inclusion
- Circular economy
- Prevention of financial crimes
- Community investment programs equity





## SUSTAINABILITY APPROACH

During the development of our strategic framework, we focused not only on internal dynamics but also on sectoral trends.

At Odeabank, we consider sustainability not only as an area of environmental responsibility but also as a core value central to our corporate strategy. Accordingly, we have initiated a comprehensive and multi-layered strategy development process to systematize our approach to sustainability in 2023.

Throughout the process, we updated the stakeholder materiality analyses conducted in previous years in order to identify our sustainability priorities in line with our Bank's vision and mission. In addition, to ensure alignment with our strategic goals, we conducted a detailed gap analysis to identify the differences between our current practices and global best practices. In line with the outputs of these analyses, we defined the basic building blocks of our sustainability strategy.

A comprehensive comparative analysis was made by examining the sustainability approaches of domestic and international financial institutions. Through these analyses, material topics where Odeabank can effectively manage ESG impacts were identified; targets for these topics were clarified, responsible units were assigned and monitoring and evaluation cycles were defined.

As of 2024, our material issues were re-evaluated based on the principle of double materiality in order to increase the effectiveness of our sustainability strategy. With this update, our strategic focus areas have been restructured, taking into account environmental and social impacts as well as financial impacts. This approach has enabled Odeabank to take more concrete, measurable and impact-oriented steps in its sustainability journey.

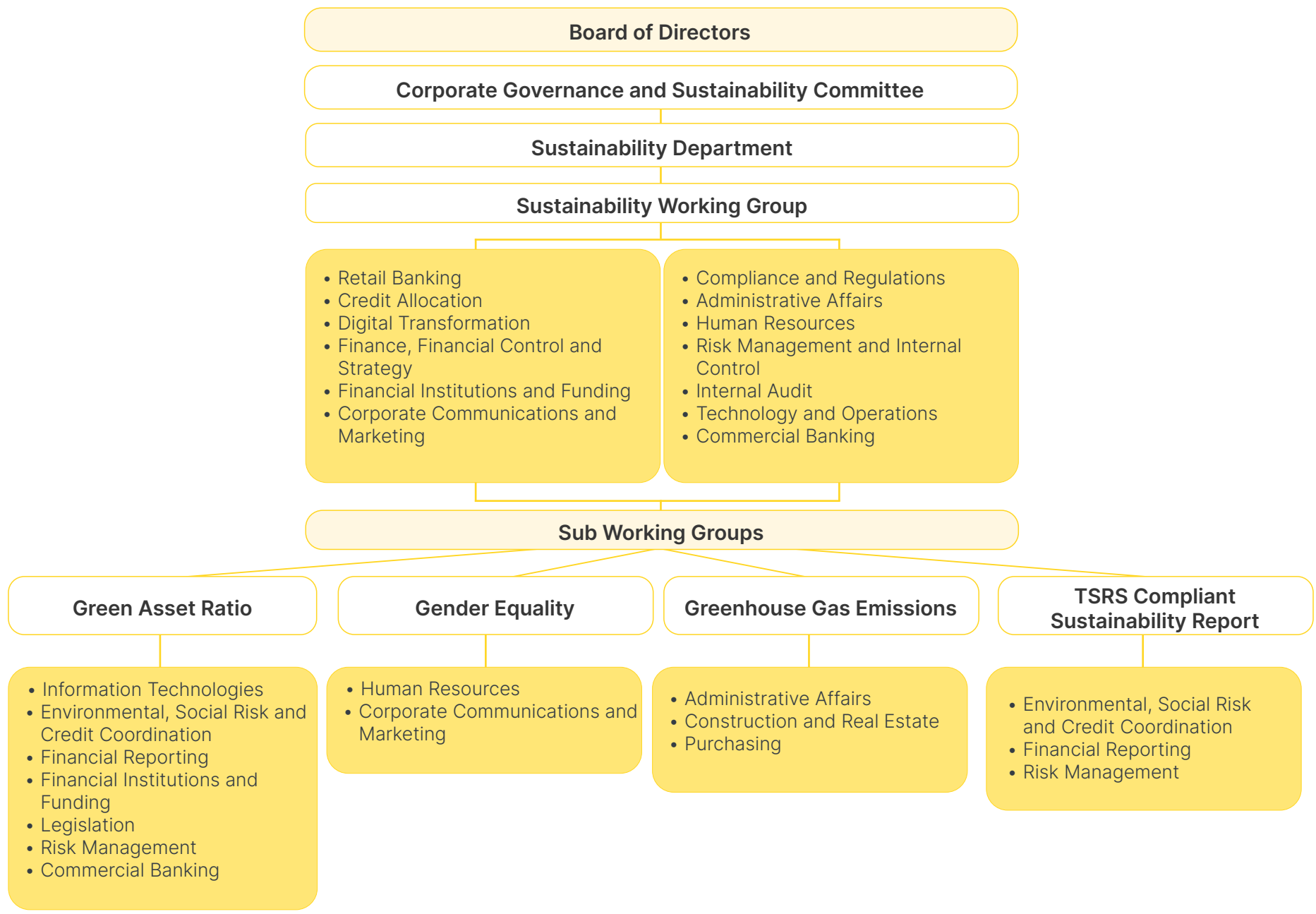
As a part of this strategic transformation, we reshaped our sustainability efforts within the framework of the corporate value creation model by adopting an integrated thinking and integrated reporting perspective in 2025.

With the contribution of our sustainability working group, we created our first integrated value creation model and established a strong link between financial performance and sustainability performance. This model enables us to develop a holistic approach in the long term, particularly in areas such as green financing, social impact investments, climate risk management, and the creation of societal value.





SUSTAINABILITY MANAGEMENT



## SUSTAINABILITY MANAGEMENT

# The Corporate Governance and Sustainability Committee convenes at least once a year and whenever deemed necessary.

We support our sustainability practices not only through our products and services but also through our corporate structure and governance approach. Our Sustainability Policy outlines our Bank's fundamental principles and commitments on issues such as combating climate change, managing environmental and social risks, increasing financial inclusion, observing ethical business conduct principles and creating a working environment that respects human rights.

Under the policy, we integrate environmental and social impacts into lending processes, set concrete targets to reduce our operational emissions, and communicate with our stakeholders in a transparent and accountable manner. The Sustainability Unit is responsible for implementing the policy, which is reviewed annually under the supervision of the Corporate Governance and Sustainability Committee.

The **Corporate Governance and Sustainability Committee**, which is responsible for the governance of sustainability activities at Odeabank, discusses strategic priorities related to ESG issues and regularly evaluates the effectiveness and development of sustainability efforts. The Committee evaluates the priorities in the ESG areas determined in line with the Bank's sustainability strategy and develops recommendations. When deemed necessary, the Committee may invite Bank employees, board members or other experts to the meetings to receive their opinions.

The Committee is responsible for monitoring sustainability performance in line with the Bank's corporate values and ethical principles, identifying areas for improvement and submitting recommendations to the Board of Directors accordingly. The Committee is also responsible for monitoring the Bank's sustainability activities and approving the Bank's Sustainability Report. Additionally, the Committee monitors compliance with corporate governance principles, supports improvement efforts when deemed necessary and submits a comprehensive evaluation report to the Board of Directors annually. The Committee continues its work by meeting at least once a year and whenever deemed necessary.

In 2024, the Committee met three times, on February 13, May 8 and November 5, and made 2 decisions. Within the scope of these meetings, developments in the field of sustainability and the Bank's internal activities were evaluated and relevant issues were reported to the Board of Directors.

### Duties and Responsibilities of the Corporate Governance and Sustainability Committee

- Monitor the Bank's compliance with Corporate Governance Principles and present improvement recommendations to the Board of Directors,
- Regularly follow up on the Bank's sustainability activities and assess their development and effectiveness,



📷 Sinan Kaya

- Develop proposals related to the Annual Sustainability Report and submit them to the Board of Directors,
- Evaluate strategic priorities and make recommendations on ESG matters,
- Establish and manage the Board membership nomination process and, if necessary, continuous executive development programs,
- Ensure that the structure, composition, policies, and processes of the Board of Directors are aligned with legal and regulatory requirements,
- Establish secure communication channels within the Bank for reporting actions or transactions that are inconsistent with corporate values and ethical rules,
- Review the Bank's Corporate Governance framework annually and report findings to the Board of Directors.

## SUSTAINABILITY MANAGEMENT

# The Sustainability Department organizes information sessions for Executive Committee (EXCO) at regular intervals, ensuring continuous alignment and information flow.

The Sustainability Department, which operates under the Financial Institutions and Funding function within the Bank, carries out its activities with the support of a multidisciplinary working group representing different departments. The Department regularly updates the Corporate Governance and Sustainability Committee about current sustainability developments, legal regulations and sectoral practices.

The organizational structure of the Corporate Governance and Sustainability Committee is as follows:

**Ali Temel**  
Chair of the Committee

**Mohamed M. Kaissi**  
Committee Member

**Dr. Ayşe Botan Berker**  
Committee Member

\*According to relevant regulations, the Committee Chair must be a Board Member without executive duties.

\*\*The organizational structure of the Corporate Governance and Sustainability Committee is current as of December 31, 2024.

Our sustainability governance structure is not limited to internal structures but is integrated with the sector. In this context, Odeabank actively participated in the Sustainability Working Groups of the TBB, BCSD Türkiye, YASED and TUSIAD throughout 2024.

Committee members serving in 2024 are as follows:

**Chahdan Jebeyli**  
Chair of the Committee

**Mouayed Makhoul**  
Committee Member

**Dr. Ayşe Botan Berker**  
Committee Member

**Hilmi Güvenal**  
Committee Member

As of 2025, within the scope of the restructuring in Odeabank's organizational structure, changes were made in the member structure of the Corporate Governance and Sustainability Committee.

### Duties and Responsibilities of the Sustainability Department

- Define a roadmap and develop a sustainability strategy in line with the Bank's vision and mission,
- Monitor national and international developments in sustainability and develop sustainable financial products,
- Coordinate efforts to ensure compliance with national and international sustainability standards and reporting frameworks,
- Measure emissions, set reduction targets, and model the impact of climate risk scenarios on the loan portfolio,
- Establish regular dialogue, expectation analysis, and feedback mechanisms with internal and external stakeholders on sustainability-related matters,
- Organize sustainability training sessions and awareness programs to build internal awareness,
- Monitor the establishment of a sustainable business model for the Bank's operations and/or its suppliers,
- Fulfill sustainability-related commitments and ensure transparent disclosure,
- Design and develop a flexible and scalable organizational structure that centers on sustainability principles,
- Collaborate with the working group to implement sustainability-linked products and services,
- Track the actions assigned to the working group,
- Regularly present updates and developments in sustainability initiatives to the Corporate Governance Committee.

A distinct working group operates within the Bank under the leadership of the Sustainability Department. The working group consists of representatives from various departments of the Bank, including Financial Institutions and Funding, Corporate Communications and Marketing, Human Resources, Retail Banking, Risk Management, Commercial Banking Internal Control Department, Internal Audit Department, Inspection Board, Digital Transformation, Administrative Affairs, Credit Allocation, Legislation and Compliance. In addition, the Sustainability Department organizes information sessions for EXCO at regular intervals, ensuring continuous alignment and information flow.

In line with material topics and evolving regulations, the Sustainability Department has sub-working groups focused on different themes. Focusing on Green Asset Ratio, Gender Equality, Greenhouse Gas Emissions and TSRS Compliant Sustainability Reporting, these sub-groups meet periodically to conduct strategic studies and implement relevant actions.

Odeabank has an organizational structure that considers environmental and social risks not only in its own operations but also in its lending processes. In this context, the Environmental and Social Risk Credit Coordination function under the Corporate, Commercial and SME Credit Allocation teams of the Credit Allocation unit supports the sustainability governance structure.





















## SUSTAINABILITY STRATEGY - EMPOWERING AND TRANSFORMATIVE FINANCE

The world is undergoing profound change driven by rapidly advancing technology, digital transformation, the climate crisis, and increasing natural disasters, which are impacting social structures along the way. As Odeabank, we respond to these global shifts with our Empowering and Transformative Finance strategy. We pursue a vision of becoming a Bank that supports green, technological, and digital transformation, delivering future-proof financial solutions to our customers.

### Our Mission

To facilitate banking through authentic products and expertise, and be a responsible member of our community who contributes genuinely to its sustainable development.

### Our Empowering and Transformative Finance Strategy

Strategic Area	Financial Empowerment	Responsible Transformation Finance	Human-Centered Banking
<b>Impact Area</b>	We focus on high value-added initiatives that will drive the development of our country through our innovative and dynamic banking approach. With the aim of accelerating Türkiye's digital and green transformation, we are working to strengthen our customers' financial access and enhance their ability to adapt to an ever-changing world. We enable customers to become financially stronger and future-proof.	We support the transition to a low-carbon economy and stand by our customers to accelerate their responsible transformation journeys. Through our responsible products and services, we facilitate the transformation of the business world.	We prioritize empowering our workforce, along with all stakeholders and society. Our goal is to create social value through projects that benefit disadvantaged and vulnerable groups.
<b>How Do We Implement?</b>	Our innovative services help SMEs thrive, ensuring that they remain future-proof in a dynamic world. Through digital banking solutions and fintech innovations, we accelerate access to finance for SMEs and commercial enterprises. We are also investing in artificial intelligence and digital initiatives, delivering products and services that strengthen economic development. By offering differentiated banking solutions in both retail and commercial banking, we continuously improve the customer experience across all touchpoints.	We offer financial support to our exporters and SMEs to reduce their environmental impact, while accelerating investments in renewable energy projects. In sectors with high greenhouse gas emissions, we prioritize collaboration with our clients in their decarbonization journey. We are committed to enabling responsible transformation through our products and services designed to promote social and environmental responsibility. With solutions that support responsible transformation, we guide our clients in adopting sustainable practices.	We prioritize the health and well-being of our employees, focusing on effective talent management with the vision of growing and developing as a united team. We are dedicated to fostering a culture that promotes equal opportunities and inclusive growth. Our social investment programs focus on empowering women, promoting gender equality, enhancing financial and digital literacy, supporting access to arts, education, and contributing to sports activities.
<b>Related Capitals</b>	 Financial Capital  Intellectual Capital  Manufactured Capital	 Financial Capital  Natural Capital	 Human Capital  Social and Relationship Capital
<b>Relevant Material Topics</b>	Digital Transformation Customer Experience Fintech and Innovation Cyber Security and Data Protection Risk Management Financial and Digital Literacy Financial Inclusion Prevention of Financial Crimes	Financing the Low-Carbon Economy Responsible Products and Services Environmental Impact Renewable Energy Circular Economy Risk Management	Diversity, Equity and Inclusion Talent Management Employee Health, Well-being and Safety Business Ethics, Compliance, and Anti-Corruption Social Investment Programs Corporate Governance Risk Management
<b>Sustainable Development Goals We Contribute to</b>	   	   	   
<b>Foundations</b>	We build all our operations on strong foundations. These cornerstones ensure that our banking operations are on a solid footing and that we secure our future by ensuring financial stability.		
	Cyber Security and Data Protection	Business Ethics and Compliance	Risk Management

## SUSTAINABILITY STRATEGY - EMPOWERING AND TRANSFORMATIVE FINANCE

### Stakeholder Opinion

#### Odeabank Financial Institutions & Funding & Sustainability Group Manager

Burcu Akın Öztemel



**"We act with the responsibility of being a Bank that can meet not only today's but also tomorrow's needs; we don't just manage change, we become the change itself."**

Launched in 2024, the "Empowering and Transformative Finance" strategy was a game-changing milestone in Odeabank's sustainability approach. This strategy not only updated our environmental and social responsibilities, but also fundamentally transformed how we define banking. When designing our financial products, we now focus not only on generating economic value, but also on serving a low-carbon future. With this understanding, we see responsible financing as one of our priorities in line with Türkiye's 2053 net zero targets.

This transformation has been shaped by the acceleration of digitalization, the urgency of the climate crisis and the rising expectations of society. But radical change has not been without its challenges. The alignment of our institutional capacity with this strategic direction, the lack of sustainability data and the diversity of awareness levels in the sector were the main obstacles we faced during the implementation process. In the face of all these challenges, we moved boldly forward and put the question "How do we do it better?" at the center of our strategy.

To this end, we have established multi-stakeholder collaborations within our Bank, focusing not only on external impact but also on internal transformation. We supported our employees with comprehensive training programs on sustainability, climate risk and data literacy. We not only conveyed information but also made the strategy a part of the corporate culture through internal communication campaigns to ensure ownership of this vision. In this way, sustainability became the common goal of the entire Bank, rather than the work of a specific unit.

Here is what we believe in as Odeabank: Financing should not only empower, but also transform. Today, we are guided by this understanding in every step we take and every loan we extend. We act with the responsibility of being a Bank that can meet not only today's but also tomorrow's needs; we don't just manage change, we become the change itself.



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

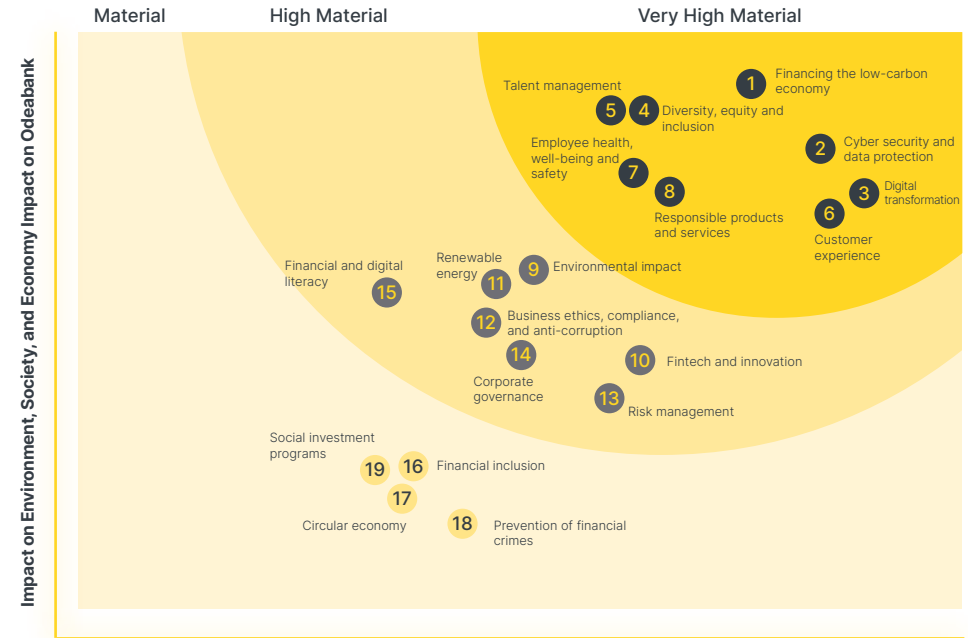
## DOUBLE MATERIALITY MODEL

In 2024, we identified our key focus areas using a double materiality approach, reassessing our impact on stakeholders while analyzing how these material issues affect our business. Stakeholder analysis, along with the insights of external stakeholders, played a critical role in this prioritization process, which is one of the fundamental stages of a materiality assessment. As we evaluated our impact on society, the environment, and the economy, we also gathered input from external stakeholders such as public institutions, civil society organizations, financial institutions, universities, customers, and suppliers.

The materiality analysis was conducted by an independent consulting firm and involved diverse stakeholder groups, including employees, suppliers, customers, public institutions, universities, and civil society organizations. The process provided valuable insights into sector-related issues, our company's impact on these matters, and our priorities and performance. Additionally, we incorporated external trend analysis, financial impact assessment, and executive insights into the analysis.

While updating our materiality analysis using the double materiality approach, we followed the steps below.

- ✓ We compiled a long list of 19 topics through an extensive literature review covering important issues in our sector.
- ✓ We conducted stakeholder analysis and external trend analysis. Various stakeholder groups were asked to prioritize topics from the long list via online surveys. In this process, we reached out to 9 different stakeholder groups, including suppliers, customers, employees, financial institutions, media representatives, civil society and industry organizations, academia and research centers, consultants and business partners, public institutions and regulatory authorities, and contributed to the identification of sustainability priorities.
- ✓ In the external trend analysis, we evaluated various global and local sectoral reports and sustainability index criteria, including the Global Risks Report published by the WEF, the Sustainable Development Goals Industry Matrix for Financial Services (SDG Matrix), Morgan Stanley Capital International Inc. (MSCI), ESG Ratings, the CSA, the Strategic Plan for Sustainable Banking (2022–2025) prepared by the BRSA, the United Nations Net-Zero Banking Alliance (NZBA), the sector materiality map developed by the Sustainability Accounting Standards Board (SASB), and the Principles for Responsible Banking by the United Nations Environment Programme Finance Initiative (UNEP FI).
- ✓ In the impact analysis, each topic was assessed based on the scale, scope, and likelihood of its positive and negative impacts on society and the environment.
- ✓ While determining our material issues, the opinions of managers and financial impact analysis played a decisive role within the scope of the "impact for Odeabank" criterion, which constitutes the X axis. In the four-stage impact analysis, each topic was evaluated on a scale of 1 to 4 in terms of financial impact and risks, regulatory impacts, innovation opportunities and competitive advantage with sectoral examples. A total of 17 executives, including Board Members and Senior Management, provided their insights through online surveys. In addition, a workshop involving members of the EXCO provided executive feedback and approval.
- ✓ When determining our material topics, we identified areas of common materiality by considering impact analysis, external trends, stakeholder views, financial impacts, and executive opinions.



Very High Material Topics	High Material Topics	Material Topics
1 Financing the low-carbon economy	9 Environmental impact	16 Financial inclusion
2 Cyber security and data protection	10 Fintech and innovation	17 Circular economy
3 Digital transformation	11 Renewable energy	18 Prevention of financial crimes
4 Diversity, equity and inclusion	12 Business ethics, compliance, and anti-corruption	19 Social investment programs
5 Talent management	13 Risk management	
6 Customer experience	14 Corporate governance	
7 Employee health, well-being and safety	15 Financial and digital literacy	
8 Responsible products and services		



DOUBLE MATERIALITY MODEL

Our material issues lie at the foundation for our sustainability strategy. The insights gained from our analysis to establish strategic priorities form the backbone of our strategy. We strengthened the strategy development process by thoroughly examining these key areas, building each strategic pillar based on the analysis results.



Financing the low-carbon economy emerged as the highest-priority topic in the analysis. Renewable energy and environmental impact issues, together with responsible products and services, have shaped the field of responsible transformation finance.



Cyber security and data protection are positioned among the very high-priority topics as essential elements of the strategy, reinforcing a security-driven approach across all our operational processes. Along with business ethics, compliance and anti-corruption, and risk management, these topics serve as fundamental pillars of our strategy.

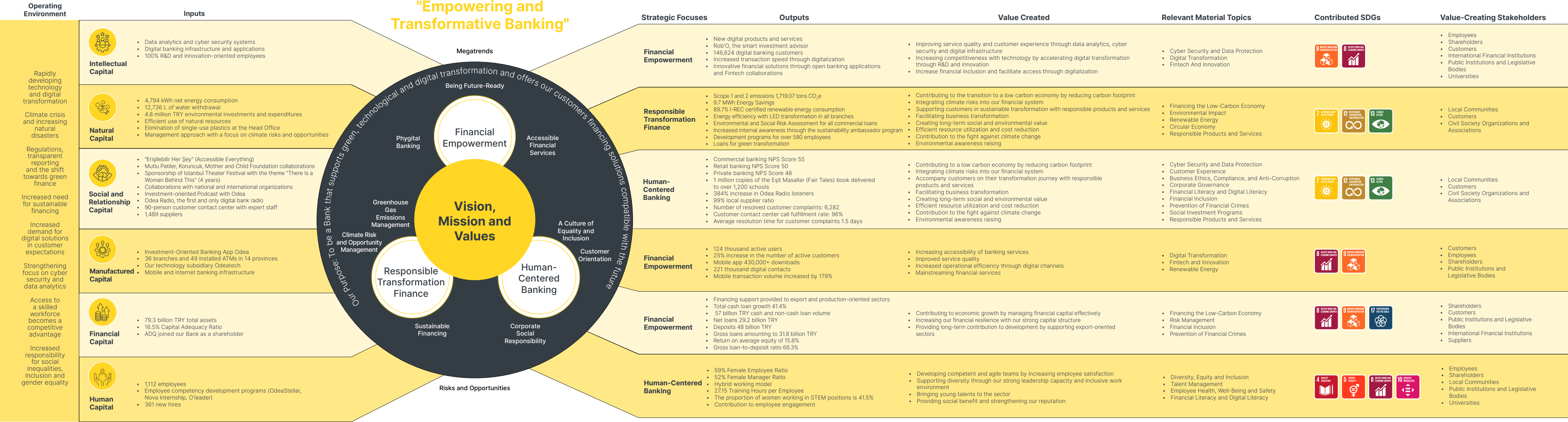


Digital transformation and fintech innovations are at the core of our financial empowerment strategy. These high-priority topics make banking services accessible to a broader audience, fostering financial empowerment and enhancing economic participation. Additionally, this focus elevates the customer experience and further strengthens our digitalization journey.



Human-centered banking has been reinforced by key priorities including diversity, equity and inclusion, talent management, and employee health, well-being, and safety. This focus deepens our human-centric approach, while subjects such as financial literacy further bolster this strategic pillar.

VALUE CREATION MODEL





## Financial Empowerment

- Financial Empowerment Approach
- Digital Transformation
- Technology and Operations
- Cyber Security and Information Security
- Customer Experience
- Financial Awareness



Intellectual Capital



Financial Capital



Social and Relationship Capital



Manufactured Capital

### Material Topics

- Cyber Security and Data Security
- Digital Transformation
- Customer Experience
- Fintech and Innovation
- Financial and Digital Literacy
- Financial Inclusion
- Prevention of Financial Crimes





FINANCIAL EMPOWERMENT APPROACH

We act with a banking approach that strengthens not only the present but also the future of our customers.

At Odeabank, we support our customers in becoming financially stronger, resilient and future-oriented with our innovative and dynamic banking approach. With our financial empowerment strategy, we increase financial access for individuals and businesses, facilitate banking with digital solutions and promote business models that support development.

In line with this approach, we directly contribute to Türkiye's economic development by offering foreign trade finance solutions for exporters. Thanks to our foreign trade product portfolio, structured with boutique and agile solutions, we enhance our customers' competitiveness in many markets, primarily in the Middle East and North Africa. We facilitate our exporters' access to financing and continue our partnership with İGE. As one of the fastest banks to comply with the regulations introduced by the Central Bank of the Republic of Türkiye (CBRT) on rediscount credits, we contributed to our country's export targets by effectively offering this financing opportunity to our exporters.

With our "Financial Empowerment" approach:

- ✓ We offer solutions for the needs of commercial enterprises and individuals,
- ✓ We prepare our customers for transformation with green deposit and financing products,
- ✓ We improve our service quality with our investments in artificial intelligence and digital infrastructure,
- ✓ We improve the customer experience at all touch points.

Our mobile app has been downloaded over 430,000 times.

Almost 221,000 customers actively used our digital touchpoints.

124,000 customers benefited from our digital and mobile banking services.



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## DIGITAL TRANSFORMATION

We continuously renew the digital services we offer to our customers, transforming banking into a more accessible, user-friendly and effective experience.

At Odeabank, we see digitalization as the key to financial empowerment and use technology as a strategic lever to develop solutions in line with the changing needs of our customers.

With our "phygital" banking approach, which integrates the experienced financial advisory services we offer under asset management with phygital banking, we are strengthening our vision of becoming one of Türkiye's most innovative banks. We accelerate access to finance for both our retail customers and exporters with artificial intelligence-supported solutions, digital infrastructure investments and user experience-oriented designs.

Through our digital channels, we increase customer satisfaction, facilitate transaction processes and make concrete contributions to our country's digitalization and development goals. In 2024, the number of employees in our R&D and Innovation centers reached 100.

### Commercial Banking

Odeabank continued to strengthen its digital solutions in 2024 to enable its commercial customers to manage their cash flows more effectively and support their digital transformation. Customer-oriented Cash Management services provided speed, convenience and operational efficiency in payment and collection processes.

In this context, with the Supply Chain Financing platform launched in partnership with Figopara, it has become possible for suppliers to convert their term receivables from buyers into cash by discounting them before the maturity date. While the performance of the system was regularly optimized, efforts to increase the number of buyer companies and transaction volume continued.

In 2024, the number of main companies and dealers covered by the Direct Debit System (DDS) was increased and the system was used more widely. While the integration of DDS and Collective Payment products through Corporate Internet Banking continues, new functions are targeted to be added to these digital services in 2025.

We also initiated the integration process with multi-bank account management APIs, which enable legal customers to monitor their account activity in different banks on a single platform. It is planned to expand the scope of the service by adding functions such as "Request Payment" and "Bring Money from Another Bank" to this integration.

With correspondent bank agreements, it is aimed to respond to customer needs at more points in bill collections by including bill collections for institutions located outside the provinces where services are provided. At the same time, efforts are underway to increase transaction volume and improve customer diversity through new fintech collaborations offering platform services.

### Retail Banking

In 2024, in line with our phygital banking vision, we increased our digitalization investments and made the customer experience more accessible, personalized and omni-channel. We achieved approximately 75% of individual customer acquisitions through remote acquisition channels. We increased our mobile banking transaction volume by 179% compared to the previous year. We reached 6.5 million annual transactions through internet and mobile channels.

Nearly 221 thousand customers actively used our digital touchpoints throughout the year. In addition, 124 thousand customers benefited from our digital and mobile banking services. In this way, we expanded the reach of the services we offer through digital channels, while significantly increasing operational efficiency.

With the motto "**You Are at the Center of Investment,**" we launched digital marketing campaigns to increase awareness of our investment-oriented products and services. We reached our target audience in a stronger way by establishing collaborations with Türkiye's leading brands.

We also focused on strengthening our physical touch points. We carried out development activities throughout the year to improve the customer experience at our 49 ATMs across Türkiye.

## DIGITAL TRANSFORMATION

While we increased the number of digital customers by 48% with the financial consultancy service we offer under the roof of phygital banking, we simultaneously strengthened our digital growth and customer satisfaction with our omni-channel service model.

## Odea App

In 2023, we launched our Odea application in line with our completely renewed corporate identity and investment-oriented banking vision. With the investment-oriented services we offer with the motto **"You Are at the Center of Investment,"** we started to offer our customers a new banking experience with many features such as personalized financial consultancy, free digital transactions and easy investment tracking via mobile. Our mobile application has been downloaded over 430,000 times in total.

In 2024, we launched many innovations to further enhance our digital infrastructure. For our retail banking customers, we launched a pre-approved personal consumer loan process accessible via the mobile application. Our customers can access their specially defined credit limits at any time, with or without insurance, quickly and easily. In the Odea app, we improved the performance of the stock and precious metals pages, making the user experience more streamlined. By integrating financial statements and summary data, we supported more informed investment decisions. Thanks to the new calculation tools we added to the currency and commodity sections, our users can track their investments more effectively.

We simplified customer onboarding processes, optimized document flows and accelerated the application experience. We also added informative content such as daily market bulletins, economic calendar integration and investment news to the application, enabling users to follow financial developments instantly.

Throughout the year, we increased our digital marketing investments and raised Odea's brand awareness among a broader audience.

Thanks to these comprehensive design and user experience improvements, our Odea application received an award in the "User Interface (UI)/Digital Media Interfaces" category at the IF Design Award 2024, one of the world's most prestigious awards.





## DIGITAL TRANSFORMATION

# The Akademi'O Platform contributes to indirect economic development through financial education and supports the development of local communities.

### Akademi'O Platform

The Akademi'O digital financial education platform within our Odea app is a visionary initiative that aims to strengthen social welfare and economic stability in the long term by increasing financial literacy and is positioned as a key element of our sustainability strategy. With a mission to facilitate access to information and reduce inequalities, this platform democratizes financial information and provides equal opportunities for individuals from all walks of life. In this respect, the platform is strongly aligned with Goals 4 (Quality Education) and 10 (Reduced Inequalities) of the UN SDGs.

At the same time, the platform contributes to indirect economic development through financial education and supports the development of local communities. With this visionary stance, Akademi'O stands out as a reliable platform that pioneers the sustainable, inclusive and resilient economy of the future.

### Innovative Services and Products

At Odeabank, we place innovation at the center of our way of doing business in order to adapt to our customers' changing living habits and rapidly evolving digital expectations. With our user-friendly, personalized and future-proof products and services, we not only improve the customer experience, but also increase financial inclusion and contribute to sustainable economic growth.

### Open Banking

Thanks to our Open Banking infrastructure, we offer both our retail and commercial customers the opportunity to easily manage their accounts in different banks through the Odea application. Our customers can integrate their account information from other banks into the Odea application without the need for any application process; they can perform money transfer and payment transactions securely without switching between applications.



### Rob'O

Rob'O, one of Odeabank's pioneering digital investment advisory solutions, continues to offer personalized investment recommendations to its users. This artificial intelligence-supported digital tool facilitates the investment process and saves time by creating baskets of funds tailored to the risk profile of customers, with recommendations for updates that take into account market fluctuations. Rob'O aims to guide customers who are new to the world of investment and help them develop the habit of utilizing their savings. Thanks to its user-friendly interface and virtual portfolio creation feature, customers can experience the platform in a risk-free way and confidently participate in the investment process.

### Payment Solutions

On the other hand, we continued to reinforce customer satisfaction with user-friendly digital solutions. We simplified the payment experience with our renewed debit cards with contactless payment feature. We contributed to a more sustainable infrastructure by limiting paper consumption with the digital slip application. While launching our credit cards with the TROY logo, the domestic payment system, we offered more personalized solutions with segment-based special card products.

## TECHNOLOGY AND OPERATIONS

In line with our vision of becoming Türkiye's leading "phygital" bank, we launched our first subsidiary Odeatech by combining our expertise in banking and technology.

At Odeabank, we see technology not only as a support function but also as a strategic lever; while strengthening our operations, we also accelerating our digital transformation journey.

Our **Technology, Operations and Information Security** units ensure that processes at all touch points, from the main banking system to digital channels, operate in compliance with regulations and without interruption, while also promoting a culture of innovation throughout the Bank.

Throughout 2024, we implemented many strategic projects to modernize our technology infrastructure and increase our operational efficiency. We strengthened service continuity and operational resilience by moving critical applications to an active-active data center architecture. During the three quarters, a total of 81 large-scale projects were successfully completed

in line with the Bank's strategies and targets. Thanks to these projects, we complied with legal regulations and increased our capacity to provide quality service to our customers through all channels.

These projects not only increased our efficiency, but also directly contributed to our sustainability performance. Migrating critical applications to an active-active data center architecture enhanced energy efficiency, ensured service continuity, and minimized operational disruptions and resource waste. The digitalization-focused transformation enabled the transition of many processes to electronic platforms, reducing paper consumption and minimizing environmental impact. The investments realized in this context directly contributed to SDG 9 (Industry, Innovation and Infrastructure) and SDG 12 (Responsible Consumption and Production).

With this transformation in operational processes, we achieved cost advantages and strengthened our business continuity by modernizing infrastructure, updating Information Technology systems and improving mobile and internet banking platforms. We also established big data platforms to support our data-driven transformation, and accelerated robotic process automation and generative AI projects.

Please find further information regarding Odeatech in the About Odeabank section of the report.



We established Odeatech in 2024 to meet our technology needs in the most efficient way and to offer our customers a fast, secure and innovative banking experience.

## TECHNOLOGY AND OPERATIONS

# Innovation and Consultancy Advanced Analytics team is responsible for implementing innovative ideas, establishing ecosystem collaborations and promoting the culture of innovation within the Bank.

### Innovation Cycle

Through our Innovation Cycle program, an open innovation initiative, our Innovation and Consultancy team collaborates with business units to identify technological needs and brainstorm creative solutions. Following initial evaluations, we identify potential topics and explore partnership opportunities. Promising ideas are implemented through Proof of Concept (PoC) initiatives, enabling us to meet technological requirements while improving processes and creating operational savings.

Established in 2024 in line with Odeabank's strategic goals, the Innovation and Consultancy Advanced Analytics team is responsible for implementing innovative ideas, establishing ecosystem collaborations and disseminating the innovation culture within the Bank. Processes for a new program called the **"Innovation Cycle"** have been established to rapidly explore new business models and innovative products and services through a test-and-learn approach. Agile methodologies and rapid prototyping encourage a culture of experimentation and continuous improvement within the Bank. Idea development sessions are conducted

with cross-functional groups. In these sessions, current pain points, trends in the sector and competitors' actions on these issues are discussed. In parallel with the Bank's strategy, the Bank is working on high-impact solutions. PoCs are conducted to test high-potential ideas in an agile way and to identify programs/products that can be pursued in the short term. In the "Odea in Vision" sessions, where innovative developments and application areas in the field of finance are discussed, expert speakers are hosted and potential scenarios that could be beneficial for the Bank are discussed. An event titled "Artificial Intelligence Webinar" was held on September 12 as part of the **"Odea in Vision"** sessions where innovative developments and application areas in finance were discussed. In the event organized with the participation of our senior management, Prof. Dr. Hüseyin Güngör from the University of Amsterdam was the guest of honor and presented a comprehensive evaluation of artificial intelligence applications. The Bank's Innovation Bulletin, which is shared with all employees on a monthly basis, publishes sector developments, partnerships and important innovations in the sector.

### Advanced Analytics (Center of Excellence)

To strengthen data-driven decision-making processes and maximize the benefits of artificial intelligence technologies, we established the Advanced Analytics Unit within Odeabank. This unit continues to operate as a key structure contributing to our strategic goals. Positioned under the Retail Banking division but serving the entire Bank, it develops digitalization- and personalization-focused solutions as part of the Center of Excellence (CoE) organization.

Based on existing and alternative data sources, the Advanced Analytics Unit implements data analytics applications to understand customer behavior, develop segment-based strategies and increase customer satisfaction. The team aims to design personalized products and services based on the data obtained through Open Banking, and is also working on effective deposit pricing and models that optimize return on investment.

In 2024, efforts in the field of artificial intelligence and productive artificial intelligence technologies aimed to increase operational efficiency and enrich the customer experience. Forecasting models were developed for customers' investment and savings preferences, thereby accelerating the Bank's data-driven transformation process.

**In 2024, efforts in the field of artificial intelligence and productive artificial intelligence technologies aimed to increase operational efficiency and enrich the customer experience.**



## CYBER SECURITY AND INFORMATION SECURITY

# Odeabank adopted a proactive approach to supply chain security and implemented processes that analyze and manage supplier information security risks.

At Odeabank, we adopt a comprehensive cyber security approach to secure the data of our customers, employees and business partners. Our Bank's information systems, technological infrastructures, data assets and all digital processes are continuously strengthened through human resources, process management and technological developments.

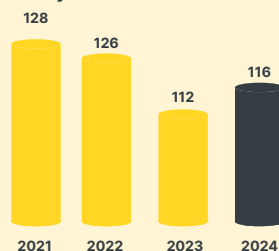
Throughout 2024, in order to ensure the security of our information systems, we comply with all relevant legal regulations, especially the "Regulation on Information Systems and Electronic Banking Services of Banks" published by the BRSA with the utmost care." Infrastructure logs were regularly monitored to ensure confidentiality, integrity and availability of information. The Cyber Incident Management infrastructure, which enables early detection, reporting and effective response to potential cyber threats, has been further developed. Scenario-based test applications were carried out to measure the effectiveness of these processes.

The work carried out under the coordination of the Information Security Committee ensures compliance with national and international regulations and enables proactive measures to be taken against potential cyber threats.

Governance details can be found in the **"Odeabank Corporate Governance"** section.

Our Bank also adopted a proactive approach to supply chain security and implemented processes that analyze and manage supplier information security risks. Thus, we aimed both to prevent operational interruptions and to ensure information security in collaborations with third parties.

Privacy Breaches and Data Loss



Against user errors, which are considered as the weakest link in information security, we implemented training and awareness programs based on current threat scenarios for all our employees and outsourced personnel with system access.

In order to measure the effectiveness of these programs, improvements were made to the training infrastructure and feedback mechanisms were strengthened. In 2024, we carried out awareness-raising activities for the security of customer data through SMS, e-mail and push notifications against fraud risks.

For further details, Odeabank Privacy Policy is available **here**.



## CUSTOMER EXPERIENCE

# As Odeabank, we increased the total number of active customers by 25% in 2024.

At Odeabank, we embrace customer experience not only as a performance indicator but also as a source of insight that shapes our operational processes and decision-making mechanisms. In line with our phygital banking vision, we offer accessible, personalized and innovative solutions to our customers by combining physical and digital experience. With this approach, we continued our growth by increasing the number of active customers by 25% in 2024.

### Innovative Solutions and Award-Winning Approach

Our Customer Experience and Design Unit adopts a systematic approach to increase satisfaction by collaborating with different teams in line with our strategic goals. By prioritizing notifications with a high emotional tone, we analyze customer journeys in detail and quickly implement solutions to address identified needs. This holistic approach both strengthens customer loyalty and minimizes the risk of customer churn.

#### Customer Contact Center

Our Contact Center offers 24/7 service with user-oriented technologies and provides video calls between 08.00-02.00 in addition to voice calls. Staffed by 90 experts, this center not only analyzes incoming calls and develops proactive service designs, but also increases satisfaction by resolving customer problems.

We effectively manage suggestions, complaints, objections and requests from our customers through our omni-channel structure. Inquiry received from all communication points including digital channels, website, contact center, social media, branches and official platforms are meticulously evaluated within the scope of the "Customer Inquiry Management Procedure."

In 2024, a total of 6,282 customer complaints were resolved, including the complaints received by us and those carried over from the previous period.

This systematic approach has been recognized at the international level:



**The Stevie® Awards:** Contact Center Customer Inquiry Management team won the **Bronze Award** in the "Complaint Management Team of the Year" category.



**Contact Center Customer Inquiry Experiences Team:** On the Şikayetvar platform, where customer experience is measured by real customer feedback, we won **the first prize as the Bank that created the best customer experience** for the 3<sup>rd</sup> time in a row in the Banking B Category in 2024.



**IMI Conferences 17<sup>th</sup> Turkey Call Center Awards:** Our Contact Center Training and Quality team won the **first prize** in the "Best Quality and Development Management" category.

In addition, the Retail Banking CRM Unit manages campaign management, segment-based content production and communication strategies to ensure that retail banking products and services meet customers accurately and effectively. Marketing automation projects are being developed to enable branch and remote customer representatives to manage customers more effectively through digital screens.

CUSTOMER EXPERIENCE

The fact that our retail, commercial and private banking customers rate us well above the sector average is an indication of our success in this area.

Comprehensive Customer Feedback Management

We continuously measure and improve our customers' experiences. We regularly monitor customer loyalty and satisfaction through surveys conducted by an independent research company. The fact that our retail, commercial and private banking customers rate us well above the sector average is an indication of our success in this area.

We actively use the "Voice of Customer" platform to regularly analyze customer feedback and measure experiences at every touch point. Thanks to this platform, we instantly monitor satisfaction with our products and services and continuously improve our processes in order to respond to requests faster and more effectively.



While investment-oriented campaigns offer new opportunities to existing customers, we aim to reinforce customer loyalty with loyalty programs such as **"Invite a Friend."**

Customer Experience Performance Metrics

2024

Retail Banking NPS	50
Private Banking NPS	48
Commercial Banking NPS	55
Number of Customer Complaints Received	6,272
Number of Resolved Complaints	6,282
Number of Customer Contact Center Contacts	693,648
Customer Contact Center Service Level	82%
Customer Contact Center Call Response Rate	96%
Customer Contact Center Number of Products Offered	13
Customer Complaints Resolution Time	1.5 Days

NPS: Net Promoter Score



## FINANCIAL AWARENESS

### Investment-Focused Podcast was among the top 10 podcasts in Türkiye's finance and investment category throughout 2024.

Financial awareness, an integral part of our financial empowerment vision, is among our strategic priorities to help individuals make informed economic decisions and ensure their long-term well-being. As Odeabank, we continue to produce content that reaches large audiences through digital channels to increase financial literacy and make financial information accessible to everyone. To this end, we support our clients to better understand the investment world through our investment-oriented publications and digital platforms.

#### Investment-Focused Podcast and Investment Focus of the Week

In 2023, we launched an Investment-Focused Podcast series under the theme "You Are at the Center of Investment" to support financial literacy. In this context, we aim to provide listeners with up-to-date and valuable investment-related information.

We also provided weekly summaries to investors with the "Investment Focus of the Week" audio bulletin, prepared by Berk Sezgin, Head of Investment Research and Strategies at Odeabank, focusing on developments in global markets.

In 2024, we published the second season of the Investment-Focused Podcast series moderated by Güzem Yılmaz Ertem. In this new season, we continued to keep our finger on the pulse of the investment world with a total of 15 episodes. The podcast series, which started broadcasting in September 2023, reached a total of 29 episodes by the end of 2024 and was listened to 186,642 times throughout the year.

**Odea Radio reached  
29,355 unique listeners  
in January and 141,897  
unique listeners as of  
December.**



#### Odea Radio

Supporting our investment-oriented banking approach, Odea Radio continued to meet with listeners by enriching its broadcast content in 2024. Türkiye's first and only bank radio station broadcasting 24 hours a day, Odea Radio not only delivered distinguished examples of local and foreign music to its listeners, but also stood out with content supporting financial literacy.

This year, through programs such as the "Investment-Focused Podcast, Yatırım Üçgeni, investment-focused audio articles, Sendromsuz Pazartesi, Veni Vidi Listen, Ne İzlesem?, and Klasik Müzik Saati" we aimed to facilitate listeners' access to both financial knowledge and quality music.

Material Topics

- Financing the Low-Carbon Economy
- Responsible Products and Services
- Environmental Impact
- Renewable Energy

# Responsible Transformation Finance

- Responsible Transformation Finance Approach
- Combating Climate Change
- Responsible Finance Products
- Resource Efficiency and Responsible Use
  - Energy Management and Efficiency
  - Responsible Resource Use



Natural Capital



Human Capital







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## RESPONSIBLE TRANSFORMATION FINANCE APPROACH

We play an active role in areas such as combating climate change and resource efficiency, and create value for the needs of today and the future with strategic financing solutions.

The transition to a low-carbon and inclusive economy empowers all stakeholders of the financial system to drive the transformation. As Odeabank, we are aware that we play a critical role in this transformation. Not limited to our own operations, we support the sectors we finance with transformative solutions. While integrating sustainability principles into our credit policies, we diversify our green products and services and support our customers in their transition to low-carbon and resilient business models.

We play an active role in areas such as combating climate change and resource efficiency, and create value for the needs of today and the future with strategic financing solutions.

We believe that transformation is possible not only through products and services, but also through knowledge and awareness. With our empowering and transforming banking approach, we organize training programs for different target groups in order to comply with evolving regulations and increase sustainability awareness throughout the organization.

We raise awareness at the strategic level and support the integration of sustainable finance into business processes with the sustainability training we organize for our senior management. In addition, we are strengthening knowledge throughout the organization with the **"Introduction to Sustainable Finance"** training designed for Commercial Banking, Credit Monitoring and Follow-up, Treasury teams and relevant working group members.

In addition, we increased employee awareness and participation by focusing on more efficient use of resources and environmental measures that can be taken at the operational level with the **"Management of Environmental Impacts"** training we organized specifically for branch managers and operations managers in 2024. As part of our recruitment processes, we share our sustainability vision during the orientation program, aligning this approach with our corporate culture and supporting our new team members in adopting a sustainability-focused mindset.

In addition, we continue our in-house information activities to raise the awareness of our employees and make sustainability issues a part of daily business life. In this internal communication campaign carried out under the motto **'There's a World,'** we created awareness-oriented internal content covering a wide range of topics — from our green transformation loans and sustainable products to individual actions we can take to reduce our carbon footprint and our strategy development process. Through screensaver visuals and corporate announcement emails, we encouraged all our employees to take action for a sustainable future, emphasizing that both individual and corporate contributions are integral parts of this journey.

We implement our **'Sustainability Ambassadors'** program through our branch portfolio managers who have received specialized training on climate change and the transition to a low-carbon economy. Our ambassadors guide our clients on sustainable finance, climate risk, and responsible investment, while also monitoring and reporting the environmental and social impacts of financed projects, actively contributing to the transformation processes. In this context, 19 people participated in the Sustainability Ambassadors program in 2024 and a total of 38 hours of training was provided.

Development  
program for

**580+**  
employees

More than 80 hours  
of mandatory  
advanced sustainability  
training for

**50+**  
employees

**90%**  
I-REC certified  
renewable energy  
supply



COMBATING CLIMATE CHANGE

As Odeabank, we have been regularly monitoring and analyzing our emission and ESG data through an online tracking system for the last 2 years.

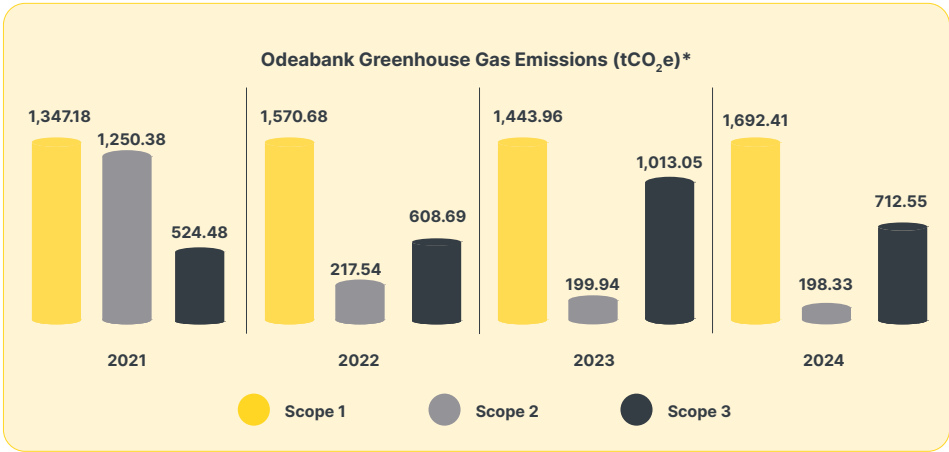
As Odeabank, we make the fight against climate change one of the fundamental building blocks of our business model, beyond our environmental responsibility. We support the transition to a low-carbon economy not only in our own operations but also in the financial products and services we offer, prioritizing solutions that will accelerate sustainable development.

From the perspective of the banking sector, the identification and management of climate risks is becoming increasingly systematic with the introduction of regulations such as TSRS and Green Asset Ratio reporting. International developments such as the CBAM and the Corporate Sustainability Due Diligence Directive (CSDDD), make transformation mandatory, especially for our exporters and high value-added sectors. We facilitate this transition process with the products and services we offer for exporters who have to comply with these regulations. In this context, as Odeabank, we act as an effective solution partner in our customers' green and responsible transformation journeys and support climate compatible projects with our financial services.

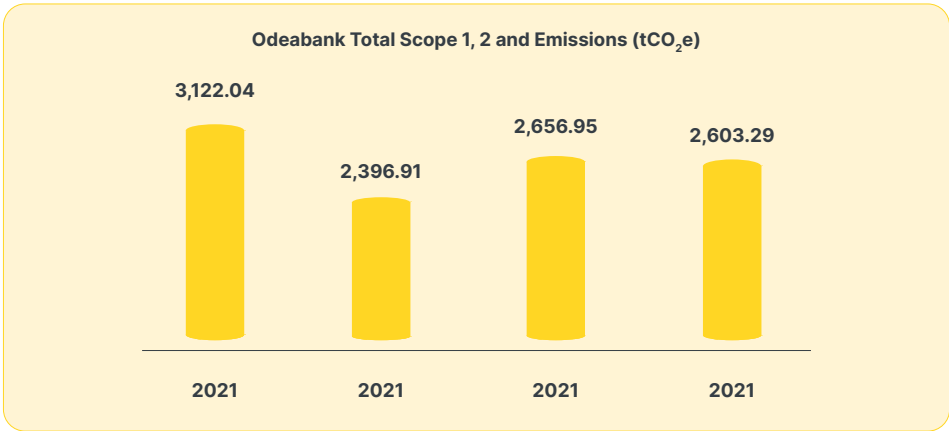
You can access our Bank's TSRS Compliant Sustainability Report 2024 [here](#).

We base our responsible transition approach not only on the financing products we offer but also on our internal operations in all our business processes, from our Head Office building to our branches, we prioritize using resources more efficiently, saving on basic inputs such as energy and water, and adopt a responsible sourcing approach. We also measure our operational contribution to the fight against the climate crisis by tracking our energy consumption. In 2024, a total of 4.8 million TRY was invested in climate risks and opportunities. These expenditures include the establishment of ESG data management infrastructure, strengthening sustainability reporting and green product development activities.

At our Bank, we have been regularly monitoring and analyzing our emission and ESG data through an online tracking system for the last 2 years. Thus, we improve our environmental performance, greenhouse gas emissions and sustainability we provide transparent reporting by instantly monitoring our indicators.



\*Scope 1: Fuel consumption of company vehicles, generator usage, and natural gas consumption  
Scope 2: Purchased electricity consumption  
Scope 3: Includes data on indirect emissions from service vehicles, business travel, accommodation and waste management. It is estimated that the increase in emissions is due to the rise in natural gas and electricity consumption during the winter months. In addition, the use of generators increased due to frequent power outages, which also affected fuel emissions.

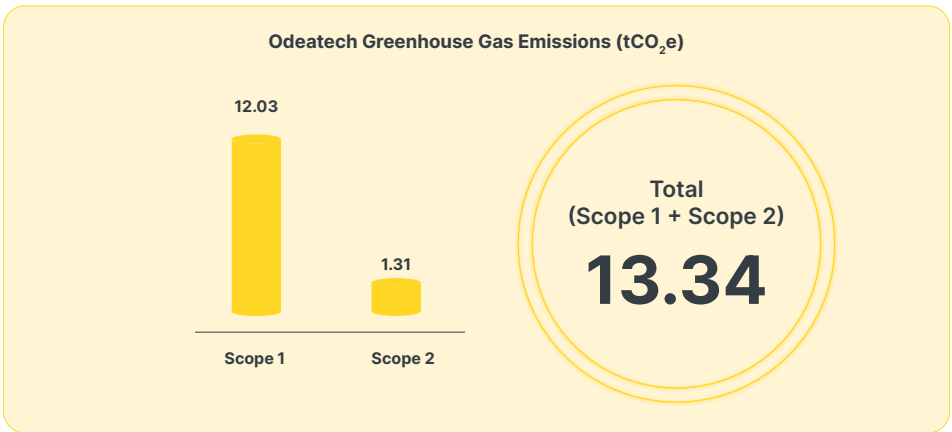


## COMBATING CLIMATE CHANGE

### Odeabank Scope 1 and 2 Emission Breakdown (tCO<sub>2</sub>e)

Emission Scope	Emission Type	Emission Source	2024
Scope 1 - Direct Greenhouse Gas Emissions	Constant Combustion	Natural Gas	606.95
	Constant Combustion	Diesel	25.09
	Dynamic Combustion	Company Vehicles (Diesel)	42.52
	Dynamic Combustion	Company Vehicles (Gasoline)	693.65
	Leakage Emissions	Refrigerant Gas Leaks	323.95
	Leakage Emissions	Fire Extinguishing Devices	8.46
Scope 2 - Energy Indirect Greenhouse Gas Emissions*	Market Based	Purchased Electricity	198.33
	Location Based	Purchased Electricity	1,939.74

\* Scope 2 greenhouse gas emissions related to Odeatech have been calculated using only the location-based method. Due to the unavailability of market-based data and certificates related to electricity procurement, market-based emission calculations have not been conducted.



## RESPONSIBLE FINANCE PRODUCTS

In line with our goal of contributing to sustainable development, we develop our financial products and services with a focus on environmental and social impact. We support our customers with solutions that strengthen social inclusion while offering financing instruments that accelerate green transformation in the fight against the climate crisis.

You can find detailed information about the products and services we have developed in line with our focus on digital transformation in the [Digital Transformation](#) section.

**We support our customers with solutions that strengthen social inclusion while offering financing instruments that accelerate green transformation in the fight against the climate crisis.**

### Stakeholder Opinion



**Miray Gök Tümer**

**Odeabank Bursa Commercial Branch  
Commercial Portfolio Manager**

Over the years in the sector, I have had the opportunity to get acquainted with a wide range of loan products. Today, however, we are in an era where financial decisions are not only evaluated economically, but also in terms of environmental and social impacts. In this context, we are proud to have disbursed Odeabank's first green loan with the devoted contributions of our Branch team and Head Office Related Units during the loan process.

Green loans are not just a financing tool; they are among the building blocks of a sustainable future. These loans, which enable companies to reduce their carbon footprint, increase energy efficiency and make environmentally friendly investments, integrate economic development with environmental responsibility.

At Odeabank, we prioritize supporting environmentally friendly projects. In line with our Bank's sustainability vision, we play an active role in the expansion of green loans and offer not only financial support but also strategic partnerships to environmentally friendly projects.

The experience we gained in this process was to be part of a process, not just a loan allocation. It is a source of motivation for us to accompany our customers on their sustainability journeys and to give financial direction to their environmentally conscious steps.

We know that the more sustainability and environmentalism are in our lives, including in the financial sector, the better the future will be. Being part of this change is not only a professional achievement for us, but also a reflection of our responsibility towards society.



## RESPONSIBLE FINANCE PRODUCTS

We launched the Green Transformation Loan for the first time in 2024 to support sustainable investments.

### Stakeholder Opinion



**Seçil Burcu Yağcı**

**Odeabank İzmir Corporate and  
Commercial Banking Center Branch  
Corporate Portfolio Manager**

Our Bank established the "Sustainability Ambassadors" Program in order to carry the sustainability vision to every unit and strengthen awareness. Thanks to this program, representatives from each unit in the branches and head office participated in the Sustainability Working Group, which provided and continues to provide up-to-date information on sustainability policies and practices to the entire team.

In addition, we aim to contribute to the green transformation process of our customers. As a branch employee, I work to contribute to the environmental and social goals of our organization through my role as a sustainability ambassador.

In this context, our "Green Deposit" product, which was launched in a short period of time, shows how strong a teamwork is involved in the process. Despite being a new product, system improvements were successfully completed with the rapid action taken by all relevant departments and "Green Deposit" was offered to our customers. The fact that coordination processes were easily overcome thanks to the cooperation and solution-oriented approach demonstrates our commitment to our sustainability goals.

As a branch employee, I am proud to be a part of this transformation and to offer our customers services with both financial and environmental value. There is a world, there is nothing like a beautiful future!

### Green Transformation Loan



In order to expand our sustainability efforts and raise awareness against the climate crisis, we launched the "Green Transformation Loan" as of 2024 and made it available for the first time. This loan, which supports renewable energy and energy efficiency investments, has been specially developed for companies that want to take concrete steps. By financing this program with our own resources, we aim to directly contribute to projects that reduce environmental impact.

### Green Deposit



We enable our commercial customers to achieve their goals in tackling the climate crisis not only through their investments but also through their savings. We are increasing our effectiveness in green transformation with our Green Deposit product. With this product, we offer advantageous rates to our customers, while committing to direct all of the funds collected to sustainable projects with high environmental impact.

### Women in Export Support Package



We prioritize the empowerment of women in economic and social life and continue our efforts in this area with determination. Believing that sustainable development is possible through social inclusion, we continue to encourage women entrepreneurship. In this context, we offer collateralized loans to exporter companies with female managers within the scope of the Women in Export Support Package and the cooperation with İGE. With this product, we aim to increase Türkiye's export potential while supporting women's equal participation in the economy.



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## RESOURCE EFFICIENCY AND RESPONSIBLE USE

### © Energy Management and Efficiency

## In 2024, 90% of the electricity we consumed was sourced from I-REC certified renewable energy.

At Odeabank, we adopt a continuous improvement approach across all our operations to reduce our direct environmental impact and promote responsible resource use. We regularly monitor our environmental performance and implement innovative solutions in light of the data we obtain.

Our sustainability working group, which operates under the leadership of the sustainability unit, evaluates environmental action proposals from all business units. The applications prioritized as a result of the 2-stage evaluation process carried out during the year are being rapidly commissioned.

In addition, with the "Management of Environmental Impacts" training designed for branch managers and operations managers, we increase the knowledge and awareness required for more efficient use of resources in our branches. In 2024, we provided a total of 50 hours of training to 50 employees. Through these training, we aim to reduce environmental impacts and support energy and resource efficiency practices.

At Odeabank, we procure electricity from renewable energy sources in order to reduce our electricity consumption and lower our carbon footprint. In this context, we certify that we meet a significant portion of the electricity we consume from renewable sources through I-REC. We continued to use I-REC-certified electricity in 2024 in line with our goal of providing electricity consumption in our branches from renewable sources.

In addition to contributing to reducing our carbon emissions in this process, we plan to evaluate Solar Power Plant (SPP) installation projects with the principle of on-site production and consumption in our branches that are eligible by 2026.

Our Head Office building, Levent 199, is a LEED Gold certified sustainable building. This certification, awarded by the U.S. Green Building Council (GBC), reflects our practices aimed at reducing the environmental impact of the building in areas such as energy and water efficiency, indoor air quality, material selection, and sustainable site criteria.

In addition, we continued to monitor the energy consumption and infrastructure systems of our branches in real time with the Sustainable Energy Management Platform, which we have been actively using since 2016. This platform enables us to centrally manage the electricity consumption, generator and UPS systems, and compensation processes used in branches through blockchain technology. Thus, while efficiency in energy use is increased, service continuity is also ensured by providing rapid response to system failures. Through our efforts over the past 8 years, we have prevented approximately 5,058 tons of CO<sub>2</sub>e emissions.

As a result of the analyses conducted, it was determined that a significant portion of energy consumption through the platform originates from lighting, heating-cooling systems, and air conditioners. Control systems and panel values were optimized for more efficient operation of air conditioners. Thanks to the remote monitoring infrastructure developed, failures were intervened immediately and operational interruptions were minimized. Thanks to the initiatives implemented within this scope, a cumulative energy savings of 9.7 million kWh has been achieved since the system was commissioned.

In addition, through energy efficiency investments, the installation of power factor correction systems in branches has resolved grid imbalances, reduced energy losses, and prevented reactive energy penalties. The energy consumption monitored within the scope of the project was broken down into lighting, air conditioning and electrical equipment, and needs-oriented improvements were realized. As a result of these efforts, we achieved annual energy savings of 200,324 kWh solely in electricity consumption and prevented 88 tons of CO<sub>2</sub>e emissions.

**Thanks to the  
Sustainable Energy  
Management Platform,  
we have prevented 5,058  
tons of CO<sub>2</sub>e emissions  
by 2024.**

## RESOURCE EFFICIENCY AND RESPONSIBLE USE

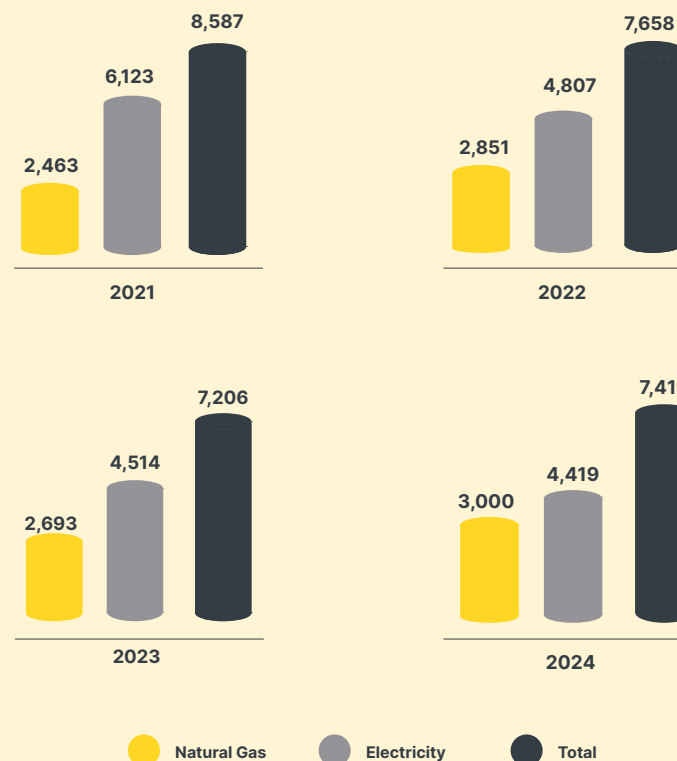
We prevented a total of 93 tons of CO<sub>2</sub>e emissions in our energy optimization and efficiency efforts.

### LED Lighting Transformation

At Odeabank, we prioritize energy efficiency projects in line with our goal of reducing our environmental impact. In this context, we completed the LED lighting transformation in all our branches in 2024. With LED systems, which offer the advantage of lower energy consumption and long-lasting use, our carbon footprint has been reduced while saving on electricity use. Thanks to the LED lighting applications implemented since January 2024, we saved a total of 65,886 kWh of energy. With this practice, we prevented approximately 29 tons of CO<sub>2</sub>e emissions.

All these energy management projects support our operational efficiency and sustainable financing goals as well as environmental benefits. Thanks to the four-season monitoring and analysis studies carried out at the branches, energy consumption is monitored instantaneously and necessary adjustments are made according to consumption trends to ensure optimum energy use.

Energy Consumption (MWh)





## RESOURCE EFFICIENCY AND RESPONSIBLE USE

### © Responsible Resource Use

## In order to increase water efficiency, we implement practices that support the efficient use of water at our Head Office and branches.

As Odeabank, we are aware of our responsibility towards nature and strive to minimize the environmental impact of our operational activities. To this end, we reduced paper consumption by digitizing document processes in our Head Office building and branches, and by 2024, we completely eliminated the use of single-use plastic products in our Head Office building.

We conduct internal information and incentive activities to raise awareness on water conservation. In 2024, water consumption amounted to 12,736 m<sup>3</sup>.

We also take responsibility for recycling and waste management. In 2024, through our waste management initiatives, we successfully diverted 269 kilograms of electronic waste for recycling. For the Head Office, we recycled 59 waste toner cartridges in 2024. In 2024, total hazardous waste (antifreeze waste) amounted to 54 tons. We also support positive behavioral changes through internal communication and environmental training to reduce the use of water and paper towels.

Within the scope of operational process improvements carried out at our Bank, we reduce our carbon emissions by prioritizing digitalization in mail and document delivery processes. Throughout 2024, by sending 1,801 communications via Registered Electronic Mail (REM) instead of physical mail, we reduced approximately 90 kg of CO<sub>2</sub>e emissions. Additionally, our bag courier service for inter-branch deliveries replaced cargo shipments, resulting in an emissions reduction of about 760 kg CO<sub>2</sub>e from approximately 15,198 deliveries. Thus, thanks to these two practices alone, we prevented a total of approximately 850 kg CO<sub>2</sub>e emissions throughout the year.

**In 2024, through our waste management initiatives, we successfully diverted 269 kilograms of electronic waste for recycling.**







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## Human-Centered Banking #There's a World

- Employees
- Diversity, Equity, and Inclusion
- Performance and Talent Management
- Training, Development, and Leadership Management
- Employee Health and Safety
- Social Responsibility



Human Capital



Social and  
Relationship Capital

### Material Topics

- Diversity, Equity, and Inclusion
- Talent Management
- Employee Health, Well-Being and Safety



## EMPLOYEES

At Odeabank, we position our human resources approach not merely as a function managing processes, but as a strategic area that strengthens our corporate culture.

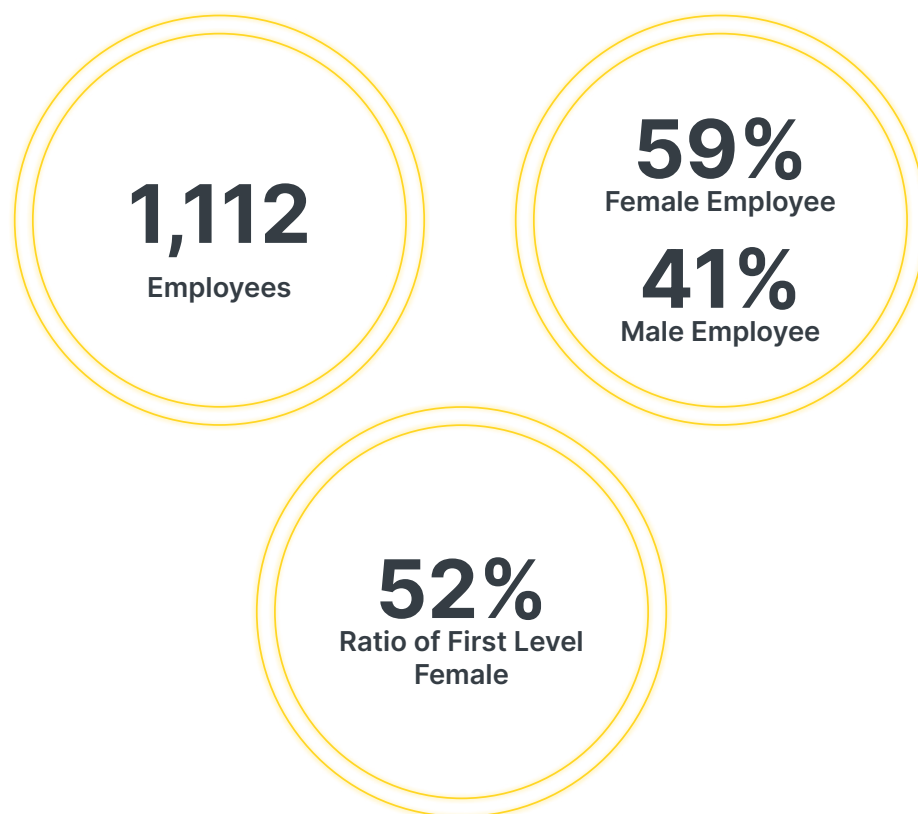
With our human oriented business model, we always maintain our internal relations with a fair, impartial, transparent and value-based approach. In line with our values of diversity, equity and inclusion, we bring new talents to our Bank and aim to achieve a sustainable corporate structure by supporting the continuous development of our competent human resources. We realize this goal based on Odeabank Human Resources Policy. This policy provides a guiding framework for all Odeabank employees in terms of ethical behavior, discipline and compliance with the legal regulations to which our Bank is subject.

You can access the Odeabank Human Resources Policy [here](#).

Aligned with our employer brand 'Odealist,' we focus on the employee experience and build a holistic corporate culture by reflecting our values in daily work practices.

With our comprehensive handbook, we have clearly articulated our corporate work culture, spanning from daily work practices to expected behaviors. We continue to strengthen employee loyalty and cultural cohesion through our efforts to spread and internalize the Odealist approach throughout the organization.

Learn more about our employer brand Odealist at Odeabank ["How Do You Recognize an Odealist?"](#) video.



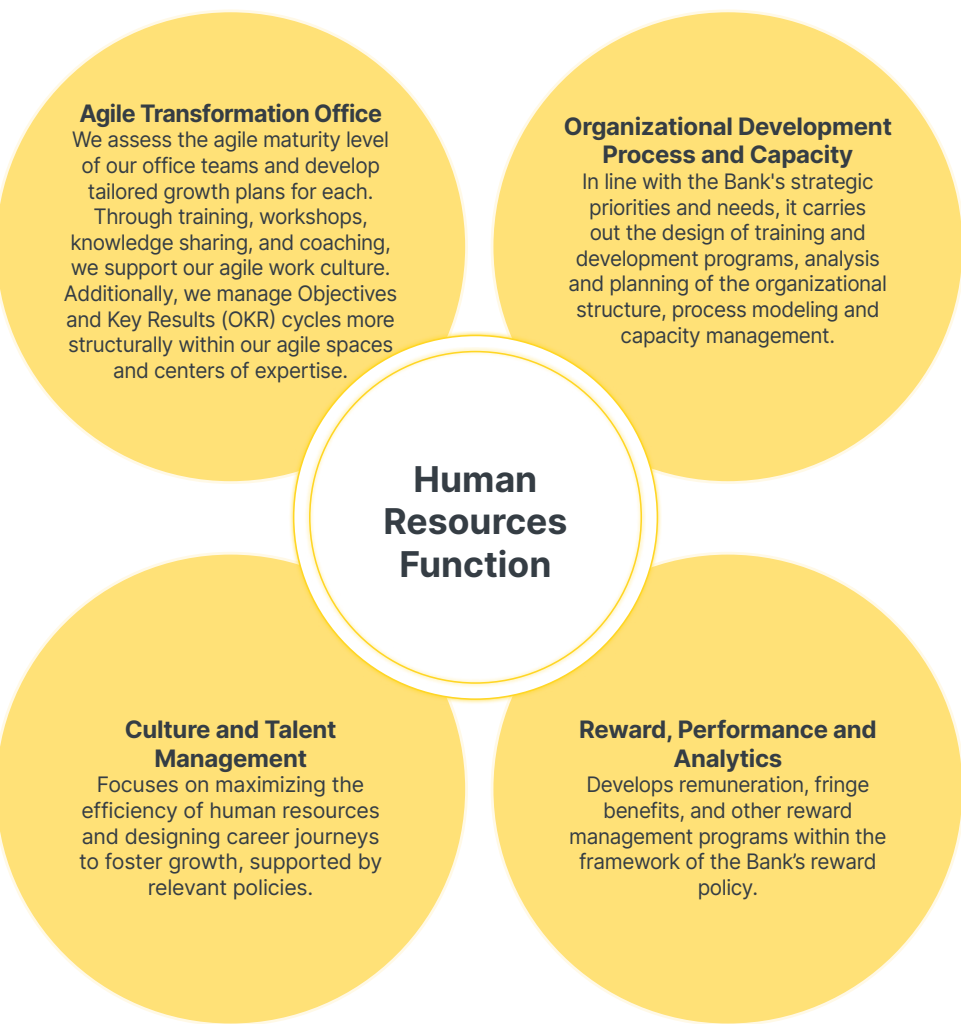
We regularly visit all our branches and headquarters units and hold one-to-one meetings with our employees. This routine practice serves as an important tool for identifying needs on the spot and ensuring continuous communication. We continue this process flexibly with additional visits according to developing situations.

At Odeabank, we develop our Human Resources practices in accordance with both the legislation and the needs and expectations of our employees, utilizing scientific methods. Our HR operations, characterized by their dynamic nature and ability to offer flexible, swift, and effective solutions, have been organized under 4 core functions: the **"Agile Transformation Office," "Organizational Development, Process and Capacity," "Culture and Talent Management,"** and **"Rewards, Performance and Analytics."**



EMPLOYEES

We strengthened our efficiency and strategic human resources management capacity by launching the artificial intelligence-supported "Human Resources Assistant" application.



In line with our data-driven management approach in Human Resources, we collect employee data on a dynamic and visualized platform, enabling senior management to access critical HR metrics in real time. By putting advanced data analytics techniques at the center of our HR practices, we make our decision-making processes more effective.



**SenkrOn** is a corporate platform we developed under the leadership of the **Agile Transformation Office** to digitalize our **OKR** and feedback processes. Thanks to SenkrOn, which we commissioned as of September 2024, we are moving towards our goals in a more transparent, accessible and traceable way.

Not only do we facilitate OKR management, but we also promote a **culture of appreciation, thanks and feedback** to increase interaction and collaboration between teams. With the **competency assessment module** offered by the platform, we base our performance management on more solid foundations and develop our agile practices with a holistic approach.

OKR: Objectives and Key Results

## EMPLOYEES

### Employee Profile

Within the framework of Odeabank's employee value proposition, we combine our strategy and action plans with a culture of teams open to learning and growth. As of 2023, our workforce comprises 1,112 employees.

Total Employee by Age Group (Odeabank)	Female	Male	Total
Under 30	168	108	276
Between 30-50	453	316	769
Over 50	30	37	67

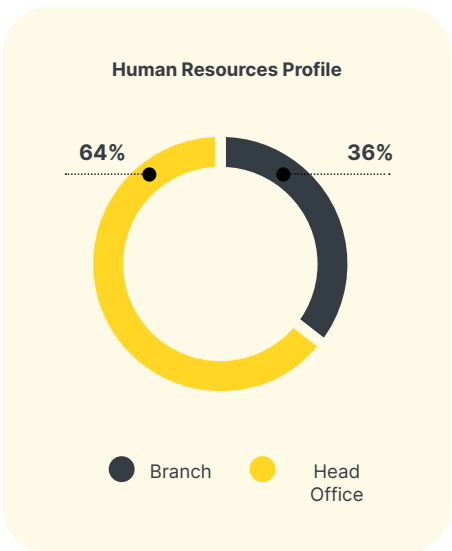
Total Employee by Age Group (Odeatech)	Female	Male	Total
Under 30	10	16	26
Between 30-50	40	35	75

\*Odeatech does not have any employees over the age of 50

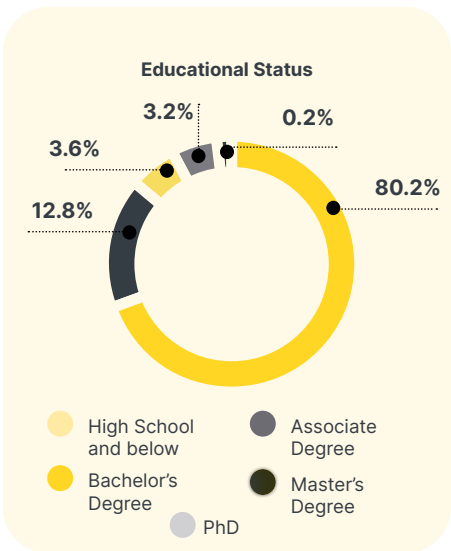
Management Level	Female	Male	Total
First Level Executive (N-3)	68	64	132
Executive Manager (N-2)	6	17	23
C Level Manager (N-1)	2	10	12

Employees by Position	Female	Male	Total
Income generating functions	72	68	140
Working in STEM* positions	59	83	142

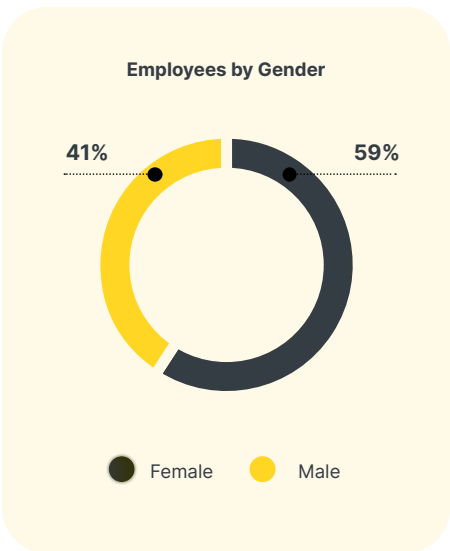
\*STEM: Science, Technology, Engineering, Mathematics



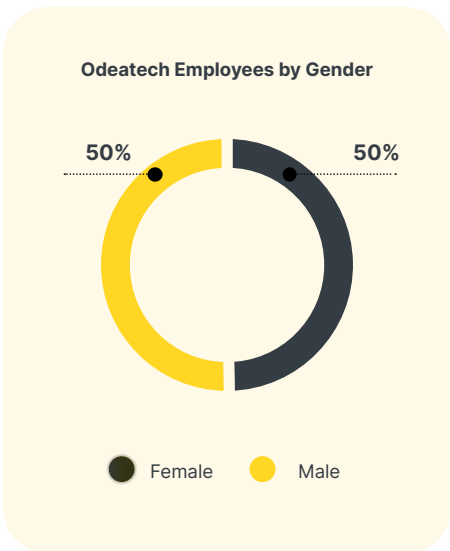
64.1% of our employees (713 people) work at the Head Office, while 35.9% (399 people) work in branches.



Of our employees, 80.2% (892 people) hold bachelor's degrees, 12.8% (142 people) hold master's degrees, 3.7% (41 people) hold high school diplomas, 3.2% (35 people) hold associate's degrees, and 0.2% (2 people) hold doctorate degrees.



The chart shows only the gender distribution of Odeabank employees in 2024. This ratio is 42.2% male and 57.8% female for Odeabank and Odeatech.



## DIVERSITY, EQUITY, AND INCLUSION

As of 2024, 54% of the 1,213 employees working under Odeabank and Odeatech are women.

At Odeabank, we know that practices that strengthen inclusion create critical value not only in terms of employee engagement and talent acquisition, but also in terms of sustainable corporate performance and social impact. In this context, we adopt a zero-tolerance policy against child labor, forced labor, discrimination and harassment. In our recruitment and remuneration processes, we act in accordance with the principle of equality without discrimination based on religion, language, race, gender or any other discrimination. In order to support the work and private life balance of our employees, we fully implement maternity and paternity leave rights and continue our policies supporting family life. In 2024, 16 female and 15 male employees benefited from parental leave and all of them returned to their jobs after maternity leave.

We see it as a fundamental responsibility to provide a fair working environment where every individual has equal opportunities, especially gender equality. This approach is a cornerstone of our corporate culture and plays a decisive role in our social investments and human resources policies. At Odeabank, we prioritize supporting women's equal participation in business life and strengthening gender equality.

In this context, we aim to provide equal opportunities in our work environment, support the leadership journeys of our female employees and create an inclusive business culture. With our "Fair Tales" social responsibility project, we aim to raise awareness of gender equality in society and to help children and families acquire egalitarian values at an early age. In this context, we reach large audiences through theater plays, book distributions and stage performances, and contribute to the upbringing of children and young people with an egalitarian perspective.

For more information about our efforts to empower women, please see the ["Social Responsibility"](#) section.

Guided by Odeabank Human Resources Policy, we provide an equality-based working environment for our employees regardless of religion, language, race, gender, age, sexual orientation, marital status or physical appearance. In the event of a violation of these principles, the necessary sanctions are imposed by the Disciplinary Committee within the scope of the Code of Ethics. In 2024, Odeabank did not receive any complaints of discrimination.

Furthermore, as a signatory of the **UN WEPs**, a global private sector initiative promoting gender equality, we reinforce our commitment to advancing gender equality in the workplace.

WEPs Communication on Progress can be found in the ["Annexes"](#) section.

We believe in the importance of the active participation of all our employees in the process to make equality and inclusion a fundamental element of our corporate culture. Accordingly, our efforts towards gender equality are carried out in a holistic structure in cooperation with the Corporate Communications and Marketing, Sustainability and Human Resources departments. Important steps such as the establishment of our gender policy and the re-evaluation of salaries, promotions and benefits in line with the principle of equality were taken in the past; today, this approach continues with a sustainable and inclusive approach integrated into all units throughout the organization.

In line with our approach of being an inclusive Bank for all, we address the principles of inclusion and equality not only with a gender focus, but also in a way that supports the participation of people with disabilities in the workforce. For the last two years, we have been working to increase accessibility in all our business areas and aim to develop expertise in this area in our design, customer experience and information technology teams. In the reporting period, we increased our disabled employee ratio to 3.1% with 12 female and 23 male employees. In 2024, we took concrete steps to improve accessibility on our digital platforms by developing the Accessibility Status and Recommendation Report for Odeabank's website and mobile application.

In order to enhance physical accessibility across all our branches, we implemented various modifications. Where feasible, low-gradient fixed ramps were installed, and in cases where this was not possible, portable ramps were provided. Accessibility-standard-compliant handrails were added to all fixed ramps. Braille nameplates, information boards, and tactile guiding surfaces starting from the pavement were installed at branch entrances. To improve visual perception, double-stripe film markings were applied to entrance doors, and an "Assistance Call Button for Persons with Disabilities" was mounted in every branch. The marketing desk closest to the entrance was redesigned as a dedicated service counter for customers with disabilities. Tactile guiding surfaces were created to lead to this area, an induction loop system was installed for customers with hearing impairments, and tactile guiding surfaces were applied to all areas requiring access.

In addition, we organized in-house awareness training on accessibility and made basic customer documents accessible with sign language support. To increase digital inclusion, we added a sign language option to our "Fair Tales" video series. In order to raise social awareness, Odea Radio also features special programs focusing on accessibility needs and the experiences of people with disabilities, prepared with the participation of expert guests.

We have 42% women in STEM roles, reflecting our steps to strengthen gender equality in our technology and data teams.



PERFORMANCE AND TALENT MANAGEMENT

We observe the principles of objectivity, equality and transparency in all our promotion processes and carry out the decision mechanism together with our managers and Human Resources teams.

At Odeabank, we aim to increase the competence and loyalty of our workforce by providing an inclusive, development-oriented and learning-oriented working environment. We approach talent management with a holistic approach that covers all our human resources practices starting from the recruitment process. We focus on the competencies, experience and potential of our candidates in recruitment and promotion processes based on the principle of equality. In this way, we aim to create a fair and inclusive working environment for everyone.

We utilize our digital onboarding application to provide all our candidates with an end-to-end recruitment and adaptation process. In this process, we make the orientation process more efficient and inclusive by including not only our new employees, but also their immediate managers and teammates responsible for the adaptation process.

We conduct our recruitment activities with the strategy of recruiting candidates who have the most appropriate qualifications for the position sought, are open to innovation and are success-oriented. Throughout 2024, we maintained this approach and continued to strengthen our corporate culture by prioritizing our internal resources. We share our open positions with all our employees and evaluate applicants according to their competencies and objective criteria.

We observe the principles of objectivity, equality and transparency in all our promotion processes and carry out the decision mechanism together with our managers and Human Resources teams. We facilitate our employees' access to internal career opportunities and prioritize the use of internal resources by encouraging transitions between different departments. At the same time, we attach importance to rotation practices for our employees to improve their competencies and gain different experiences within the organization. With the 35 internal rotations we realized in 2024, we ensured transitions not only from branches to Headquarters units, but also between all departments.

New Hires and Promotions	Female	Male	Total
New hiring	207	154	361
Promotion	131	85	216



Ebru Vardar

## PERFORMANCE AND TALENT MANAGEMENT

### Our employee turnover rate for 2024 was realized as 29%.

At the core of all our processes lies the satisfaction and well-being of our employees. To ensure we cultivate the desired working culture and continuously improve with timely interventions, we strive to maintain the highest levels of employee engagement. We conduct an employee engagement survey every year as an important tool to ensure this.

In this context, we systematically measure the satisfaction levels, expectations and feedback of our employees through regular employee engagement surveys, and create concrete action plans in line with the data obtained. Our employee turnover rate for 2024 was realized as 29%.

#### Fikriniz Değerleniy'O-FİDE

We actively use feedback mechanisms to improve employee experience throughout the year. In addition to the employee engagement survey, we regularly conduct every year, we support a culture of participatory communication through the "Fikriniz Değerleniy'O-FİDE" (Internal Suggestion Platform) where our employees can submit their suggestions and evaluations. Our employees who share suggestions to increase internal efficiency and reduce costs through the platform are rewarded after a preliminary evaluation.

#### Performance Management

At Odeabank, we implement a fair, transparent and measurable performance management system to support the development of our employees and make their achievements visible. We design our performance system in a way that best demonstrates the contribution of our employees to our strategic goals. Accordingly, we evaluate the performance of all our employees under two main headings: "business targets," which we set with annual target cards, and "competencies," which are associated with our corporate values.

In 2024, we digitized our business goal evaluation process, making goal setting, monitoring and evaluation processes more effective and accessible. At the same time, we started to systematically apply the leadership competencies we redesigned with our managers in recruitment, promotion, development programs and year-end performance evaluations. With this approach, we evaluate the leaders who will shape the future of Odeabank from a more holistic perspective.

In our teams that adopt the agile working model, we measure performance quarterly in line with OKRs defined on a team basis. In this way, we offer an evaluation framework that will make the individual contributions of our employees sustainable and in line with team goals.

#### Compensation Management, Reward and HR Analytics

At Odeabank, we see our employees as the key element of success and we implement a fair, transparent and performance-based remuneration and reward system. In wage management processes, we evaluate sectoral salary averages, job sizes of positions, individual performance results, internal salary balance and annual budget criteria with a holistic approach.

**By adopting the principle of equal pay for equal work, we absolutely do not include gender discrimination in our remuneration processes.**

#### Fringe Benefits

In 2024, we continued to offer various fringe benefits to increase the motivation and loyalty of our employees. We support the work-life balance of our full-time employees and respond to their financial and social needs by continuing our practices such as private health insurance, transportation and meal support, sports membership, flexible and hybrid working model, rationing leave for children, birthday leave and marriage assistance.

## TRAINING, DEVELOPMENT, AND LEADERSHIP MANAGEMENT

# In 2024, 581 employees strengthened their competencies by participating in our development programs.

At Odeabank, we take a holistic approach to employee development and design our training and development strategies in line with the Bank's long-term goals. We design and implement our training programs to develop professional, technical and personal competencies in line with the needs of our team members. We aim to support the development of a motivated, high-performing and effective workforce by providing a working environment that encourages continuous learning.

Our strategy focuses on providing personalized development paths for our employees, diversifying our digital learning platforms and identifying technical skills needs through case studies and exams. We shape our training contents in line with these needs. In addition, we support the all-round development of our employees through seminars organized in different disciplines such as economics, data analytics, culture and arts, psychology and health, and encourage a culture of lifelong learning throughout the organization.

## Training and Development Programs

As part of Odeabank's training and development strategy, we continued to focus on the leadership development of our employees in 2024. In order to support the potentials that will contribute to the Bank's future, we organized the "OdeaStellar" Young Talent Program, Nova Internship Program, Leadership Development Program, Data Science Development Program and webinar series in cooperation with Türkiye's leading educational institutions and universities and further expanded our learning culture. In addition, we also supported the development process through mentoring programs we conducted in cooperation with the relevant business lines to support the career opportunities of field teams.

Employee Training	2021	2022	2023	2024
Total training hours	20,145	24,623	38,085	30,191
Average training hours per employee	18.68	20.80	29.66	27.15
Leadership training hours	30.5	170	174	443



Within the scope of **OdeaStellar**, we focused on developing the technical, professional and personal competencies of 29 young talents in the field of banking in line with the needs of the target audience in 2024. We designed a month-long development program consisting of training and workshops on basic banking, technical, professional and personal development. In addition to structured training, participants engaged in interactive sessions with department managers, gaining deeper insights into the Bank and its operations. We aim to further their development through additional learning modules planned throughout the year, ensuring continuous engagement and growth.



We launched the **Nova Internship Program** in 2024 to bring young talents to the organization and support their career journey. We supported our interns who joined us with the program in both personal and technical areas. With the participation of 20 interns, we organized a one-month program in August, which provided participants with professional experience through online training that would contribute to their personal and technical development, as well as project work and on-the-job training.



With the "Leadership Talks" we organize as part of the **Odeabank Leadership Program (O'leader)**, we discuss leadership in different dimensions and strengthen internal communication. In these sessions with the participation of our group managers, we contribute to the development of our managers by sharing their leadership experiences, inspiring examples of practices and strategic suggestions. With the three-month Leadership Development Program, which includes theoretical knowledge as well as practice and case studies, we aimed to develop the competencies and skills that are critical for the duties of our new managers. In 2024, the Leadership Development Program was held once and the Leadership Talks were held in 4 sessions in total.



We strengthened analytical thinking and data-driven work skills through the **Data Science Development Program**. We measured the learning of our employees who participated in the programs through surveys and evaluated the feedback obtained to improve the content and make the development journeys of the participants more effective. In 2024, 573 people attended the Data Literacy training and 79 people attended the Data Driven Decision Making training.

## From Awareness to Action: Our Training to Increase Sustainability Awareness

In line with our sustainability policy, we provide access to Basic Sustainability and Advanced Sustainability training through our online training platform. In 2024, we also completed the Basic Sustainability Information Training. Among the specialty training with individual participation;

- "Sustainability: Reporting, Strategy and Risk Management Seminar,"
- "Assessment of ESG Risks within the Scope of Sustainable Finance,"
- "Sustainable Financing Instruments,"
- "TSRS Expectations"

These topics are included within the scope of our sustainability training offerings.

In 2024, we conducted more than 350 hours of sustainability-focused training. In this context, we provided 50 hours of training in "Management of Environmental Impacts," 215 hours of training in "Introduction to Sustainable Finance" and 38 hours of training within the scope of the "Sustainability Ambassadors Program." In addition, mandatory advanced sustainability training were defined for 82 employees over our intranet and a total of 53 hours of training was completed. With these training, we aim to raise the sustainability awareness of our employees and strengthen our expertise capacity in this field throughout the organization.



EMPLOYEE HEALTH AND SAFETY

We evaluate our occupational health and safety risks in two levels according to probability and impact level.

In line with the value we attach to our human capital at Odeabank, the health, safety and well-being of all our employees are among our prioritized agenda items. With this understanding, we adopt a multi-layered approach that supports not only occupational health and safety practices, but also physical, mental and social well-being.

OHS (Occupational Health and Safety) Management System, which we carry out to ensure the safety of our employees, aims to proactively identify and eliminate risks as well as full compliance with applicable legislation. OHS processes, which are carried out under the responsibility of the Assistant General Manager reporting to the CEO, are monitored and improved through quarterly OHS Board meetings and additional sessions for emergencies. We attach importance to the follow-up of near-miss incidents and continuously improve occupational health and safety through quarterly OHS Board meetings and risk assessment studies.

In addition, up-to-date information, expert opinions and warnings on occupational safety are regularly shared with our employees through the Odeaport system. Each new employee is given induction OHS training in coordination with the OHS Officer and the Human Resources Training Team, and these training are periodically updated in line with the annual plan. The validity of training certificates is monitored and recorded within legal periods.

We evaluate our occupational health and safety risks in two levels according to probability and impact level. The risk assessment report prepared in this context systematically analyzes all potential risks that may be encountered during our Bank's operations. Within the scope of the assessment, topics such as service and transportation accidents, electrical accidents, cleaning practices, physical risk factors, fire possibilities and fall from height risks are examined in detail.

At Odeabank, we regularly monitor the health of our employees through the medical check-up and periodic health screenings, and offer the services of an occupational physician and nurse uninterruptedly during working days. The process of employment examination is under the management of our Human Resources unit and is carried out by the workplace physician for the Head Office. We provide all our employees with training on ergonomics and office-related risks, and provide necessary personal protective equipment (e.g. laptop risers, mouse pads with wrist support, keyboard support). We adopt a systematic approach to preventing occupational diseases. We ensure a healthy and safe working environment by regularly informing our employees about epidemics and major diseases by our Business Continuity team.

At Odeabank, we adopt a holistic management approach for the safety of our employees and service continuity. Accordingly, emergency plans, communication lines, drills and business

continuity practices are implemented by the Business Continuity and Security Services Management unit. Informative content and training prepared to increase awareness against disasters are delivered to employees on the E-odea platform through the Training Unit.

In addition, a first aid team has been formed to prepare for emergencies and our employees are regularly provided with first aid training. In this way, our employees become more aware and prepared for possible risks by having basic first aid knowledge.

In addition to occupational health and safety, employee well-being is also supported with an inclusive approach. We develop informative content and applications that guide employees on topics such as work-life balance, flexible working practices and psychological resilience. In addition, we listen more closely to the voices of our employees and aim to offer holistic solutions to their needs through regular field visits, employee support lines and open communication channels.

OHS Training	2021	2022	2023	2024
Number of employees participating	1,659	350	714	757
Total training hours	13,272	2,800	2,293	4,864

At Odeabank, OHS is considered as a priority area for the protection of employees. Occupational accidents are meticulously monitored and regularly reported in line with the relevant legal obligations. The fact that there were no work accidents during 2024 is an indicator of this situation.



Our OHS Management System, which we carry out to ensure the safety of our employees, aims to proactively identify and eliminate risks as well as full compliance with applicable legislation.

## EMPLOYEE HEALTH AND SAFETY

The activities are carried out to ensure that critical business processes and technical infrastructure are always ready within the scope of business continuity management.

### Business Continuity Management

Within the scope of Business Continuity Management, Odeabank attaches great importance to taking the necessary measures to ensure that the Bank's processes/operations continue with minimum interruption and damage in the event of a possible disaster. Accordingly, the following activities are carried out to ensure that critical business processes and technical infrastructure are always ready within the scope of business continuity management.

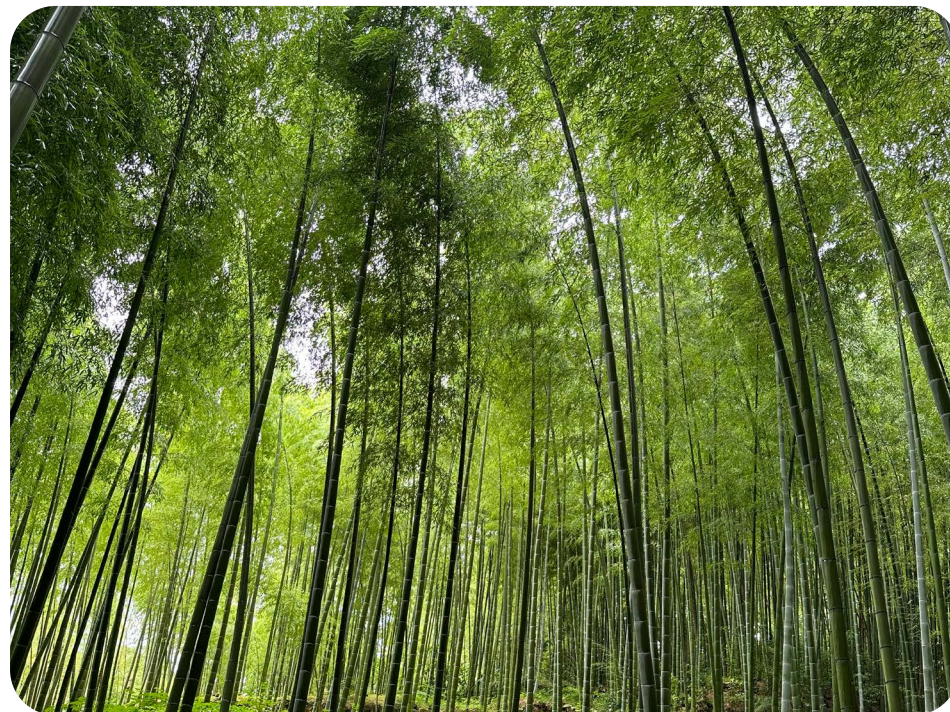
### Governance

- Business Continuity Management Policy/ Plan has been established covering the critical business processes that constitute the Bank's core activities and the personnel involved in these business processes, information assets, information technologies and communication infrastructure, working offices and suppliers providing products, services or services. The relevant policy/ plan is reviewed regularly.
- Two **Crisis Management Teams (CMT)** have been established within the Bank: one based at the **Head Office** and the other in **Ankara**. The Head Office team serves as the primary unit for managing crises. The Ankara team, organized to operate under the direction of the Head Office or in cases where the Head Office team is unreachable, is tasked with ensuring the continuation of critical Bank operations with minimal disruption or loss.

- The Information Systems Continuity Committee, which aims to ensure the continuity of Information Systems services used in the conduct of banking activities and is responsible for planning the actions related to cyber incidents, activating the plans and ensuring coordination with other recovery, continuity and response teams, has been established and meets periodically.

### Physical Measures

- A Business Continuity Center has been established within the Ankara GOP Branch in case the crisis management structure of the Head Office fails. This center aims to increase the Bank's resilience against business continuity risks by providing geographical redundancy.
- Critical systems used in banking activities are backed up at the Ankara Disaster Recovery Center in order to carry out Business Recovery activities. Critical systems that support high priority processes, products and services in business-impact analysis studies are backed up in Ankara.



📷 Ebru Vardar

### Technical Measures

- Business Impact Analysis studies, which aim to identify critical activities and the elements related to these activities, are carried out regularly every year.
- Disaster recovery tests are periodically carried out for processes identified as critical in line with business-impact analyses.
- In response to possible interruptions in the primary data center, the transition to the **"Active-Active Data Center"** architecture, in which the Istanbul and Ankara data centers will serve simultaneously, is underway. This architecture supports real-time service delivery by sharing workloads between 2 centers.

### Communication and Coordination

- Periodic communication tests are conducted to ensure effective communication in times of crisis.
- The **"Emergency Communication System (ECS)"** is used to ensure that all personnel can be reached through a centralized structure in emergencies and that situation information can be monitored from a single point.
- In the event that terrestrial communication networks fail, fixed and mobile satellite telephones provide an alternative means of communication.
- In order to increase business continuity awareness throughout the Bank, physical and e-training are periodically provided for different roles and responsibilities.



## SOCIAL RESPONSIBILITY

# Throughout 2024, as part of the Eşit Masallar (Fair Tales) project, we delivered approximately 1.2 million books to over 1,500 schools.

Gender equality, the empowerment of women and girls, accessibility, art, financial literacy, education and cultural development, contributing to society, and environmental protection constitute the main focus areas of Odeabank's social responsibility approach. In addition to supporting sustainable development with the products and services we develop, we see creating not only economic but also social benefits as part of our corporate responsibility.

With this understanding, since the day we were founded, we have been

developing projects in many social impact areas at both national and international levels, and establishing strong collaborations especially on gender equality, women's empowerment and inclusion. At Odeabank, social responsibility is not just a corporate policy, but an approach based on a common understanding of social benefit that managers and employees embrace together. In this context, 4 social responsibility projects were carried out in 2024, but there are more comprehensive and detailed projects under these 4 main projects.

### Stakeholder Opinion



Cem Akaş

Executive Editor of Can Publishing

It is not an easy task to take the classic fairy tales that we have known since childhood and told to our own children and rewrite them with an egalitarian perspective, and to do so in a creative way without being didactic. When we look at it from the perspective of equality, we see better how easily we have taken some of the things told in these tales for granted, and what we are actually telling children. This is why the "Fair Tales" project is as important for parents as it is for children.

### Eşit Masallar (Fair Tales)

The Fair Tales project, which we carry out with the goal of social equality, continued to reach children in 2024. With this unique initiative, which aims to promote gender equality at an early age, we reinterpret classic fairy tales from an egalitarian perspective and offer children inclusive and transformative content. During 2024, we delivered approximately 1.2 million books to over 1,500 schools under the project.



 [Little Red Riding Hood](#)

 [Cinderella's Riddle](#)

 [Rapunzel](#)

 [The Kind Hearted Prince and the Seven Dwarfs](#)

 [The Frog Prince](#)



## SOCIAL RESPONSIBILITY

### In 2024, we reached 19,000 audiences with 31 plays staged across the country.

Within the scope of the project's theatre play, we deliver messages of equality to children by combining them with current issues such as nature and the environment. In 2024, we reached **an audience of 19,000 with 31 plays** staged across the country. In total, the project reached over 50,000 children with 69 performances creating a wide impact. The play was also staged in the earthquake zone, offering hope and solidarity to children.



## Stakeholder Opinion



### Çağla Kaygısız

#### Odeabank Board Support Manager

As I stepped into motherhood with the birth of my daughter, it was challenging at times to balance this new role with the pace of business life. In the moments when I tried to cope with the feeling of inadequacy, knowing that the tales I would tell her would sow seeds that would change the world was my greatest motivation.

Odeabank's Fair Tales project accompanied not only my daughter's journey of transformation but also mine. While raising my daughter with egalitarian stories, my organization's efforts to create space for working women and embed gender equality into a sustainable organizational culture gave me courage and made my motherhood journey more meaningful.

## SOCIAL RESPONSIBILITY

As part of the Koruncuk Foundation's "Is Success Necessary?" campaign, we covered one month's educational expenses for 83 girls.

### Collaborations and Support with NGOs

To support girls' access to education, we contributed to the **Koruncuk Foundation's "Is Success Necessary?"** campaign on October 11, International Day of the Girl Child. Within the scope of this campaign, **we covered one-month's education expenses for 83 girls** and supported their educational journey.

We are among the corporate members of the **Million Women Mentor** program led by **TurkishWIN**. This important initiative, which aims to increase the representation of women in business life, brings together young women aged 15-25 with experienced professionals in different sectors through digital platforms. Within the scope of the program, our volunteers with 5 or more years of experience at Odeabank provide mentoring support to high school students, university students and newly graduated young women on their career journeys. The program, which extends beyond STEM disciplines, aims to reach more young women by expanding to cover all sectors. During the mentoring process, participants are provided with both one-to-one mentoring support and training content on digital platforms.

To promote gender equality and democratic parenting, we collaborated with the **Mother Child Foundation** for Father's Day. In the webinar, which was open to all our employees, we focused on caring fatherhood, family equality and parenting approaches that support children's well-being.

As part of our efforts to prioritize animal welfare, we collaborated with **Mutlu Patiler (Happy Paws) Association** on April 4<sup>th</sup> World Stray Animal Day and October 4<sup>th</sup> World Animal Protection Day. Within the framework of the Kars Susuz Project, we contributed to improving the living conditions of stray animals by supporting the treatment and vaccination processes of stray puppies.

To support women's empowerment, on March 8, International Women's Day, we donated on behalf of all Odeabank employees to the Women's Empowerment Foundation's "Women Rebuilding Life in the Earthquake Zone" campaign. With this support, we contributed to the economic reintegration of earthquake-affected women.

ERİŞİLEBİLİR HER ŞEY!

With the aim of providing a barrier-free digital experience, we collaborated with **"Erişilebilir Her Şey" (Accessible Everything)** initiative, which works on the principle of **"If there is accessibility, there is no disability."** Following the 'Disabled or Obstructed?' training sessions provided to all employees in 2023 and the translation of Personal Loan Agreements into sign language, in 2024, Odeabank developed the Accessibility Status and Recommendation Report for its Website and Mobile Application. Thus, a significant step was taken toward ensuring equal access to banking services for individuals with visual, hearing, or motor impairments.

O'art, Odeabank's art platform active since 2015, continues to support artistic production and visibility by providing a space for emerging representatives of contemporary art. In addition to physical exhibitions, O'art exhibitions are also transferred to the digital platform and brought together with art lovers through the website. Thus, with the aim of bringing art to a wider audience, accessibility is ensured in both physical and digital platforms.

Further details about **O'art** are available on its official website.



## SOCIAL RESPONSIBILITY

**IKSV İSTANBUL TİYATRO FESTİVALİ 2024**  
**Bu İşte Bir Kadın Var**  
**TEMA SPONSÖRÜ ODEABANK**

**NORA: BİR BEBEK EVİ**  
Yazan: Henrik İbsen  
Yöneten: Selin Şenköken

**KARAKTERLER**

**Nora Helmer:** Özgürlüğünü arayan evli bir kadın.

**Kristine Linde:** Nora'nın hayat mücadelesi veren eski arkadaşı.

**Anne Marie:** Nora'nın güvendiği ve ona büyük bir sevgiyle bağlı olan dadısı.

**Odeabank:** Tiyatroya emeği geçen her kadının gururlu destekçisi.

İstanbul Tiyatro Festivali'nde, 4 yıldır **"Bu İşte Bir Kadın Var"** tema sponsorluğuyla kadın üretimini ve bakış açısını görünür kılmak, bizim için en kıymetli rol.

**odeabank**

**IKSV İSTANBUL TİYATRO FESTİVALİ 2024**  
**Bu İşte Bir Kadın Var**  
**TEMA SPONSÖRÜ ODEABANK**

**MARTI MIYIM?**  
Anton Çehov'un Martı adlı oyunundan uyarlayan & yöneten: Elif Temuçin

**KARAKTERLER**

**Nina Zareçnaya:** Genç ve idealist bir aktris adayı.

**Irina Arkadina:** Ünlü bir aktris.

**Maşa:** Mutsuz bir aşık.

**Odeabank:** Tiyatroya emeği geçen her kadının gururlu destekçisi.

İstanbul Tiyatro Festivali'nde, 4 yıldır **"Bu İşte Bir Kadın Var"** tema sponsorluğuyla kadın üretimini ve bakış açısını görünür kılmak, bizim için en kıymetli rol.

**odeabank**

### Festival Sponsorships

In line with our vision of gender equality, we care about increasing the visibility of women in the field of arts and culture. In this context, Odeabank has taken on the role of theme sponsor for the fourth time for the **"There Is a Woman Behind This"** selection at the 28<sup>th</sup> Istanbul Theater Festival. Within the scope of this selection, which opens space for women's creative expression we supported 2 local theater productions in 2024.

Among the supported plays were "Am I a Seagull?", adapted from Anton Chekhov's classic work The Sea Gull, and Henrik Ibsen's play Nora (A Doll's House), which contains striking interrogations on social roles. These works met with the audience for the first time on theater stages under the theme sponsorship of Odeabank and attracted great interest from art lovers.



### O'blog and O'mag

O'blog, Odeabank's Reading Corner, continues to publish regular monthly content on a wide range of topics including technology, sustainability, saving methods, art and culture, gender equality, investment, and more. In addition, O'mag, a culture and arts magazine that covers rapidly changing trends and interesting topics such as sustainability, fashion, culture, travel, art, architecture, gastronomy and new technologies, is distributed to the Head Office and all branches throughout the year and is also sent together with Time Out magazine and meets its readers.

You can explore both [O'blog](#) and [O'mag](#) on our website.



## SOCIAL RESPONSIBILITY

Türkiye's first and only bank radio station broadcasting 24 hours a day, Odea Radio delivers distinguished examples of local and foreign music to its listeners.



### Investment-Focused Podcast and Investment Focus of the Week

In 2023, we launched an Investment-Focused Podcast series under the theme "You Are at the Center of Investment" to support financial literacy. In this context, we aim to provide listeners with up-to-date and valuable investment-related insights.

We also provided weekly summaries to investors with the "Investment Focus of the Week" audio bulletin, prepared by Berk Sezgin, Head of Investment Research and Strategies at Odeabank, focusing on developments in global markets.

In 2024, we launched the second season of the Investment-Focused Podcast series. In this new season, we continued to closely follow developments in the investment world with a total of 15 episodes. The podcast series, which started broadcasting in September 2023, reached a total of 29 episodes by the end of 2024 and was played 186,642 times during the year. Investment-Focused Podcast was among the top 10 podcasts in Türkiye's finance and investment category throughout 2024.



### Odea Radio

Supporting our investment-oriented banking approach, Odea Radio continued to meet with listeners by enriching its broadcast content in 2024. Türkiye's first and only bank radio station broadcasting 24 hours a day, Odea Radio not only delivered distinguished examples of local and foreign music to its listeners, but also distinguished itself with content promoting financial literacy. This year, through programs such as the Investment-Focused Podcast, Yatırım Üçgeni, investment-focused audio articles, Sendromsuz Pazartesi, Veni Vidi Listen, Ne İzlesem?, and Klasik Müzik Saati, we aimed to facilitate listeners' access to both financial knowledge and quality music.

Odea Radio increased  
its audience by

**384%**  
in one year.





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## Annexes

- Memberships and Collaborations
- Contribution to Sustainable Development Goals
- Awards
- Policies
- Women's Empowerment Principles (WEPs) Progress Report
- Performance Indicators
  - Environmental Performance Indicators
  - Social Performance Indicators
- GRI Standards Content Index
- Task Force on Climate-Related Financial Disclosures-(TCFD) Table

## MEMBERSHIPS AND COLLABORATIONS

Relevant Stakeholder	Odeabank's Role	Output / Contribution Achieved	Objective	Relevant Departments
Million Women Mentors Program	Active Participant	Mentorship support	Supporting women's empowerment in business life	Human Resources
Banks Association of Türkiye (TBB)	Membership	Contribution to sectoral developments	Develop common policies and practices in the banking sector	Legal / Compliance / Treasury
TBB Sustainability Working Group	Active Participant	Knowledge sharing in sustainability practices	Supporting the development of sustainability approaches in the banking sector	Sustainability / Corporate Communications and Marketing
United Nations Global Compact (UNGC) Türkiye Sustainable Finance Working Group	Active Participant	Good practices in sustainable finance	Contributing to the dissemination of sustainable finance principles	Sustainability / Corporate Communications and Marketing
Sustainable Development Association (SDG Türkiye)	Membership	Collaborations, sharing good practice examples	Developing projects with a focus on sustainable development	Sustainability / Corporate Communications and Marketing
United Nations Women's Empowerment Principles (WEPs)	Signatory / Undertaking	Commitment to gender equality	Supporting policies for women's economic empowerment	Human Resources / Sustainability / Corporate Communications and Marketing
International Finance Corporation (IFC)	Collaboration	Investment and technical advisory support	Enhancing sustainable development investments and institutional capacity	Financial Institutions / Strategy
European Bank for Reconstruction and Development (EBRD)	Collaboration	Advisory on fundraising and compliance with ESG criteria	Ensure integration of green financing projects and ESG	Financial Institutions / Sustainability
Finance in Motion	Collaboration	Access to sustainability-oriented funds	Financing investments with high social and environmental impact	Treasury / Credit / Sustainability
Dutch Entrepreneurial Development Bank (FMO)	Business Partner	International financing and technical assistance	Strengthening institutional capacity and supporting sustainable investments	Financial Institutions / Treasury
Proparco (French Development Finance Corporation)	Business Partner	Support in investment and monitoring processes based on ESG principles	Develop financing models in line with sustainability criteria	Financial Institutions / Risk
İhracatı Geliştirme A.Ş. (İGE)	Project Collaboration	Strengthening SME export capacity	Supporting economic development by providing financing support to exporters	Commercial Banking / Credit / Treasury
TÜSİAD	Corporate Membership	Improving business networking and international visibility	Contributing to the reputation of the organization and developing relations with the business world	CEO / Sustainability
YASED	Corporate Membership	Establishing effective dialogue with policymakers on FDI in Türkiye and globally	Networking with global investors and ecosystem collaborations	Financial Planning and Investor Relations / Financial Institutions and Funding
Corporate Communicators Association	Corporate Membership	Strengthening and improving the communication activities of the organization	Developing the organization's communication strategies in line with current trends, benefiting from sectoral best practices and achieving a stronger positioning in reputation management	Corporate Communications and Marketing





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking






Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goal	Odeabank's Contribution	Contributed Sub-target	Relevant Material Topics	Strategic Area
	We support rural development with loan products for many sectors, including agriculture and animal husbandry.	<b>2.3</b> By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.	<ul style="list-style-type: none"> <li>Responsible Products and Services</li> <li>Financial Inclusion</li> <li>Social Investment Programs</li> </ul>	Responsible Transformation Finance
	We prioritize both the physical and mental well-being of our employees and implement practices that support healthy living in the workplace.	<b>3.8</b> Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	<ul style="list-style-type: none"> <li>Employee Health and Safety</li> <li>Social Investment Programs</li> </ul>	Human-Centered Banking
	Develops financial literacy projects and employee training programs. The Investment-Focused Podcast, one of the most listened to economics podcasts in Türkiye, raises individuals' investment awareness, while Odea Radio and the newly launched video content series extend this impact to digital channels. In addition, the Akademi'O digital financial education platform within our Odea app aims to strengthen social welfare and economic stability in the long term by increasing financial literacy.	<b>4.4</b> By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	<ul style="list-style-type: none"> <li>Financial and Digital Literacy</li> <li>Talent Management</li> <li>Social Investment Programs</li> </ul>	Human-Centered Banking
	Encouraging equal participation of women in social, cultural and economic life, our Bank has been carrying out numerous projects in this field for many years. With the "Fair Tales" project, we reached 1.2 million children by reinterpreting world classics from a gender equality perspective, and we delivered a message of equality to over 50,000 children through theater plays. We also drew attention to women's labor by sponsoring the Istanbul Theater Festival for four years with the theme "There Is a Woman Behind This." Special support packages for women exporters also encourage economic participation. In addition, Odeabank launched the "Mentoring Young Women by Odeabank Volunteers" program to support gender equality.	<b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	<ul style="list-style-type: none"> <li>Diversity, Equity, and Inclusion</li> <li>Financial Inclusion</li> <li>Talent Management</li> </ul>	Human-Centered Banking
	We provide I-REC certified energy supply from renewable sources and support energy efficiency and renewable energy projects through green transformation loans.	<b>7.2</b> By 2030, increase substantially the share of renewable energy in the global energy mix.	<ul style="list-style-type: none"> <li>Financing the Low-Carbon Economy</li> <li>Renewable Energy</li> <li>Environmental Impact</li> <li>Responsible Products and Services</li> </ul>	Responsible Transformation Finance



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

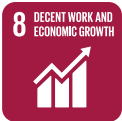





Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goal	Odeabank's Contribution	Contributed Sub-target	Relevant Material Topics	Strategic Area
	<p>Its supports employment and offers fair working conditions. Our human resources policy is based on fair wages, diversity and inclusion, and we aim to offer equal opportunities to every employee. We implement comprehensive practices to create a work environment where all employees, including women, youth and people with disabilities, can realize their potential. We also contribute to economic growth with special financial solutions for women entrepreneurs and SMEs.</p>	<p><b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<ul style="list-style-type: none"> <li>Diversity, Equity, and Inclusion</li> <li>Talent Management</li> <li>Financial Inclusion</li> <li>Customer Experience</li> </ul>	Human-Centered Banking
	<p>Digital banking supports sustainability through fintech collaborations and innovative services. Innovative solutions developed under the roof of <i>Odeatech</i> make financial services more accessible, secure and user-friendly.</p>	<p><b>9.5</b> Enhance scientific research and upgrade the technological capabilities of industrial sectors in all countries, particularly in developing countries, by 2030, by encouraging innovation and substantially increasing the number of research and development workers per 1 million people as well as public and private research and development spending.</p>	<ul style="list-style-type: none"> <li>Digital Transformation</li> <li>Cybersecurity and Data Protection</li> <li>Fintech and Innovation</li> </ul>	Financial Empowerment
	<p>We support social inclusion through accessibility projects and equal service approach. In this context, thanks to our collaboration with the social initiative "Erişilebilir Her Şey" (Accessible Everything), we launched the podcast series. "Conversations on Accessibility" on Odea Radio, focusing on accessibility. With this series, we aim to raise awareness on accessibility and contribute to the full and equal participation of people with disabilities in social life.</p>	<p><b>10.2</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	<ul style="list-style-type: none"> <li>Financial Inclusion</li> <li>Diversity, Equity, and Inclusion</li> </ul>	Human-Centered Banking
	<p>Reducing consumption through energy and resource efficiency practices is a priority. Energy and resource efficiency is prioritized in banking activities, digital solutions that reduce paper consumption and operational practices with low environmental impact are being expanded.</p>	<p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources.</p>	<ul style="list-style-type: none"> <li>Environmental Impact</li> <li>Circular Economy</li> <li>Financing the Low-Carbon Economy</li> <li>Renewable Energy</li> </ul>	Responsible Transformation Finance
	<p>We support transformation with sustainable financing products, especially green transformation loans, and climate risk management. We have developed savings and investment instruments to reduce the environmental impact of individuals and institutions through products such as green deposits.</p>	<p><b>13.2</b> Integrate climate change measures into national policies, strategies and planning.</p>	<ul style="list-style-type: none"> <li>Financing the Low-Carbon Economy</li> <li>Responsible Products and Services</li> <li>Renewable Energy</li> <li>Environmental Impact</li> </ul>	Responsible Transformation Finance
	<p>It creates shared value by developing collaborations with national and international organizations. In this context, we actively participate in the Sustainability Working Groups of the TBB, BCSD, YASED and TUSIAD.</p>	<p><b>17.16</b> Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.</p>	<ul style="list-style-type: none"> <li>Fintech and Innovation</li> <li>Corporate Governance</li> <li>Business Ethics and Compliance</li> <li>Risk Management</li> </ul>	Financial Empowerment

## AWARDS







Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## POLICIES

Our Policies	Our Approach
Sustainability Policy	<p>By prioritizing sustainable development with a responsible banking approach, we aim to minimize the negative environmental and social impacts that may arise from our customers and our own business processes, and we follow international best practices in line with the UN SDGs.</p> <p>With the Sustainability Policy, we define the general principles, basic management and control objectives and principles that we embrace in order to support sustainable development.</p>
Environmental and Social Policy and List of Prohibited Activities	<p>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. At our Bank, we do not finance prohibited activities in compliance with national legislation and international standards.</p> <p>Please find our Bank's Environmental and Social Policy and Prohibited Activities List <a href="#">here</a>.</p>
Corporate Social Responsibility Policy	<p>As Odeabank, we carry out awareness-raising and transformative activities that create value for society in areas such as education, environmental protection, women's empowerment, sports, culture, arts, gender equality and accessibility with the awareness of corporate social responsibility.</p>
Human Resources Policy	<p>With the understanding that its most valuable asset is its human capital, the Human Resources Policy aims to ensure that employees adopt a professional, fair and effective approach in accordance with ethical values, local laws and bank rules</p> <p>Please find further information regarding our Human Resources Policy <a href="#">here</a>.</p>
Human Rights Policy	<p>At Odeabank, we prioritize providing an equitable and safe work environment that respects human rights. We are committed to employee health, safety, diversity and inclusion, and we aim to prevent unethical behavior by maintaining open communication. The Human Rights Policy is included in the Human Resources Regulation.</p>
Remuneration Policy	<p>The Remuneration Policy defines a fair and transparent remuneration strategy and adopts an approach that is in line with industry practices, equitable, supports high performance and rewards success; in this process, we take into account the performance of employees and the risks assumed by the Bank.</p> <p>Please find further information regarding the Remuneration and Fringe Benefits Policy <a href="#">here</a>.</p>

Our Policies	Our Approach
Anti-Bribery & Corruption Policy	<p>The policy aims to ensure that we act in line with high ethical standards for all employees and related parties. It guides the establishment and effective implementation of necessary procedures with a zero-tolerance approach to bribery and corruption. Designed in line with local and international regulations, this framework enables the implementation of risk-based controls appropriate to the Bank's activities.</p> <p>Please find our Anti-Bribery and Anti-Corruption Policy <a href="#">here</a>.</p>
AML/CFT Policy	<p>At Odeabank, we have an effective strategy that aims to minimize these risks with a risk-based approach by fully complying with national and international legislation on the prevention of laundering proceeds of crime and financing of terrorism. All employees of our Bank are obligated to fully adhere to this policy.</p>
Personal Data Protection and Processing Policy	<p>In accordance with the Law on the Protection of Personal Data, we protect the data of real persons associated with our products and services at the maximum level and ensure their confidentiality and security. With the Personal Data Protection and Processing Policy, we define the measures for the processing and protection of data in accordance with the law.</p> <p>Please find the Personal Data Protection and Processing Policy <a href="#">here</a>.</p>
Sanctions Policy	<p>As Odeabank, we adopt the principle of ensuring that prohibited or objectionable persons, institutions or services/products are not involved in the transaction within the scope of national and international embargo practices, and implementing the necessary policies, procedures and controls aimed at protecting Bank and customer assets and the healthy functioning of the financial order. We aim to prevent reputational risks and material losses, assess products and services on a risk-based basis, and raise awareness of internal control, rules, responsibilities and employee awareness.</p>
Information Security Policy	<p>We manage information security to protect the confidentiality, integrity and availability of customer and employee information. We aim to ensure operational continuity and strengthen the environment of trust through risk-oriented and continuously improved information security practices that comply with legal regulations.</p>
Code of Ethics and Conduct	<p>All our activities are based on the principles of honesty, transparency and responsibility. In order to ensure that our employees act in accordance with ethical principles, we clearly define our standards of behavior, including ethical rules, and we consider compliance with these rules as a fundamental part of our corporate culture.</p>



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## WOMEN'S EMPOWERMENT PRINCIPLES (WEPs) PROGRESS REPORT

WEPs PRINCIPLES	GRI STANDARDS NOTIFICATIONS	RELATED SECTION	LOCATION
<b>Principle 1:</b> Establish high-level corporate leadership for gender equality.	GRI 405-1, GRI 405-2	Diversity, Equity and Inclusion / Social Responsibility	70-73; 79-81
<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	Diversity, Equity and Inclusion / Talent Management	70-73 74-75
<b>Principle 3:</b> Ensure the health, safety and well-being of all women and men workers.	GRI 403-2; GRI 406-1	Employee Health, Wellbeing and Safety Approach	77-78
<b>Principle 4:</b> Promote education, training and professional development for women.	GRI 404-1; GRI 404-3	Training, Development, Leadership Management	76
<b>Principle 5:</b> Implement enterprise development, supply chain and marketing practices that empower women.	GRI 3-3; GRI 204-1	Social Responsibility	79-83
<b>Principle 6:</b> Promote equality through community initiatives and advocacy.	GRI 413-1	Social Responsibility	79-83
<b>Principle 7:</b> Measure and publicly report on progress to achieve gender equality.	GRI 3-3; GRI 405-1; GRI 405-2	Diversity, Equity and Inclusion	70-73



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## PERFORMANCE INDICATORS

### © Environmental Performance Indicators

Electricity Consumption (kWh)	2021	2022	2023	2024
Renewable Energy (I-REC)	3,275,076	4,311,843	4,058,249	3,966,781
Excluding I-REC	2,848,252	495,540	455,443	451,780
Total	6,123,328	4,807,383	4,513,692	4,418,561

Natural Gas Consumption (MWh)	2021	2022	2023	2024
Natural Gas	2,463	2,851	2,693	3,000

Emissions (tCO <sub>2</sub> e)	2021	2022	2023	2024
Scope 1	1,347	1,570	1,444	1,692
Scope 2 (Market Based)	1,250	217	200	198
Scope 3	524	608	1,013	712
Total (Scope 1+Scope 2+ Scope 3)	3,121	2,395	2,657	2,603

Odeatech Fuel and Energy Consumption	Unit	2024
Natural Gas	m <sup>3</sup>	5,937
Electricity	kWh	23,836
Diesel (for Generator)	Liters	3,300

Odeatech Greenhouse Gas Emissions (tons CO <sub>2</sub> e)*	2024
Scope 1	12.03
Scope 2	1.31
Total (Scope 1 + Scope 2)	13.34

\*Odeatech was established in 2024, therefore emission calculations for previous years are not available.

Water Management (m <sup>3</sup> )	2021	2022	2023	2024
Municipal Water Consumption	11,550	8,791	12,736	12,974

Non-Hazardous Waste (kg)*	2021	2022	2023	2024
Domestic Waste	12,000	8,281	12,450	9,972
Paper and cardboard	1,059	1,342	4,913	3,734
Plastic Waste	-	-	369	342
Metal Waste	-	-	300	128
Total Non-Hazardous Waste	13,059	9,623	18,032	14,178

\*Data for 2021 and 2022 are not available for the plastic and metal categories.

Hazardous Waste (kg)	2021	2022	2023	2024
Battery*	-	540	288	4,656
Toner Cartridges	8,330	6,047	1,179	201
Medical Waste	60	50	50	20
Total Hazardous Waste	8,390	6,637	1,517	4,877

\*The increase in 2024 is due to the renewal of batteries used in UPS (Uninterruptible Power Supply) systems every 5 years.



## PERFORMANCE INDICATORS

### © Social Performance Indicators

Employee Satisfaction and Loyalty	2023*
Number of employees participating - Satisfaction	1,090
Ratio of employees participating - Satisfaction	85%
Weighted Satisfaction Score	73
Number of employees participating - Loyalty	1,090
Ratio of employees participating - Loyalty	85%
Weighted Loyalty Score	56

\*In 2024, satisfaction and engagement surveys were not conducted.

Employees by Gender	2021	2022	2023	2024
Female	635	637	749	651
Male	476	473	535	461
Total	1,111	1,110	1,284	1,112

Total Number of Disabled Employees	2021	2022	2023	2024
Female	9	9	8	12
Male	17	15	15	23
Total	26	24	24	35

Total Workforce by Age Groups	2021			2022			2023			2024		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Under 30	116	67	183	129	82	211	201	138	339	168	108	276
Between 30-50	502	373	875	482	356	838	526	363	889	453	316	769
Over 50	17	36	53	26	35	61	22	34	56	30	37	67

Total Workforce by Age Group (Odeatech)*	Female	Male	Total
Under 30	10	16	26
Between 30-50	40	35	75

\*Odeatech does not have any employees over the age of 50.

Employees by Duration of Employment	2023		2024	
	Female	Male	Female	Male
0-5 years of employment	461	338	392	270
5-10 years of employment	173	111	130	97
Over 10 years of employment	86	201	129	94

New Recruits and Promotions	2023		2024	
	Female	Male	Female	Male
New hiring	256	185	207	154
Promotion	111	74	131	85

Open Positions	2023	2024
All open positions	602	398
Positions filled by women	313	218
Positions filled by men	246	160
Positions filled by female internal candidates	57	11
Positions filled by male internal candidates	61	6
Positions filled by internal candidates	118	17



Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## PERFORMANCE INDICATORS

### © Social Performance Indicators

Employee Turnover Rate	2023			2024		
	Female	Male	Total	Female	Male	Total
Number of employees leaving	152	126	278	218	136	354
Employee turnover rate	0.20	0.24	0.22	0.31	0.27	0.29
Number of employees who left voluntarily	101	81	182	155	97	252
Voluntary employee turnover rate	0.13	0.15	0.14	0.22	0.19	0.21

Management Level	2023			2024		
	Female	Male	Total	Female	Male	Total
First Level Executive	75	55	130	68	64	132
Middle Management Structure	5	14	19	6	17	23
Senior Management Structure	2	12	14	2	10	12

Employees in Managerial Positions by Age	2023		2024	
	Female	Male	Female	Male
Under 30	2	0	2	1
Between 30-50	133	126	108	101
Over 50	19	201	12	12

Employees by Position	2023			2024		
	Female	Male	Total	Female	Male	Total
Income generating functions	291	195	486	72	68	140
Working in IT departments	69	106	175	34	66	100
Number of employees in STEM roles	21	32	53	59	83	142

Employee Training	2021	2022	2023	2024
Total training hours	20,145	24,623	38,085	30,191
Average training hours per employee	18.68	20.80	29.66	27.15
Leadership training hours	30.5	170	174	443

Parental Leave for Employees	2023			2024		
	Female	Male	Total	Female	Male	Total
Benefiting from parental leave	14	14	28	16	15	31
Returning to work after parental leave	14	14	28	16	15	31
Returning to work after parental leave and working for at least 12 months	11	12	23	13	12	25

OHS Training	2021	2022	2023	2024
Number of employees participating	1,659	350	714	757
Total training hours	13,272	2,800	2,293	4,864

OHS*	2021	2022	2023	2024
Accident Frequency Rate	0	0	0.23	0
Number of lost time accidents	0	1	1	0
Total number of accidents	0	1	1	0

\*There were no fatal work accidents in the related reporting period.

## GRI STANDARDS CONTENT INDEX

GRI Content Index		
Statement of use	Odeabank has reported in accordance with the GRI Standards for the period January-December 2024.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Page Number, Source and/ or Direct Answers
GRI 2: General Disclosures 2021	2-1 Organizational details	3, 13
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	9
	2-5 External assurance	No external audit was received within the scope of the report.
	2-6 Activities, value chain and other business relationships	No external audit was received within the scope of the report.
	2-7 Employees	70-72
	2-8 Workers who are not employees	All Odeabank employees are its own staff.
	2-9 Governance structure and composition	23-29
	2-10 Nomination and selection of the highest governance body	Privacy Restrictions Odeabank does not share this information publicly in accordance with the privacy policies of the organization.
	2-11 Chair of the highest governance body	25
	2-12 Role of the highest governance body in overseeing the management of impacts	41-43
	2-13 Delegation of responsibility for managing impacts	41-43
	2-14 Role of the highest governance body in sustainability reporting	41-43
	2-15 Conflicts of interest	38
	2-16 Communication of critical concerns	During the reporting period, Odeabank did not receive any critical issues
	2-17 Collective knowledge of the highest governance body	25-26
	2-18 Evaluation of the performance of the highest governance body	Privacy Restrictions Odeabank does not share this information publicly in accordance with the privacy policies of the organization.
	2-19 Remuneration policies	89 <a href="https://www.odeabank.com.tr/en/about-odeabank/corporate-library/ucretlendirme-politikasi">https://www.odeabank.com.tr/en/about-odeabank/corporate-library/ucretlendirme-politikasi</a>





Introduction

Messages from  
Management

About  
Odeabank

Corporate  
Governance

Empowering and  
Transformative  
Banking

Financial  
Empowerment

Responsible  
Transformation  
Finance

Human-Centered  
Banking  
#There's a World

Annexes

## GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Page Number, Source and/ or Direct Answers
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	89 <a href="https://www.odeabank.com.tr/en/about-odeabank/corporate-library/ucretlendirme-politikasi">https://www.odeabank.com.tr/en/about-odeabank/corporate-library/ucretlendirme-politikasi</a>
	2-21 Annual total compensation ratio	Privacy Restrictions Odeabank does not share this information publicly in accordance with the privacy policies of the organization.
	2-22 Statement on sustainable development strategy	40; 86-87
	2-23 Policy commitments	89
	2-24 Embedding policy commitments	89
	2-25 Processes to remediate negative impacts	30-32; 46
	2-26 Mechanisms for seeking advice and raising concerns	37
	2-27 Compliance with laws and regulations	37-38
	2-28 Membership associations	85
	2-29 Approach to stakeholder engagement	34-36
	2-30 Collective bargaining agreements	Odeabank does not have any employees working within the scope of collective bargaining.
<b>Material Topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	46-47
	3-2 List of material topics	46
	3-3 Management of material topics	46-48
<b>Economic Performance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	18-19
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	18-19
<b>Indirect Economic Impacts</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	20-21
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	20-21
<b>Procurement Practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	33
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	33
<b>Anti-corruption</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	37-38

## GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Page Number, Source and/ or Direct Answers
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	37-38
	205-2 Communication and training about anti-corruption policies and procedures	37-38
	205-3 Confirmed incidents of corruption and actions taken	37-38
<b>Anti-competitive Behavior</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	37-38
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There is no lawsuit regarding anti-competitive conduct and activities.
<b>Energy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	66
GRI 302: Energy 2016	302-1 Energy consumption within the organization	66, 91
	302-4 Reduction of energy consumption	66
<b>Water and Effluents</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	68
	303-3 Water withdrawal	91
<b>Emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	62-66
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	62-63, 91
	305-2 Energy indirect (Scope 2) GHG emissions	62-63, 91
	305-3 Other indirect (Scope 3) GHG emissions	62-63, 91
	305-5 Reduction of GHG emissions	62-66, 91

## GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Page Number, Source and/ or Direct Answers
<b>Waste</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	68
	306-2 Management of significant waste-related impacts	68
	306-3 Waste generated	68, 91
	306-5 Waste directed to disposal	68, 91
<b>Employment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	70-72
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	74, 92
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	75
	401-3 Parental leave	93
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	77-78
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	77-78
	403-2 Hazard identification, risk assessment, and incident investigation	77-78
	403-5 Worker training on occupational health and safety	77-78
	403-8 Workers covered by an occupational health and safety management system	77-78
	403-9 Work-related injuries	93
	403-10 Work-related ill health	93
<b>Training and Education</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	76
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	93
	404-2 Programs for upgrading employee skills and transition assistance programs	76



## GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Page Number, Source and/ or Direct Answers
<b>Diversity and Equal Opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	73
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employee	73
<b>Local Communities</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	79-83
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	79-83
<b>Customer Privacy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	57-58
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	57-58
<b>Financing the Low-Carbon Economy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	61
<b>Cybersecurity and Data Protection</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	56
<b>Digital Transformation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	51-53
<b>Responsible Products and Services</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	64-65
<b>Customer Experience</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	57-58

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) TABLE

TCFD Recommendations	Explanations	Reference
Governance	Describe the Board's governance structure for climate-related risks and opportunities.	Sustainability Management (Pages 41-43) TSRS Compliant Sustainability Report - (Pages 6-8)
	Define the role of management in assessing and managing climate-related risks and opportunities.	Sustainability Management (Pages 41-43) TSRS Compliant Sustainability Report - (Page 9)
Strategy	Describe the short, medium and long term climate-related risks and opportunities identified by the organization.	TSRS Compliant Sustainability Report - (Pages 20-22)
	Describe the impact of climate-related risks and opportunities on the organization's business, strategic and financial planning.	TSRS Compliant Sustainability Report - (Pages 20-24)
	Define the flexibility of the organization's strategy taking into account different scenarios, including the 2°C or lower scenario.	TSRS Compliant Sustainability Report - (Pages 24-30)
Risk Management	Describe how the organization identifies and assesses climate-related risks.	TSRS Compliant Sustainability Report - (Pages 32-34)
	Describe how the organization manages climate-related risks.	TSRS Compliant Sustainability Report - (Pages 32-34)
	Describe how the organization integrates the process of identifying, assessing and managing risks into the overall risk management process.	TSRS Compliant Sustainability Report - (Pages 32-33)
Metrics and Targets	State the metrics by which climate-related risks and opportunities are assessed, in line with the organization's strategy and risk management process.	TSRS Compliant Sustainability Report - (Pages 36-39)
	Declare Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas emissions.	Combating Climate Change (Pages 62-63) Performance Indicators (Page 91) TSRS Compliant Sustainability Report - (Page 36)
	Describe the objectives used to manage climate-related risks and opportunities and your performance against these objectives.	TSRS Compliant Sustainability Report - (Page 39)

## Corporate Information

**Registered Trade Name**  
Odea Bank Anonim Şirketi

**Trade Registry Number**  
812115

**Head Office**  
Esentepe Mahallesi Büyükdere Caddesi  
Levent 199 Apt. No: 199/119  
Şişli / İSTANBUL

**Contact Information**  
Website: [www.odeabank.com.tr/en](http://www.odeabank.com.tr/en)  
**Telephone:** +90 212 304 84 44  
**Fax:** +90 212 304 84 45

**Sustainability E-Mail Address:** [sustainability@odeabank.com.tr](mailto:sustainability@odeabank.com.tr)

## Legal Disclaimer

The Odeabank 2024 Sustainability Report (the "Report") has been prepared for information purposes only and does not constitute an offer, proposal, recommendation, or commitment in relation to any security, share, financial instrument, or similar investment vehicle. The information presented herein should not be used as a basis for any investment decision, and Odeabank assumes no legal or financial liability in this respect.

All information contained in this report has been obtained from sources deemed reliable as of the date of publication and Odeabank's internal records. However, Odeabank does not make any express or implied warranty, representation or undertaking as to the accuracy, completeness, timeliness or fitness for a particular purpose of this information.

Odea Bank A.Ş., its partners, subsidiaries, affiliates, group companies and their management bodies, employees and consultants cannot be held responsible for any material or immaterial loss, damage or any consequence that may arise directly or indirectly as a result of any transaction made or not made based on the information contained in this document.

Odeabank reserves the right to update, correct or revise the information presented in the report without prior notice.

The financial, operational, ESG indicators included in this report are specific to the reporting period and may change over time due to macroeconomic conditions, regulatory changes or corporate strategy.

The information contained in the report may not be used, shared, copied or reproduced in any printed, visual, audio, digital or other media without permission and reference. Any action in violation of these matters will entail legal and criminal liability.

**Our report has been prepared in digital format only.**

Reporting Consultant: S360

Proudly produced by **FİNAR**.  
[www.finarkurumsal.com](http://www.finarkurumsal.com)



**odeabank**