



# On the right path toward a promising future

Sustainability Report 2024





# QNB Leasing Sustainability Report 2024

As one of Türkiye’s leading leasing companies since 1990, we are dedicated to helping our customers’ businesses flourish. We prioritize efficiency alongside corporate governance principles and offer a widespread service network with 13 branches. We focus on promptly identifying market needs and providing the most suitable solutions to our customers. Upholding our commitment to sustainability, we provide clients with faster, more efficient financial support and better advisory services—enabling customers to invest in a brighter future while assuring the long-term prosperity of our Company.

**By supporting investments in renewable energy, water and energy efficiency, and digital transformation, we affirm that we are “On the Right Path Toward a Promising Future” and together we take firm steps to live up to that vision.**



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# On the right path for green transformation

Adopting the QNB Group's sustainability vision, we support investments that add value to the future. We aim to increase the 94 MW of renewable energy investments we financed in 2024 to over 150 MW in 2025, thereby targeting the Company's highest-ever annual renewable energy project financing. We contribute to reducing our clients' carbon emissions through energy efficiency projects, working together to build a sustainable future.

Total funding provided to sustainability projects in 2024

**100**  
USD million



# On the right path with satisfied customers

We offer flexible, fast, and innovative solutions in leasing transactions. We establish long-term business partnerships with vendor companies by means of a structure that prioritizes customer satisfaction and is aligned with technology and digitalization. Accordingly, we provide our customers with tailored opportunities and advantages, we facilitate their business processes, and we contribute to their growth. By consistently providing the best service, we will continue to maintain customer satisfaction at the highest level.



# On the right path with employee engagement



We place great emphasis on our employees' personal and professional development and we adopt a participative management approach in our business. We foster a working environment where innovative ideas are welcomed, and employees are encouraged to take responsibility. We empower our employees by offering them professional training along with activities that drive motivation and team spirit, thus maximizing employee engagement and satisfaction.

Number of employees  
at the end of 2024

**130**





## About the Report

This report covers developments in areas such as economic resilience, environmental responsibility, social contribution, and corporate governance, focusing on activities in Türkiye between January 1, 2024, and December 31, 2024.



With its first sustainability report published in 2024, QNB Leasing aims to transparently disclose its economic, environmental, and social performance to its stakeholders and highlight its commitment to sustainability goals. This report covers developments in areas such as economic resilience, environmental responsibility, social contribution, and corporate governance, focusing on activities in Türkiye between January 1, 2024, and December 31, 2024. The report also reflects QNB Leasing's transparent management approach, among the cornerstones of its long-term value creation strategies.

Published with the motto "On the Right Path Toward a Promising Future," the report expresses the Company's commitment to a sustainable future and the concrete steps it has taken on this path. This motto encompasses not only the organization's economic growth goal, but also its endeavors to reduce its environmental footprint and improve welfare across the community. Adopting this holistic perspective, QNB Leasing accompanies and encourages its stakeholders and customers in their sustainable transformation journey within the scope of its sustainability strategy.

This report, drawn up in accordance with internationally accepted standards to ensure the accountability of QNB Leasing's activities to its stakeholders, is based on the principles of the Global Reporting Initiative (GRI) Universal Standards 2021, the Value Reporting Foundation Integrated Reporting Framework (IR), the United

Nations Women's Empowerment Principles (WEPs), and the Sustainable Development Goals (SDGs). In addition, the report is also compliant with the regulations of the Banking Regulation and Supervision Agency (BRSA) and the Capital Markets Board (CMB).

The financial data included in the report was audited by the independent audit company PWC Bağımsız Denetim ve SMMM A.Ş. To increase the accuracy and reliability of the report, selected non-financial information has been subjected to a limited assurance audit by the independent audit company KPMG Bağımsız Denetim ve SMMM A.Ş.

The collaboration of teams from diverse areas of expertise during the reporting process has enabled a more comprehensive sustainability assessment to be presented to stakeholders. Sustainability and Project Development Manager Onur Yılmaz, Product Management and Business Development Manager Berna Karakaya, and Director, CTO Özhan Öрге have actively involved in this process. Through this report, QNB Leasing aims to encourage its stakeholders to be engaged in the sustainable transformation and to lead this transformation.

QNB Leasing values the feedback of its stakeholders to improve its sustainability performance and expects this report to serve as a guide for future reporting processes in the years ahead. For feedback and inquiries, please contact us at [onur.yilmaz@qnbleasing.com.tr](mailto:onur.yilmaz@qnbleasing.com.tr), [berna.karakaya@qnbleasing.com.tr](mailto:berna.karakaya@qnbleasing.com.tr) and [ozhan.orge@qnbleasing.com.tr](mailto:ozhan.orge@qnbleasing.com.tr).



## Message from the Chairperson

As QNB Leasing, we improve our environmental, social, and governance (ESG) performance every year, demonstrating a responsible leadership approach in the age of transformation.



**Metin Karabiber**  
Chairperson of the Board of Directors

🗣️ For us, sustainability transcends obligation; it is a core value at the heart of our business model.

Our Esteemed Stakeholders,

In 2024, we witnessed a year of restructuring around the world. Rising uncertainty on a global scale and the deepening impact of the climate crisis reminded us of our responsibility to build a more sustainable future, as did the transformative power of technology. As QNB Leasing, we improve our environmental, social, and governance (ESG) performance every year, demonstrating a responsible leadership approach in this age of transformation.

For us, sustainability transcends obligation; it is a core value at the heart of our business model. Guided by this philosophy, our initiatives in 2024 delivered not only financial success, but also inspired our stakeholders through projects that create lasting value for the future. Our holistic, sustainability-conscious solar energy investments and our water and waste management solutions, along with the steps we have taken to reduce carbon emissions, are just the beginning: With the goals we have set for 2025, we are focused on taking our journey even further.

In 2024, digital transformation was a cornerstone of our sustainability goals. In promoting our customers' digitalization processes, we empower them to make their business processes more

efficient while reducing their carbon footprint. We believe that this shift represents more than a solitary effort—it is an unparalleled opportunity to foster collective momentum throughout the sector.

Our endeavors throughout the year delivered solid results: With a new transaction volume of USD 705 million, we increased our market share to 11.8% and consolidated our leading position in the sector. Through effective credit risk management, we achieved our sustainable growth goals while maintaining our asset quality. These achievements would not have been possible without our employees and stakeholders, who add value to our Company and share our mutual vision. On behalf of our Board of Directors, I would like to extend my sincerest thanks to each and every one of them.

Today's Sustainability Report reflects QNB Leasing's vision for shaping tomorrow, in addition to managing today. We see 2025 as a turning point and, with our motto "On the Right Path Toward a Promising Future," we are committed to moving ahead with even greater resolve. We look forward to continuing working together and creating greater value for a sustainable future.

Sincerely,



## Message from the General Manager

At QNB Leasing, we proceed with the confidence earned from our hard work, regarding sustainability not only as a goal to be achieved, but as an integral element of our core business activities.



**Osman Taş**  
General Manager

Through our achievements and the advanced projects we realized throughout 2024, QNB Leasing again affirmed its robust position in the sector and its unwavering commitment to a sustainable future.

In 2024, the Turkish economy and the leasing sector experienced both challenges and opportunities. Our confidence in the potential of our economy has been fortified by favorable developments, including but not limited to robust growth, an increase in foreign exchange reserves, and the trust established by our country's removal from the FATF list. Concurrently, various challenges—such as elevated inflation, rising interest rates, and global economic uncertainties—remind us that it is imperative to intensify our endeavors.

At QNB Leasing, we act with a confidence earned by our hard work, regarding sustainability not only as a goal to be achieved, but as an integral element of our core business activities. In 2024, we supported our customers' sustainability investments, taking important steps to build our shared future together. By way of these actions, we spotlight our industry leadership across a wide-ranging transformation extending from renewable energy projects to investments in digitalization.

We closely monitor globally emerging standards and environmental regulations, and we prioritize investments that reduce greenhouse gases and mitigate environmental impacts in line with European Union regulations.

We are establishing strong collaborations with Türkiye's expert business partners in areas spanning renewable energy, energy efficiency, wastewater management, and smart production solutions. We contribute to our nation's sustainability goals by directing the sustainability-themed resources we obtain from international development banks to projects like renewable energy, energy efficiency, and digitalization.

By means of our achievements and the advanced projects we realized throughout 2024, QNB Leasing again affirmed its robust position in the sector and its unwavering commitment to a sustainable future. These achievements were made possible by the contributions of our employees, who are passionate about their work, and our stakeholders, who share the same goals. I would like to thank them all for their invaluable efforts.

We are pleased to share our accomplishments in this report, which has been drawn up in accordance with the Turkish Sustainability Reporting Standards (TSRS) and reflects our Company's environmental, social, and governance performance. We are pleased to be on this journey together, in line with our goal to leave a better and brighter planet for future generations.

Sincerely,

# Our Strong Performance in 2024

## Sustainable Operations for the Future Economic Sustainability



Total Assets  
TRY 31.2 billion

Number of Customers  
2,756

Net Leasing Receivables  
TRY 26.9 billion

Return on Assets and Equity  
4.3% and 38.2%

## Sustainable Society for the Future Social Sustainability



Total Number of Employees  
130

Female Ratio in Total Workforce  
48%

Total Training Hours  
498 hours

Total Social Investment Amount  
TRY 242,611

## Sustainable Planet for the Future Environmental Sustainability



Amount of Installed Capacity Financed  
According to Renewable Energy Project Types  
93.9 MW

Total funding provided to sustainability  
projects in 2024  
USD 100 million

Renewable Energy Supply Rate within  
the Scope of I-REC Certificate  
100%

Number of Projects with Environmental  
Scores Established in 2024  
40



## About QNB Leasing

QNB Leasing, among the first leasing companies to start branching in Anatolia, has an extensive service network throughout Türkiye with a total of 13 branches, one of which is in the Free Trade Zone.



Founded in 1990, QNB Leasing continues to support its customers' investments as a pioneer in the leasing sector in Türkiye, leveraging its strong and widespread service network. The company provides financing to many sectors, including construction, healthcare, agriculture, and livestock. Adopted the principle of providing solutions tailored to customer requirements with its wide product portfolio and sector diversity, QNB Leasing is known for its innovative applications in the leasing sector.

Among the first leasing companies to establish branches in Anatolia, QNB Leasing has an extensive service network across Türkiye with 13 branches, including one in the Free Trade Zone. As of 2024, the company had completed a transaction volume of USD 539 million, accounting for 12.1% of the total USD 4,452 million transaction volume in the Turkish leasing sector. In the same period, asset size reached TRY 31.2 billion and net profit reached TRY 1,205 million.

By the end of 2024, QNB Leasing serves 2,756 clients with 129 employees and is determinedly expanding its operations in Türkiye through centers established across 10 cities. With a customer portfolio ranging from SMEs to large-scale enterprises, the company stands out as a significant supporter of economic growth and sustainable development. By leveraging innovative products and a customer-centric strategy, the Company fosters growth within the industries it serves.

**130**

number of  
employees





## About QNB Bank

Established in 1987 as Finansbank A.Ş., QNB Türkiye has 11,949 employees and acting as Türkiye's 5<sup>th</sup> biggest private bank in terms of total assets, customer deposits, and net loans.

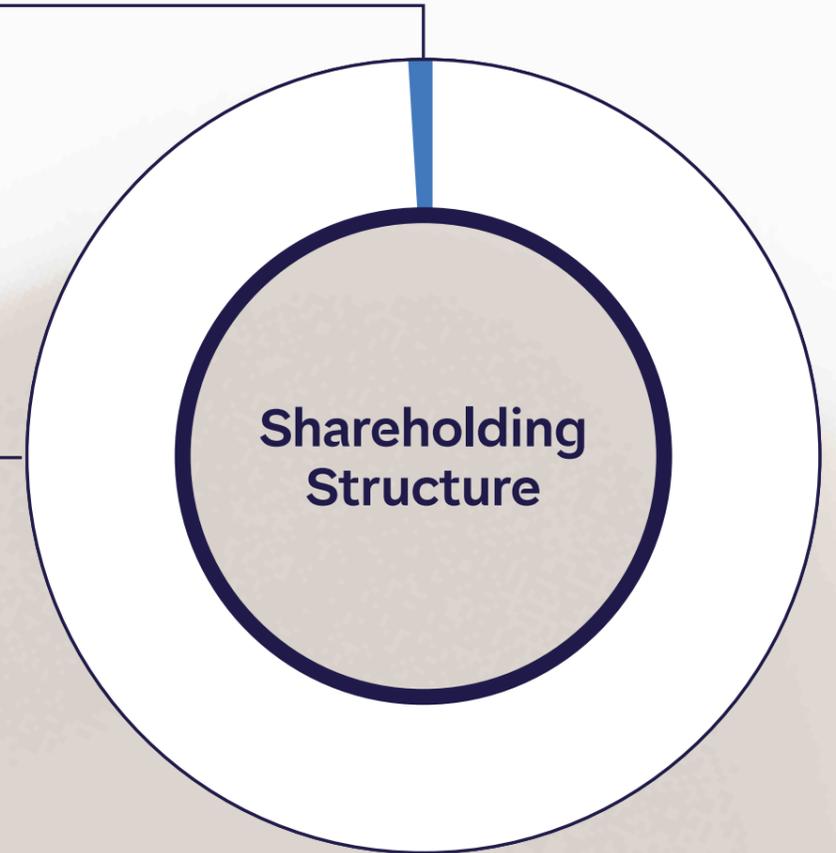
Established in 1987 as Finansbank A.Ş., QNB Türkiye has 11,949 employees and acting as Türkiye's 5<sup>th</sup> biggest private bank in terms of total assets, customer deposits, and net loans. In 2016, Qatar National Bank (Q.P.S.C.) (QNB Group) acquired 99.9% majority shares in Finansbank. From that date on, the bank started creating value under the roof of the QNB Group, and by acquiring the name QNB Türkiye on October 14, 2024, it continues to take decisive steps to further advance its success story. By the end of 2024, QNB

Türkiye serves its customers with its headquarters in Kristal Kule (Crystal Tower), Operation Centers in Erzurum and Ümraniye district in Istanbul, 13 Regional Directorates, and a total of 427 branches: 425 in Türkiye, 1 abroad (Bahrain), and 1 in the Atatürk Airport Free Zone.

The bank also offers products and services to its customers in factoring, leasing, consumer finance, insurance, portfolio management services, and e-transformation products through its subsidiaries and affiliates.

**0.12%**  
Other

**99.88%**  
Qatar National Bank  
(Q.P.S.C.)



### Subsidiaries and Affiliates

- QNB Finansal Kiralama A.Ş.
- QNB Yatırım Menkul Değerler A.Ş.
- QNB Portföy Yönetimi A.Ş.
- QNB Faktoring A.Ş.
- QNB Varlık Kiralama Şirketi A.Ş.
- QNB Sağlık Hayat Sigorta ve Emeklilik A.Ş.
- QNBeyond Ventures B.V.
- IBTech Uluslararası Bilişim ve İletişim Teknolojileri Araştırma Geliştirme, Danışmanlık, Destek Sanayi ve Ticaret A.Ş.
- eFinans Elektronik Ticaret ve Bilişim Hizmetleri A.Ş.
- Bantaş Nakit ve Kıymetli Mal Taşıma ve Güvenlik Hizmetleri A.Ş.



# Our Vision, Mission, Objective, and Values

## Our Vision



"On the Right Path Toward a Promising Future" in line with our goal to be the architect of all investments that will add value to Türkiye and the world.

## Our Mission



Establishing lifelong partnerships with all stakeholders of QNB Leasing by understanding their needs, finding the right solutions, and aiming for maximum customer satisfaction.

## Our Purpose



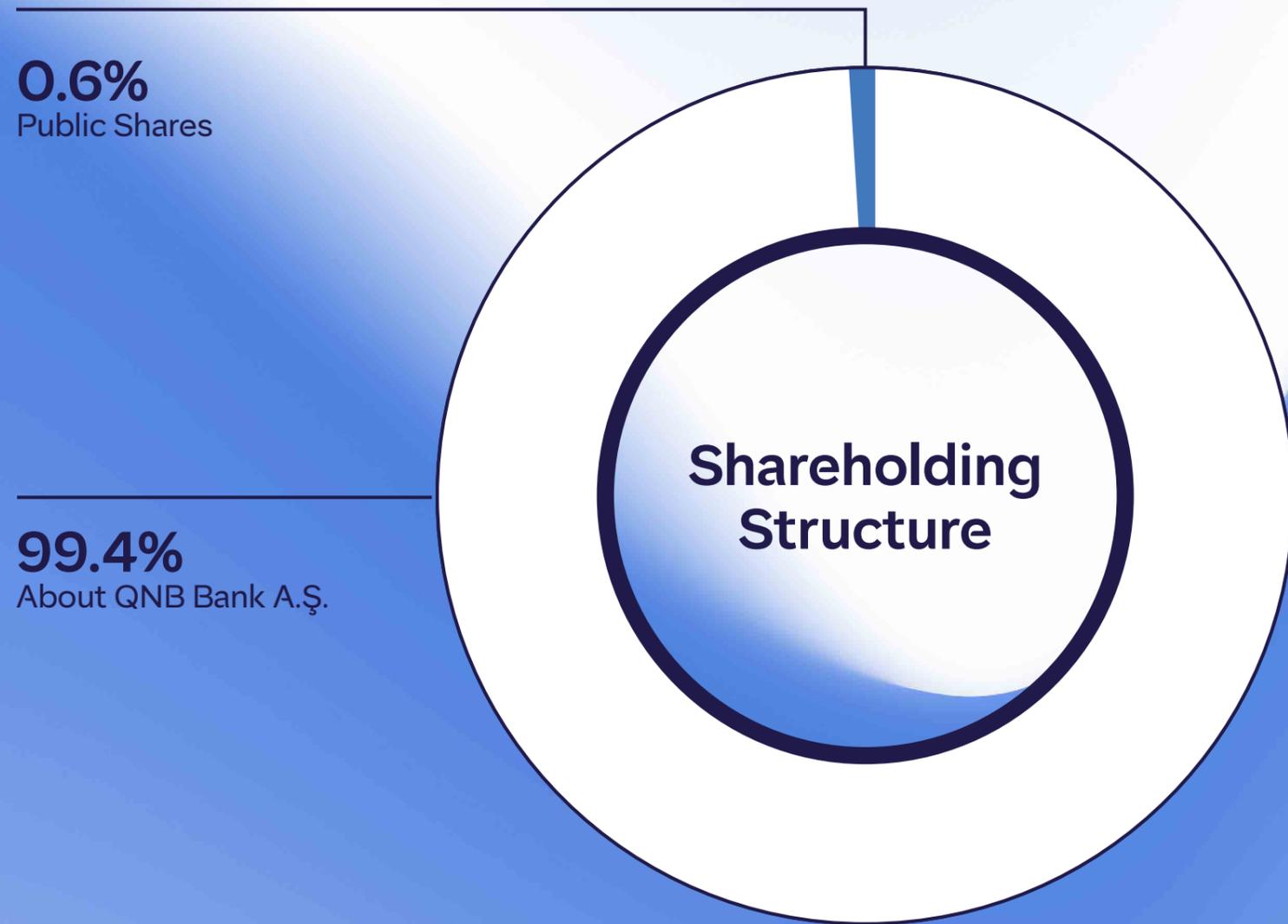
Exceeding beyond expectations and creating a long-lasting value!





## Our Capital and Shareholding Structure

The capital and shareholding structure of QNB Leasing is established as follows:



The paid-in capital of the Company has been set as TRY 1 billion. The public share ratio is 0.6% and QNB Leasing is traded in the Borsa Istanbul (BIST) Full Index.



# Our Journey of Sustainable Success

Finans Finansal Kiralama A.Ş. was established as the 5<sup>th</sup> financial leasing company in Türkiye.

Customer Credit Rating System was implemented.

Merger with NBG completed.

In June 2016, Finansbank Group was acquired by QNB (Qatar National Bank).

QNB Finans Finansal Kiralama A.Ş. changed its business name to QNB Finansal Kiralama A.Ş.



1990



2002



1993



2003



2006



2005



2016



2018



2017

2024



Shares of Finans Finansal Kiralama A.Ş. started to be traded on the Istanbul Stock Exchange.

Merged with Finans Deniz Leasing.

The company started to be rated by Moody's Rating.

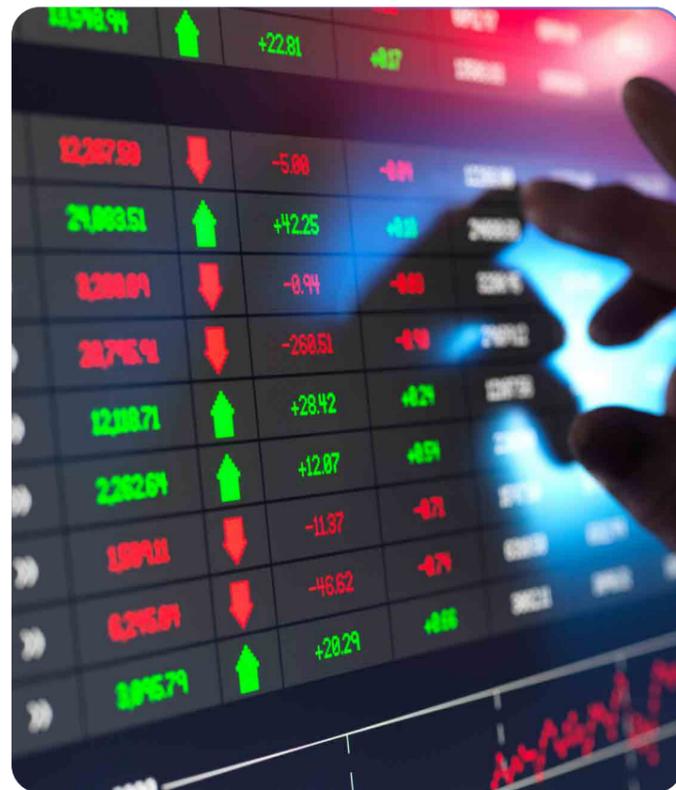
The brand name has changed to QNB Finansleasing.

The company's business name was changed to QNB Finans Finansal Kiralama A.Ş.



## 2024 Highlights

QNB Leasing became one of the industry leaders, ranking 2<sup>nd</sup> in total receivables within the leasing sector in 2024.



### Global Economic Developments and Impacts Thereof

2024 marked significant changes in global macroeconomic conditions. While the tight monetary policies implemented in the US and Europe helped reduce inflation, central banks gradually reduced interest rates, taking into account growth and employment risks. The Chinese economy has increased its monetary and fiscal incentives in line with its growth targets. However, geopolitical risks and international economic sanctions had negative impacts on global financial conditions. Developments such as the Russia-Ukraine war, conflicts in the Middle East, and tensions over Taiwan accelerated uncertainties in the global economy.

Despite these challenges, improvements in global financial conditions have signaled a more supportive environment in the near future. In Türkiye, policies encouraging investment were implemented to support economic growth.



### Sector-Wide Assessment and Company Performance

QNB Leasing has become one of the industry leaders, ranking 2<sup>nd</sup> in total receivables within the leasing industry in 2024. The company's turnover for 2024 increased by 68% compared to the previous year. This growth was achieved through the launch of innovative products and services while customer-focused strategies have been implemented successfully.



### Innovative Products and Services

In 2024, QNB Leasing prioritized financing renewable energy sources, energy efficiency, water management, and digital transformation projects, specifically for its business lines in the sector. Within the scope of its sustainability strategy, the Company has supported the green transformation processes of companies exporting to Europe, particularly in line with regulations such as the European Green Deal, the Carbon Border Adjustment Mechanism, and the German Supply Chain Act.



### Financial Indicators

- Turnover Increase: 68%
- Ranking in Total Receivables: 2<sup>nd</sup>
- Sustainable Financing Projects: Investments focused on renewable energy, energy efficiency, water management, and digital transformation

Aiming to reduce the impact of global risks and achieve sustainable growth targets in 2024, QNB Leasing has reinforced its leadership in the sector by offering innovative solutions for its customers' requirements. Guided by its environmental and social responsibilities, the Company has maintained its commitment to the strategy of creating long-term value.



## Our Awards and Achievements

Empowered by its history, reinforced with awards and achievements, QNB Leasing aims to leave a legacy to future generations with projects and approaches focused on sustainability and innovation.

QNB Leasing's achievements have been recognized on international platforms. In 2019, the company was granted the Best Employer Award by Kincentric, one of the world's leading HR and management consulting firms. This award reflects the importance the Company attaches on employee satisfaction, its commitment to strengthening its corporate culture, and its leadership approach.

Kincentric's award program selects the bests in relevant categories by conducting comprehensive analyses in critical areas such as employee engagement, leadership, employer branding, and agility. QNB Leasing has been acting as an exemplary employer both in the sector and internationally, with its outstanding performance in these criteria.

### Our Future Goals

Empowered by its history, reinforced with awards and achievements, QNB Leasing aims to leave a legacy to future generations with projects and approaches focused on sustainability and innovation. Increasing employee satisfaction and creating customer-oriented solutions shall continue to be among the Company's main priorities.





## Our Sustainability Strategy and Organization

Considering sustainable development as part of its corporate strategy, QNB Leasing aims to create long-term value by integrating environmental, social, and governance criteria into its business model.



QNB Leasing considers sustainability as a means for ensuring the continuity of both economic growth and social benefit through responsible business practices and innovative financing solutions. Considering sustainable development as part of its corporate strategy, QNB Leasing aims to create long-term value by integrating environmental, social, and governance criteria into its business model. QNB Leasing offers solutions that will support the long-term goals of its clients and shareholders while materializing their local and global sustainability requirements.

### Integration of Strategy into Business Model

QNB Leasing integrates its sustainability strategy into its business model and adapts it to all its operations. In this context, QNB Leasing mainly focuses on financing renewable energy resources, energy efficiency projects, digital transformation, and water management. The Sustainability Governance Framework has been developed in line with QNB Group's strategy and is regularly supported by internal guidelines, procedures, and membership of global sustainability initiatives.

### Sustainability in Decision-Making Processes

Sustainability is integrated into the Company's decision-making processes through a multi-layered and participatory management structure. The management is regularly notified on the risks and opportunities related to sustainability, and these issues are addressed as material in strategic planning processes. The resolutions rendered and goals set at the Sustainability Committee meetings are communicated to all departments within the Company, thus demonstrating

a holistic and participatory approach to risks and opportunities.

### Our Sustainability Organization

Sustainability efforts at QNB Leasing are managed by a Sustainability Committee convening regularly. This committee is supported by groups formed from the Internal Audit, Loans, and Marketing teams. The working groups under the Committee focus on the following areas:

- Environmental Risk Management
- Social Impact and Community Participation
- Governance and Transparency

QNB Leasing also actively participates in the sustainability committees established within the QNB Group, thus closely monitoring local and global developments.

The findings from the Sustainability Committee meetings are shared with all employees in in-house meetings, and information is provided about the scope of sustainability projects. In this process, all employees of the Company are made part of the sustainability goals and a common vision is created.



# Management of Sustainability Risks and Opportunities

QNB Leasing's strategic decision-making process weighs sustainability goals alongside economic advantages.

### Sustainability Perspective and Risk Management

QNB Leasing adopts a proactive approach to managing sustainability-focused risks and opportunities by rapidly adapting to global and local changes. The company is committed to providing sustainable solutions to its business partners and stakeholders by integrating environmental, social, and governance criteria into all business processes.

Among the main risks identified within the scope of sustainability, regulatory compliance requirements, threats from climate change, and reputation management are particularly notable.

Risk	Definition
<b>Regulatory Risks</b>	The costs of complying with regulations such as the Carbon Border Adjustment Mechanism and the European Green Deal is likely to create a financial burden in the short and medium term.
<b>Climate Risks</b>	The frequency of extreme weather events and the accompanying instabilities can increase the logistical and operational costs of projects.
<b>Reputation Risks</b>	Deficiencies in ESG compliance can lead to risks of customer loss reputation damage.

Opportunities Focused on Sustainability	Definition
<b>Green Financing</b>	Financing renewable energy and digital transformation projects is considered a revenue-increasing factor.
<b>Market Expansion</b>	The demand for sustainable business models in European and global markets is triggering new business opportunities.
<b>Customer Loyalty</b>	The increasing demand for sustainable financing solutions drives long-term customer satisfaction and loyalty.



### Managing Trade-Offs

QNB Leasing's strategic decision-making process weighs sustainability goals alongside economic advantages. A trade-off refers to minimizing the negative impacts likely to occur on other goals while achieving one goal. For example, when choosing the location of a new operation, a balance is sought between reducing environmental impacts (carbon footprint, natural resource use) and providing economic benefits to local communities (employment, infrastructure development). Meanwhile, the correlations between reducing environmental costs and increasing social benefits are analyzed in detail.

### Impacts on Financial Performance

The impact of sustainability risks and opportunities on the Company's financial position is assessed in three different time periods:

- In the Short Term (1 year):** Regulatory compliance costs and initial financing of new projects is likely to place a temporary burden on cash flows.

- In the Medium Term (1-3 years):** Increased revenue and operational efficiency from green financing projects will strengthen financial performance.
- In the Long Term (3+ years):** Resource efficiency and innovative business models will increase financial resilience, and the Company will ensure a more competitive position in global markets.

### Strategic Risk and Opportunity Management Model

QNB Leasing has adopted a multi-layered structure to manage sustainability risks and opportunities. The Sustainability Committee and its specialized working groups steer this process. To effectively manage risks and address opportunities, coordination is ensured among all units, and decision-making processes are supported by periodic reporting.



## Our Sustainability Goals

QNB Leasing's short-term goals include organizing training programs and awareness campaigns to raise sustainability awareness among employees and stakeholders.

QNB Leasing aims to effectively manage its environmental, social, and economic impacts by integrating its sustainability strategy with its long-term value creation goal. The Company's short-term goals include organizing training programs and awareness campaigns to raise sustainability awareness among employees and stakeholders. Meanwhile, establishing guidelines and procedures to integrate sustainability criteria into business processes is also among material topics.

In the medium term, reducing carbon emissions, optimizing water consumption, and implementing energy efficiency projects are considered highly focused objectives. Investments in renewable energy projects and digital transformation-focused projects constitute the fundamental building blocks of these objectives. Furthermore, the Company aims to minimize environmental impact by providing financial support to solar power plant projects based on self-consumption.

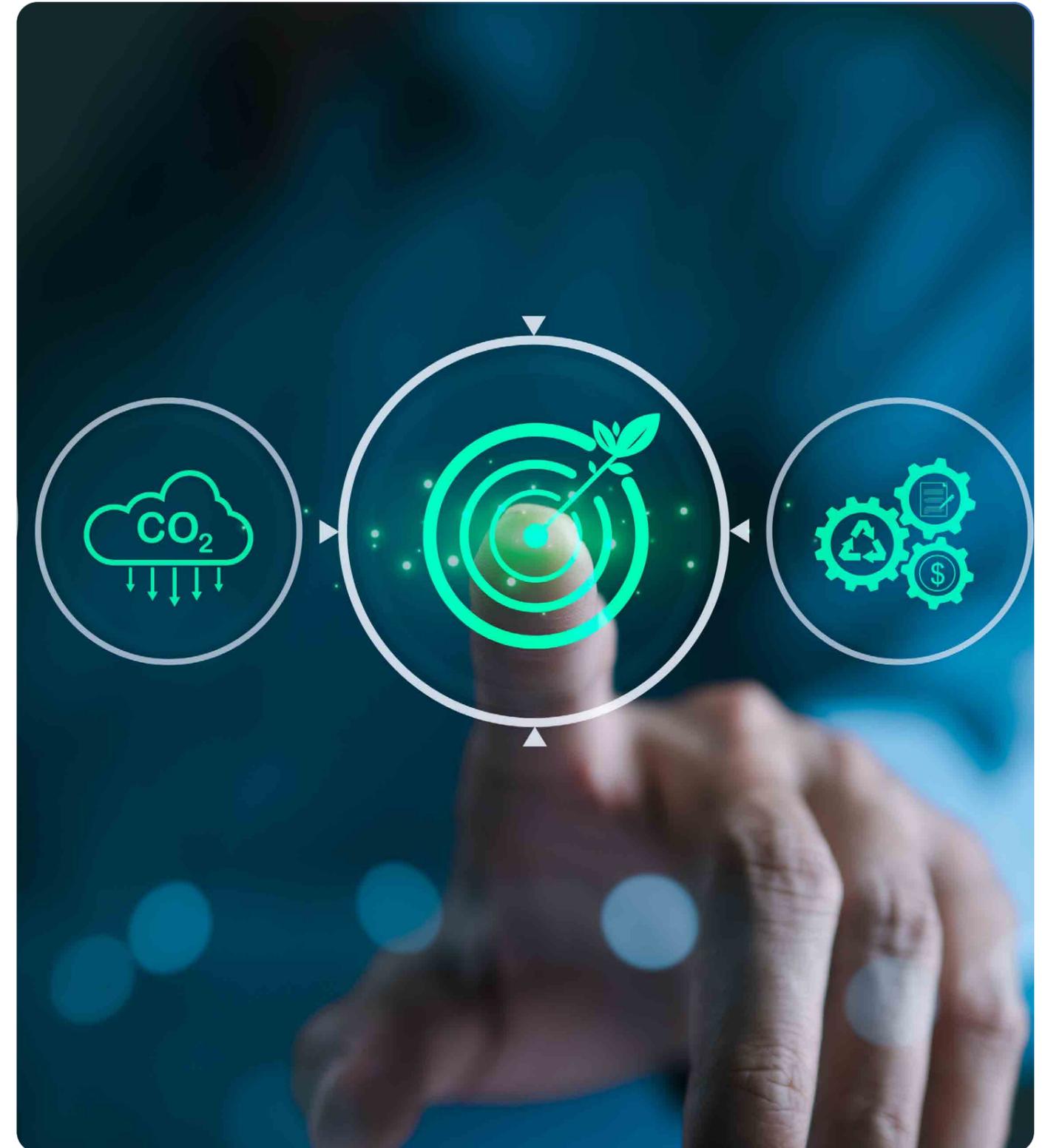
In the long term, QNB Leasing further aims to ensure that its operations and the activities of its stakeholders are fully aligned with sustainability principles. The company is committed to sustaining its contribution to environmental and economic sustainability via innovative financing solutions. A key milestone was reached in 2024, with the total installed capacity of financed renewable energy projects attaining 500 MWp. The strategy includes plans to intensify this support moving forward.

Progress towards sustainability goals is regularly monitored and audited by the Company's governance bodies. Progress is assessed through reports prepared within the scope of risk and opportunity management processes, performance indicators, and regular meetings, while findings are disclosed transparently to all stakeholders. With this strategic approach, QNB Leasing is committed to fully complying with the European Green Deal and international sustainability standards.

500 MWp

Total installed capacity of renewable energy projects funded by the end of 2024

“QNB Leasing's long-term goal is the full integration of sustainability principles into both its own operations and the activities of its stakeholders.



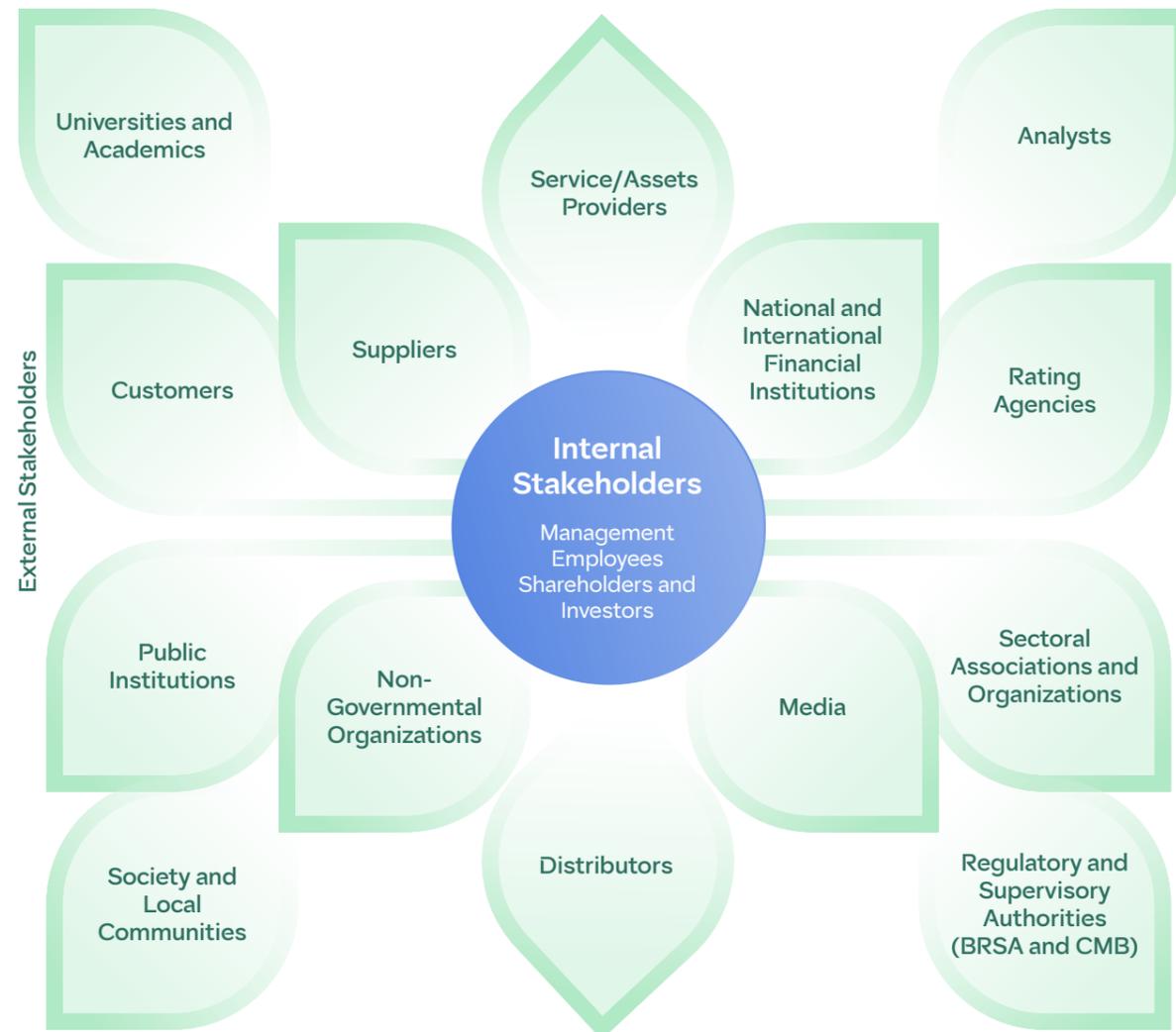


# Stakeholder Engagement and Communication

For QNB Leasing, relationships with stakeholders constitute one of the fundamental building blocks of sustainability management. The Company aims to create long-term value by materializing the requirements of its stakeholders in business processes. Effective stakeholder management in a Company is essential in realizing its strategic goals and promoting sustainable growth.

## Our Stakeholder Ecosystem and Key Groups

QNB Leasing's stakeholder ecosystem encompasses a wide spectrum, from customers to employees, suppliers to public institutions. Key stakeholder groups:



## Stakeholder Communication in 2024

QNB Leasing used a variety of methods and channels in its stakeholder communication in 2024. The main platforms for communicating with customers include telephone (call center and Company lines), email, on-site visits, corporate website, video conferencing (Webex), and corporate social media accounts. The Company established communications with the customers on a regular basis by means of these channels and performed updates accordingly. Specifically, direct communication channels, including phone and email, ensured continuous interactions with customers.

## Customer-Focused Approach

Customers are among the most important stakeholders of QNB Leasing. The Company's sales teams effectively use resources in their regions to identify potential customers and offer bespoke solutions for the customers. Focusing on customer demands while creating leasing projects, understanding their requirements, and developing quality service have been the main priorities.

## Sustainability Partnerships and Projects

QNB Leasing partnered with its stakeholders in various sustainability projects in 2024. These include financing renewable energy projects, collaborations focused on reducing carbon emissions, and digital transformation initiatives. These projects, carried out with stakeholders, aimed to create environmental and social value while also increasing the efficiency of business processes.





# Priority Issues and Prioritization Analysis

QNB Leasing determines its 2024 priority issues in line with stakeholder expectations and corporate sustainability objectives. The prioritization process includes a comprehensive analysis assessing the Company's business processes, environmental impacts, social responsibilities, and economic performance. Meanwhile, stakeholder expectations, global sustainability standards, regulations, and industry trends are taken into account.

### Prioritization Criteria

The main criteria used in ranking QNB Leasing's priorities are:

- **Stakeholder Priorities:** Expectations of customers, employees, investors, and other stakeholders.
- **Strategic Significance:** Its contribution to the company's long-term goals and business strategies.
- **Environmental, Social, and Governance (ESG) Risks:** Prominent issues in corporate risk management.
- **Legal and Regulatory Requirements:** Compliance with local and international sustainability regulations.

### Sustainability Principles

The fundamental sustainability principles determined by QNB Group guide all of the Company's operations and strategies. Four out of fourteen issues identified within the scope of the material analysis are called "Fundamentals of Sustainability." These issues are not materialized because they are equally important fundamental elements that must be achieved under all circumstances in terms of sustainability for QNB Leasing.

QNB Leasing aims to create long-term value for customers and stakeholders by prioritizing sustainable finance, digital transformation, and environmental impact management. The Company's strategic initiatives in this domain are expressly designed to advance the objectives of the European Green Deal and are consistent with leading international sustainability frameworks.





# Sustainable Development Goals We Contribute to

Economic	
Sustainable Financial Performance	
Cybersecurity and Customer Privacy	
Sustainable Value Chain Management	
Operational Excellence and Business Continuity	
Customer Experience and Satisfaction	
Digital Transformation and Innovation	

Governance	
Corporate Governance and Risk Management	
Legal Compliance and Business Ethics	

Environmental	
Combating Climate Change and Environmental Compliance	
Sustainable Finance	
Environmental Impact Management and Responsible Sourcing	

Social	
Talent Management and Employee Wellbeing	
Financial Inclusion	
Equal Opportunity, Diversity and Gender Equality	
Social and Community Investment	



## Board of Directors, Senior Management and Committees



### QNB Leasing Board of Directors

Title	Name & Surname	Office Term
Chairperson of the Board of Directors	Metin Karabiber	14 Years
Vice Chairperson of the Board of Directors	Adnan Menderes Yayla	16 Years
Member of the Board of Directors and General Manager	Osman Taş	2 Years
Board Member	Engin Turhan	1 Year
Board Member	Yeliz Ataay Arıkök	2 Years
Independent Board Member	Filiz Sonat	1 Year
Independent Board Member	Kubilay Cinemre	3 Years
Independent Board Member	Fatma Deniz Ergen	3 Years



## Board of Directors, Senior Management and Committees



**Metin Karabiber**  
Chairperson of the Board of Directors

Born in Adana in 1961, Metin Karabiber graduated from Çukurova University, Department of Industrial Engineering in 1982. He started his banking career in 1985 at İnterbank. Served as Branch Manager at İktisat Bankası between 1990 and 1995, at Demirbank between 1995 and 1997, and at QNB Finansbank A.Ş. (QNB Bank) between 1997 and 1998. He then assumed the role of Deputy General Manager at Sümerbank where he worked between 1998 and 1999. Mr. Karabiber served as Regional Manager at Fortis Bank between 1999 and 2003, and after that served as Assistant General Manager responsible for Retail Banking - Sales at the same bank from 2003 to 2010. Mr. Karabiber joined QNB Bank A.Ş. in October 2010 to serve as Commercial Banking Deputy General Manager until June 1, 2016. He has been a Member of the Board of Directors at QNB Leasing since November 8, 2010, and assumed the role of General Manager of QNB Finansleasing between June 1, 2016 and March 6, 2023, and has been serving as Chairperson of the Board since March 6, 2023.



**Osman Taş**  
General Manager, Board Member

Born in 1978, Mr. Taş graduated from METU Faculty of Economics in 1999. He holds an MBA degree from Bahçeşehir University, granted in 2009. He started his career as an Assistant Inspector at Esbank in 1999. - Mr. Taş started his career at QNB Bank in 2002 at the Inspection Board and served in various positions, including Specialist Internal Audit Manager at the Inspection Board between 2002 and 2008, Commercial and SME Close Monitoring Loans Department Manager between 2008 and 2012, Retail Loans Close Monitoring Department Manager between 2012 and 2015, Retail Loans Legal Monitoring Director between 2015 and 2021, and Retail Loans Allocation and Policies Director between 2021 and 2022. He was appointed as General Manager of QNB Leasing in March 2023.



**Adnan Menderes Yayla**  
Deputy Chairperson

Born in Ankara in 1963, Adnan Menderes Yayla graduated from Ankara University, Faculty of Political Sciences, Department of Economics in 1985. He completed his MBA degree at the University of Illinois at Urbana-Champaign in the USA between 1992-1994. Mr. Yayla served as Assistant Financial Inspector and Financial Inspector at the Ministry of Finance between 1985 and 1995. He was then employed as Head of the Project Appraisal Department at the Privatization Administration between 1995 and 1996, and as Director, Senior Director, and Partner at PriceWaterhouseCoopers in Istanbul and London between 1996 and 2000. He served as Deputy General Manager responsible for the Financial Control Group and Risk Management at T. Dış Ticaret Bankası (Fortis) between 2000 and 2008. He joined QNB Bank as Deputy General Manager and Group CFO on May 20, 2008. Adnan Menderes Yayla was appointed as a Member of the Board of Directors of QNB Finans Leasing on August 12, 2008, and served as Chairperson of the Board between March 31, 2009 and May 31, 2012. He has been serving as Vice Chairperson of the Board since June 1, 2012.



**Engin Turhan**  
Board Member

Born in 1980, Mr. Turhan graduated from Marmara University, Faculty of Economics and Administrative Sciences, Department of Economics and has a master's degree in International Political Economy and Business Administration. He started his banking career at QNB Bank A.Ş. in 2003 through the Management Trainee program. After working in various departments within the Loans department until 2005, Mr. Turhan transferred to the Project Finance Department, where he held specialist and managerial positions in the Project Monitoring, Project Evaluation, Corporate Finance, and Syndications departments. Appointed as the Group Manager of Corporate Banking Structured Finance and Syndications in 2012, Mr. Turhan assumed the role of Manager of the Derivatives Sales function in 2014 and continued his role as Director. Commercial Banking was included to his existing roles in 2015, and in June 2016, Mr. Turhan was appointed Executive Vice President responsible for Commercial Banking and Project Finance. Mr. Turhan is now acting as Board Member in QNB Leasing as of March 29, 2024.

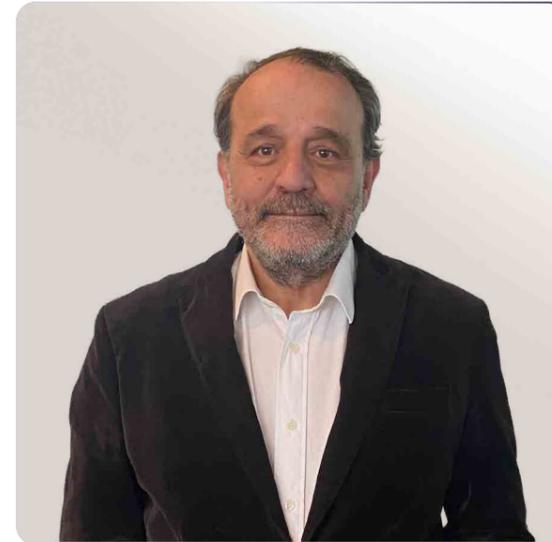


## Board of Directors, Senior Management and Committees



**Yeliz Ataay Arıkök**  
Board Member

Born in 1974, Ms. Arıkök completed her undergraduate education at Istanbul University, Department of Economics in English, and received her master's degree in Finance from Istanbul University in 1997. Ms. Arıkök started her banking career in 1997 in the Treasury Department of Osmanlı Bank. Between 1997 and 2008, he held various responsibilities in investment consulting and treasury at Osmanlı Bank, İş Yatırım, Turkcell, and Calyon Bank. She joined QNB Bank in 2008 and continues to serve as Director of Treasury Sales and International Banking and Chairperson of the QNB Bank Sustainability Committee. Ms. Arıkök was appointed as a Member of the Board of Directors of QNB Leasing as of March 31, 2023.



**Kubilay Cinemre**  
Independent Board Member

Born in 1966, Mr. Cinemre graduated from Boğaziçi University Department of Economics in 1987. He received his master's degree from the same department in 1992. Mr. Cinemre started his banking career in 1987 as a MT at Interbank and worked in the treasury and capital markets fields at İktisat Bankası and İmpex Bank. In 1991, he was then appointed as the Head of the Treasury Department at Finansbank A.Ş., Deputy General Manager at Alternatif Bank A.Ş. in 1995, and General Manager at Alternatif Menkul Kıymetler A.Ş. Mr. Cinemre worked as a Director in the Emerging Markets Department at Merrill Lynch International London between 1997 and 2000. By the end of 2000, he was appointed as Deputy General Manager responsible for Treasury, Capital Markets, and Project Finance at Garanti Bankası A.Ş. He held this position until 2007, where he participated in the establishment of Merrill Lynch Investment Bank and Merrill Lynch Securities Inc., serving as General Manager of both companies until 2011. In 2011, he founded Fokus Yatırım Holding A.Ş., operating in the fields of portfolio management and renewable energy. He was appointed as an Independent Board Member of QNB Finans Leasing as of March 29, 2021.



**Filiz Sonat**  
Board Member

Born in Istanbul in 1960, Filiz Sonat graduated from Istanbul Technical University, Department of Mechanical Engineering in 1982, and from Eskişehir Anadolu University, Department of Business Administration in 1992. Between 1982 and 1986, she worked as a ship planning, control, and field engineer at Sedef Gemi Endüstrisi A.Ş. She started her banking career in 1986 at İktisat Bankası A.Ş. and, between 1986 and 1998, served as a short- and medium/long-term loan allocation manager and as marketing manager responsible for the textile sector at İktisat Bankası. Between 1998 and 1999, Ms. Sonat served as Deputy General Manager of Loans at Sümerbank A.Ş., and between 1999 and 2018, she worked as Deputy General Manager responsible for corporate, commercial, project loans, small and medium-sized enterprises, and individual loan allocation, monitoring, and legal proceedings at QNB Bank A.Ş. Between 2009 and 2017, Ms. Sonat served as Chairperson of the Board of Directors at QNB Finans Factoring A.Ş. and as a Board Member at QNB Leasing. She was appointed as an Independent Board Member of QNB Leasing as of April 1, 2024.



**Fatma Deniz Ergen**  
Independent Board Member

Born in 1966, Ms. Ergen graduated from the Department of Linguistics at Ege University. Ms. Ergen, who holds a master's degree in Systems Engineering from Istanbul Aydın University, completed the Koç University Management Program and the INSEAD University Finance Certificate Program for Bank Executives. She began her banking career at Interbank A.Ş. in 1993, then worked at Denizbank in 1999 and at Finansbank A.Ş. from 2000 to 2009. She served as Branch Manager, Retail Banking Aegean Region Manager, Individual Banking Group Manager and finally Deputy General Manager in charge of Branch Sales at Finansbank A.Ş. Afterwards, she served as Deputy General Manager responsible for Stores and Operations at MUDO Mağazacılık A.Ş. and as an Independent Board Member at Vefa Holding. Ergen has been working as an executive consultant, organizational relations systems coach, mentor, and trainer in her own company since 2014. She was appointed as an Independent Member of the Board of Directors of QNB Finans Leasing as of March 29, 2021.



## Board of Directors, Senior Management and Committees

### Senior Management at QNB Leasing

Name & Surname	Title	Office Term
<a href="#">Semra Karsu</a>	Assistant General Manager - Chief Financial Officer/Operations	22 Years
<a href="#">H. Deniz Güvendiren</a>	Assistant General Manager - Loans	2 Years



Born in 1967, Ms. Karsu graduated from Notre Dame de Sion High School and Istanbul University's Faculty of Business Administration, where she also earned a master's degree in business administration. Ms. Karsu began her career at Garanti Leasing in 1990 and joined QNB Finansleasing in 1996 as Financial Control and Accounting Manager. She was appointed Group Manager in 1999 and Deputy General Manager in 2002, responsible for Financial Control and Accounting, Finance, Operations, and Information Technologies. She has served as Deputy General Manager since May 2023.

**Semra Karsu**  
Assistant General Manager -  
Chief Financial Officer/Operations



Born in 1974, Mr. Güvendiren graduated from Ankara University, Faculty of Political Science, Department of Labor Economics and Industrial Relations in 1995. He started his career as an Assistant Inspector at Kentbank in 1995. Mr. Güvendiren joined QNB Bank in 2004, serving as Branch Manager and various Regional Managers, before holding various positions at the Head Office, including Director of Branch Network Support, Development, and Performance Management and Director of Medium-Sized Enterprises. In May 2023, he was appointed Deputy General Manager responsible for Loan Allocation, Loan Monitoring, and Legal Affairs at QNB Leasing.

**H. Deniz Güvendiren**  
Assistant General Manager - Loans



# Board of Directors, Senior Management and Committees

## Committees at QNB Leasing

QNB Leasing has effectively structured its committees as one of the cornerstones of a strong governance structure. Committees focused on different areas of expertise have been established to support the Company's strategic goals, manage risks with a proactive approach and create sustainable value. The Audit Committee, Corporate Governance Committee, Early Risk Detection Committee, Sustainability Committee, and Information Security Committee are the key bodies directing the Company's operations and increase transparency and accountability.

### Audit Committee

In accordance with the second paragraph of Article 9 of the "Communique on Principles Regarding Financial Reporting in Capital Markets" promulgated in the Official Gazette dated June 13, 2013 and with edition number 28676, the Board of Directors unanimously resolved to designate the Audit Committee as the committee responsible for financial reporting.

Name & Surname	Title	Position in the Committee
Filiz Sonat	Independent Board Member	Chairperson
Kubilay Cinemre	Independent Board Member	Member

### Corporate Governance Committee

The duties of the Remuneration Committee and the Nomination Committee are carried out by the Corporate Governance Committee.

Name & Surname	Title	Position in the Committee
Kubilay Cinemre	Independent Board Member	Chairperson
Yeliz Ataay Arıkök	Board Member	Member
İnci Buse Kurt	Assistant Manager - Financing	Member

### Committee of Early Detection of Risk

It was resolved by the Board of Directors' decision numbered 962 dated April 15, 2013 that the Early Detection of Risk Committee be structured as a separate committee in accordance with Article 4.5.1 of the Communique (SERIES: IV, NO: 63 - Article 6) on the Amendment of the Communique on the Determination and Implementation of Corporate Governance Principles (SERIES: IV, NO: 56), which was enacted upon promulgation in the Official Gazette numbered 28567 dated February 22, 2013. As of September 30, 2024, the committee structure is as follows.

Name & Surname	Title	Position in the Committee
Fatma Deniz Ergen	Independent Board Member	Chairperson
Yeliz Ataay Arıkök	Board Member	Member

### Sustainability Committee

The Sustainability Committee was structured as a separate committee in accordance with the Corporate Governance Communique No. II-17.1, with the Board of Directors' resolution No. 1286 dated June 23, 2021, and the committee structure as of September 30, 2024, is as follows.

Name & Surname	Title	Position in the Committee
Osman Taş	Member of the Board of Directors and General Manager	Chairperson
Semra Karsu	Assistant General Manager - Chief Financial Officer/Operations	Member
Hayati Deniz Güvendiren	Assistant General Manager - Loans	Member
Zahir Eylem Sencer	Assistant General Manager - Sales	Member
Özhan Öрге	Director	Member

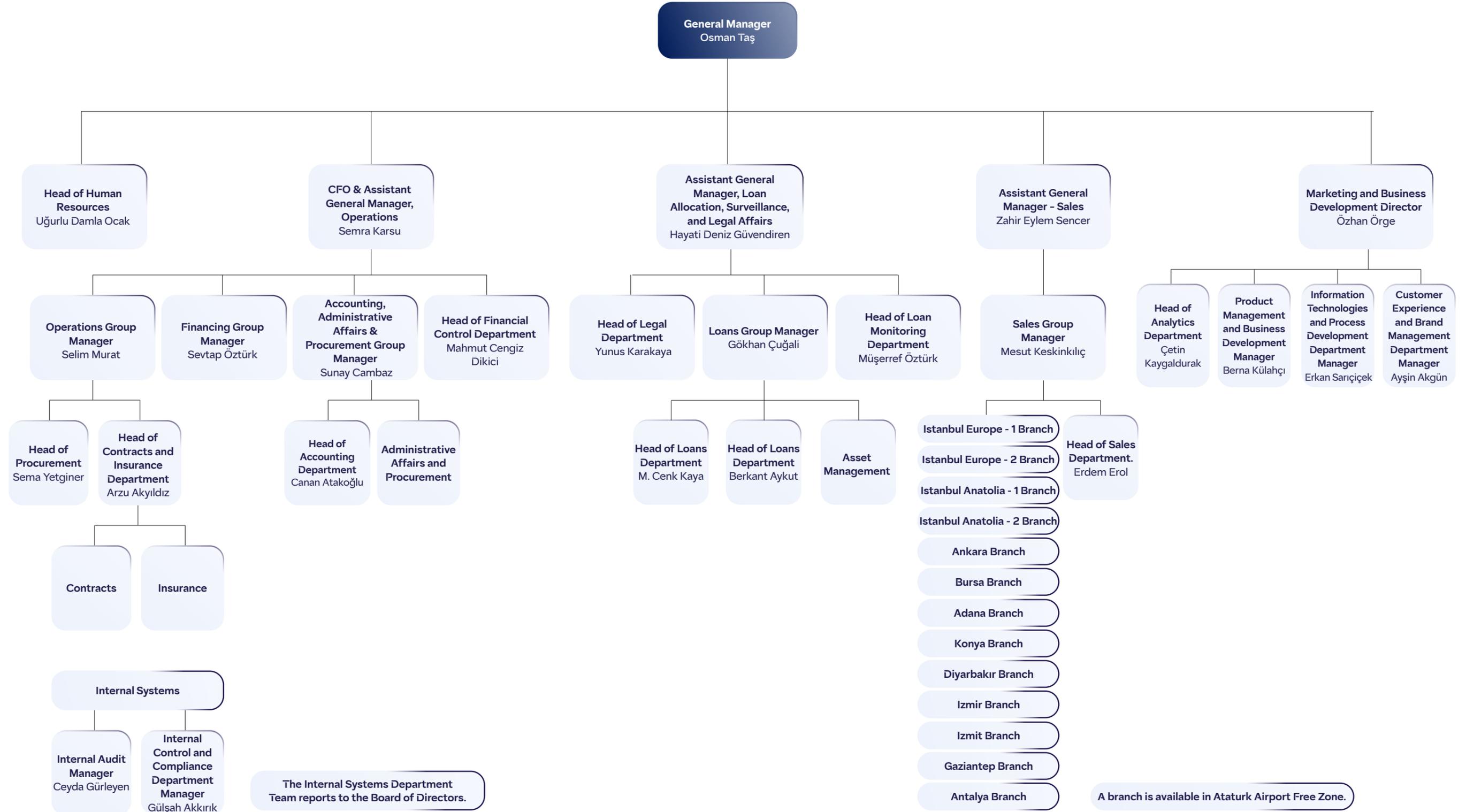
### Information Security Committee

The "Information Security Committee" was established on 01.05.2022 in accordance with the "Information Security Policy" to address, steer, and coordinate information security matters within the Company. The Information Security Committee consists of the General Manager, the Director Responsible for Information Technologies, the Internal Audit Manager, and the Information Technologies Manager.

Name & Surname	Title	Position in the Committee
Osman Taş	Member of the Board of Directors and General Manager	Chairperson
Özhan Öрге	Director	Member
Erhan Sarıçiçek	Head of Department - IT and Process Management	Member
Ceyda Gürleyen	Manager - Audit	Member



# Organizational Chart



A branch is available in Ataturk Airport Free Zone.



## Corporate Governance and Risk Management

QNB Leasing's Sustainability Policy has been formulated in accordance with the principles and strategic goals of the QNB Group Sustainability Framework. This policy is based on the Company's environmental, social, and governance (ESG) commitments and ensures the adoption of a sustainable approach in all business processes.

QNB Leasing addressees corporate governance not only as a regulatory compliance tool but also as a critical element in ensuring sustainable competitive edge. The company structures its business processes based on the principles of transparency, accountability, and responsibility, while carrying out its operations in compliance with the Capital Markets Board (CMB) regulations, the Turkish Commercial Code, the Banking Regulation and Supervision Agency (BRSA) regulations, and international standards. In this context, the Company adheres to a management model consolidating stakeholder trust and promoting sustainable growth across its business.

The Company's Corporate Governance Policy, structured within the framework of ethical values, clearly defines the duties and responsibilities of the Board of Directors, the effectiveness of in-house systems, and their obligations regarding financial reports. In addition, policies preventing conflicts of interest and a management approach considering environmental, social, and economic impacts have been adopted. With this approach, QNB Leasing aims to provide a reliable business environment by establishing a structure compatible with risk management while supporting long-term achievement goals.

### Sustainability Policy

QNB Leasing's Sustainability Policy has been formulated in accordance with the principles and strategic goals of the QNB Group Sustainability Framework. This policy is based on the Company's environmental, social, and governance (ESG) commitments and ensures

the adoption of a sustainable approach in all business processes. The Sustainability Policy covers the Company's goals of managing the impacts arising from its operational activities, creating long-term value for stakeholders, and contributing to global sustainability initiatives.

### Key Principles of the Sustainability Policy

The sustainability approach is established on three key pillars as Sustainable Finance, Sustainable Operations, and Corporate Social Responsibility. All three pillars support the Company's aim to achieve Sustainable Financial Performance by mitigating risks in these areas, creating new business opportunities, and strengthening its brand.

- **Sustainable Finance:** Integrating ESG criteria into financing processes, managing environmental and social risks, supporting renewable energy projects, and promoting financial inclusion.
- **Sustainable Operations:** Reducing carbon emissions from company activities, managing sustainability risks in the supply chain, combating bribery and corruption, and promoting respect for human rights.
- **Corporate Social Responsibility:** Making social investments in domains such as education, arts, culture and sports, and supporting projects contributing to society.

**International Framework and Compliance**  
QNB Leasing implements its sustainability policy in line with international standards such as the fundamental principles of the International Labor Organization (ILO), the United Nations Global Compact, and the World Bank Environmental and Health Guidelines. Furthermore, all departments of the Company are responsible for full compliance with the legal regulations and standards specified within the policy.



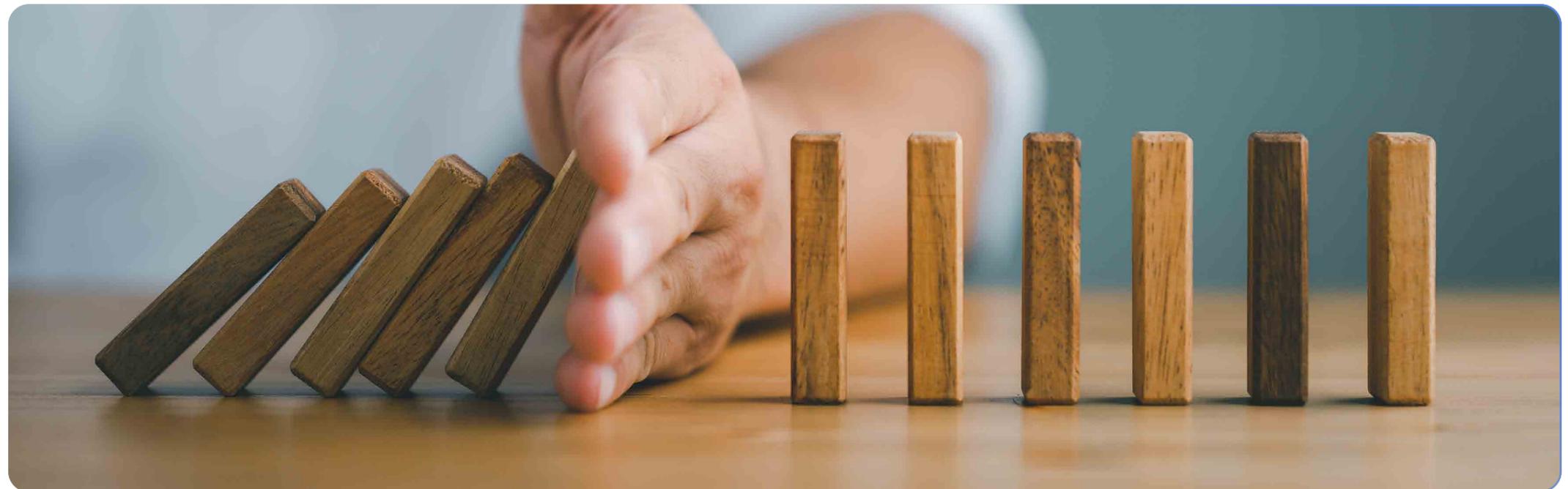


# Corporate Governance and Risk Management

The Sustainability Committee established within QNB Leasing is the main executive body for the achievement of the goals within the scope of the policy and the implementation of the sustainability strategy.

## Stakeholder Engagement and Transparency

To ensure effective implementation of the policy, regular communication is maintained with employees, customers, suppliers, and other stakeholders, and sustainability performance is reported annually and transparently disclosed to the public. Aiming to establish effective communication with stakeholders, QNB Leasing applies methods such as regular meetings, transparent reporting, and feedback mechanisms. One-on-one meetings and surveys conducted with customers, collaboration programs with suppliers to address sustainability risks, and sustainability training for employees are parts of this effort. The company aims to reduce its environmental, social, and economic impacts and create long-term value based on the principles of sustainable finance, operations, and corporate social responsibility.



## Management and Execution

The Sustainability Committee established within QNB Leasing is the main executive body for the achievement of the goals within the scope of the policy and the implementation of the sustainability strategy. The Committee is responsible for assessing ESG risks and opportunities while monitoring performance. This policy provides detailed guidance supporting sustainability goals and is aligned with the Company's long-term value creation strategy.

Note: For further details, the QNB Leasing Sustainability Policy is available on the official website [here](#).

## Risk and Crisis Management

Risk management includes the processes of identifying existing and potential risks related to the Company's activities, analyzing their effects, and eliminating them. Crisis management is carried out through the "Crisis Management Team" structure, and duties and responsibilities in potential crisis are clearly defined.

The Early Detection of Risk Committee functions to early detect risks likely to jeopardize the existence, development, and continuity of the Company, and further to take the necessary precautions against these risks, and to ensure risk management.

## Risk Management Strategy and Processes

QNB Leasing's risk management relies on identifying financial, operational, environmental, and social risks, analyzing the probability and impact of these risks, and then implementing appropriate action plans. The risk management strategy is developed applying separate metrics and analysis methods for each risk class, prioritized through risk matrices, and updated under the supervision of the Board of Directors.

Within the scope of internal audit activities in 2024, the Company was assessed in accordance with the Turkish Sustainability Reporting Standards (TSRS). Additionally, financial control processes were reviewed, business continuity plans were tested, and compliance audits were carried out. These audits were conducted to increase operational resilience and ensure early precautions against potential risks.



## Legal Compliance and Business Ethics

QNB Leasing's ethical values are formed by the principles of honesty, transparency, and accountability, and employees' adherence are expected to fully comply with these values.

QNB Leasing acknowledges the principles of legal compliance and business ethics as the basis of its corporate governance approach, and carries out all its processes in line with these values. The Company's ethical values are formed by the principles of honesty, transparency, and accountability, and employees' adherence are expected to fully comply with these values. The QNB Leasing Key Principles and Ethical Rules Policy, established in this context, includes comprehensive topics such as compliance with the law, respect for colleagues, relations with customers, preventing conflicts of interest, and the right to privacy.

In order to ensure the adoption of all employees to the ethical rules, the policy is presented in detail to every new employee. This policy is available on digital platforms easily accessible to employees and is supported by regular training. Training programs organized for all employees in 2024 contributed to raising ethical awareness and improving the effectiveness of processes in this area. Additionally, the Company's existing Ethics Hotline allows potential complaints to be submitted. The fact that no reports have been received through this hotline as of 2024 is considered an indicator of the Company's effective management and awareness efforts on this issue.

### Transparency and Accountability

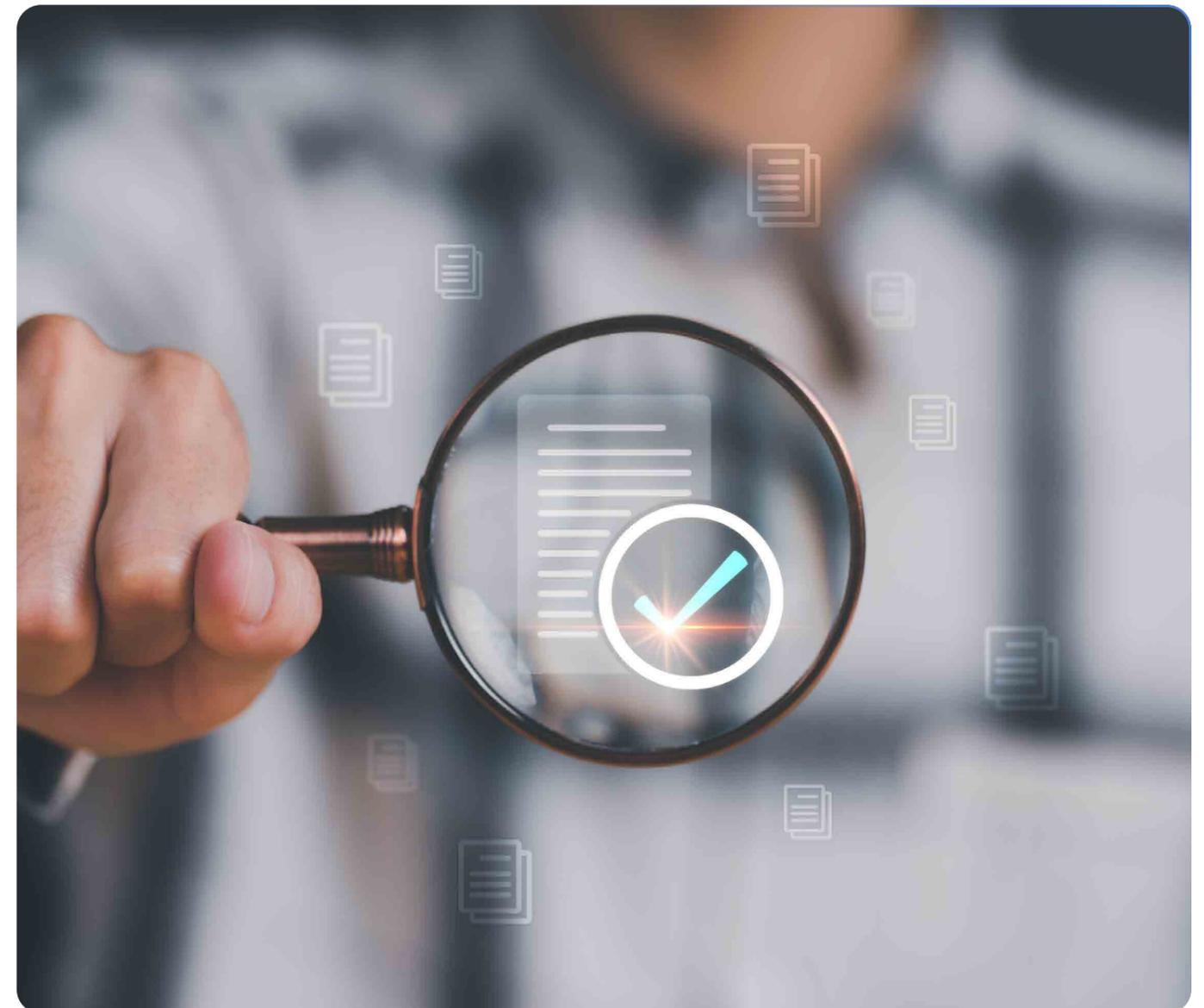
QNB Leasing conducts its activities in line with the principles of transparency and accountability. The Company's sustainability performance and financial results are disclosed to the public in line with local and international reporting standards (such as the GRI and IR Framework). The organization ensures transparency in its in-house communications by establishing clearly defined job duties, implementing performance evaluations grounded in objective criteria, and conducting regular employee satisfaction surveys.

### Legal Regulations and Anti-Bribery

A framework of regular monitoring and controls ensures ongoing compliance with applicable legal and sectoral standards. The company implements a zero-tolerance policy in anti-bribery and anti-corruption, and clearly defines the responsibilities of employees and senior management in this regard. Potential violations reported through the hotline are reviewed in detail by the Internal Audit Unit, and necessary actions are taken swiftly.

### Relationship with the Stakeholders Based on Trust

QNB Leasing's legal compliance and business ethics processes enable the establishment of a trust-based, sustainable relationship with stakeholders. This solid foundation supports the establishment of long-term cooperation and healthy growth dynamics in stakeholder relations. The Company's commitment to this issue provides a safe business environment for employees and external stakeholders.





## Summary Financial Information

Leasing Receivables

TRY 33,696,619,000

Net Leasing Receivables

TRY 26,908,917,000

Total Assets

TRY 31,209,186,000

Equity

TRY 4,650,173,000

Net Period Profit

TRY 1,205,184,000

Return on Assets (ROA)

4.3%

Return on Equity (ROE)

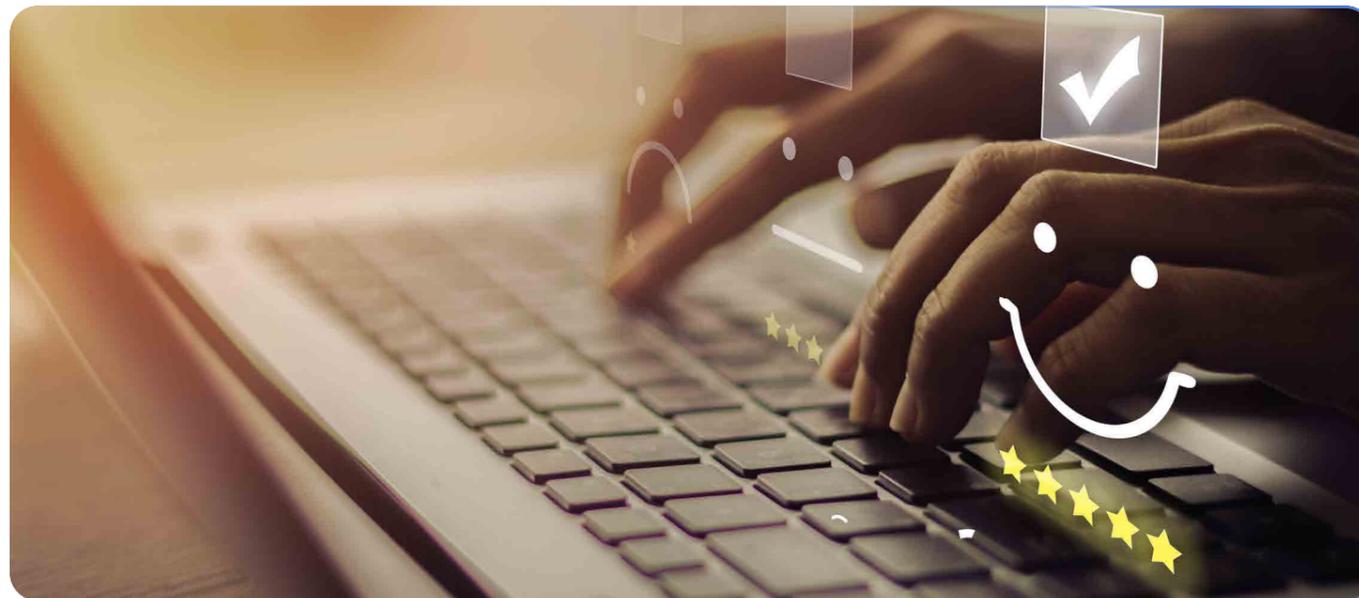
38.2%





## Customer Experience and Satisfaction

In 2024, comprehensive studies have been carried out to increase customer satisfaction. Blazing a trail in the leasing industry, a total of 1,150 customers were called, and customer feedback was collected.



QNB Leasing places customer satisfaction and experience at the core of its activities, and has adopted the fundamental goal of understanding and prioritizing the requirements of its customers and ensuring continuous improvement accordingly. The company's strategy is to enhance its brand and deepen customer relationships by delivering quality services and solutions providing tangible value.

### Customer Profile

QNB Leasing's customer portfolio consists mainly of Micro, SME, and Commercial segments. The customer portfolio is distributed as 50% Micro, 30% SMEs, 15% Commercial, and 5% Corporate. 99.9% of the customer base is domestic, reflecting the Company's strong commitment to the national economy.

### Customer Communication Channels

Communication with customers is carried out through a multi-channel approach. Communication is provided via telephone (call center and corporate lines), e-mail, customer visits, branches, corporate website, video conferencing (Webex), and corporate social media accounts. More than 50% of total communication takes place through channels such as telephone, email, and on-site customer visits.

### Customer Satisfaction Efforts in 2024

In 2024, comprehensive studies have been carried out to increase customer satisfaction. Blazing a trail in the leasing industry, a total of 1,150 customers were called, and customer feedback was collected. As a result of these calls, NPS (Net Promoter Score) was measured as 65%,

and CSAT (Customer Satisfaction Score) as 92%. One-on-one interviews were conducted with customers with low satisfaction scores, on-site visits took place, and improvement actions were implemented based on the feedback received.

### Collaborations in 2024

Various collaborations and process improvements were made in 2024 to strengthen customer experience and satisfaction. These included:

- Improvements in contract signing processes,
- Increasing the number of insurance agencies worked with,
- Active use of the customer experience tracking platform,
- Increasing the number of customers with direct debit mandates issued.

### Processes to Address Customer Complaints

Customer complaints are escalated to the relevant business units depending on their subject and are managed effectively through the customer experience platform. Feedback is collected during customer calls made at regular intervals each quarter, and this information is recorded and reported on the platform. Relevant business units take action on complaints and requests received through the platform and identify areas for improvement. This process ensures the resolution of customer complaints more quickly and efficiently. The average complaint resolution time is 0.8 days, and the feedback received during this process is reported and monitored accordingly.

### Transparency and Feedback

QNB Leasing demonstrates its commitment to ensure transparency by effectively handling and reporting customer feedback. Activity reports and sustainability performance are disclosed to the public in line with local and international reporting standards. In addition, employee and customer feedback is regularly evaluated through in-house company satisfaction surveys, supporting continuous improvement.

### Customer Satisfaction Training

QNB Leasing provides regular training to its employees to increase customer satisfaction and compliance with business ethics principles. The "QNB Leasing Key Principles and Ethical Rules" procedure was disclosed to all employees, and information is shared to increase employee awareness in this area. These training activities contribute significantly to the adoption of a customer-focused approach throughout the company, reinforcing QNB Leasing's vision of being a customer-focused company and supporting the continuity of customer satisfaction.

**QNB Leasing demonstrates its commitment to ensure transparency by effectively handling and reporting customer feedback.**



## Digital Transformation and Innovation

QNB Leasing is adopting a comprehensive strategy to modernize its business processes and increase its digitalization rate, with the aim of becoming an industry leader in digital transformation.

Believing that digitalization is the most critical transformation shaping the future of business, QNB Leasing adopts digital transformation as the cornerstone of its business model in line with this vision. The company has prioritized continuously strengthening its digital infrastructure, digitizing its business processes to provide better service to its customers and business partners, and increasing its capabilities in this area.

QNB Leasing's Digital Transformation and Innovation department employs 5 people, making up approximately 4% of the company's total workforce. This team of experts plays a key role in the implementation of digital strategies and modernization of operational processes.

### Digital Transformation Efforts in 2024

In 2024, QNB Leasing carried out important projects and investments within the scope of digital transformation. The modernization of the digital infrastructure was achieved by focusing on the analysis and development processes of the core leasing package and infrastructure

QNB Leasing's Digital Transformation and Innovation department employs 5 people, making up approximately 4% of the company's total workforce.

transformation. This project aims to improve customer experience and make business processes more efficient.

The company has collaborated with Ibtech as one of the cornerstones of its digital transformation projects. This collaboration has been a critical step towards strengthening technological infrastructure and expanding digital services. Owing to the automation and digitalization of processes, manual operations have been reduced, service times have been curtailed, and environmental impacts have been reduced in line with sustainability goals.

QNB Leasing is adopting a comprehensive strategy to modernize its business processes and increase its digitalization rate, with the aim of becoming an industry leader in digital transformation. In this regard, the Company plans to relocate all business processes to the digital environment and create automated, user-friendly platforms for customers, business partners and employees. Furthermore, the aim is to elevate the user experience to a higher level by developing self-service digital platforms with the ability to provide 24/7 service. With this transformation, the company aims to make its processes more efficient, while also expanding environmental-friendly practices and creating a sustainable business model.





## Operational Excellence and Business Continuity

In 2024, important projects were implemented to accelerate and automate loan decision processes; in this context, the first Robotic Process Automation (RPA) process was launched.

QNB Leasing considers operational excellence as one of the fundamental components of its strategy and designs all its processes accordingly. Actions are being implemented to ensure operational excellence through analysis of existing processes, continuous improvement efforts and digitalization steps. To support business continuity, the company ensures the backing up of applications and data used on digital platforms and carries out periodic data transfers to the data center. Furthermore, annual tests of critical processes are carried out regularly in cooperation with relevant units.

### Process Improvement and Automation

Process mapping, analysis, improvement, and automation methods are used to streamline operational processes. In 2024, significant projects were implemented to accelerate and automate loan decision-making processes; in this context, the first Robotic Process Automation (RPA) process was launched. Additionally, the establishment of an after-sales support team was an important step aimed at boosting internal and external customer satisfaction. By digitizing and optimizing processes, the efficiency of business processes has been increased and the customer experience has been strengthened.

### Business Continuity Efforts

The company acts with a comprehensive approach to ensure business continuity. Periodic data backup, process-based risk analyses and regular testing are the main activities supporting business continuity. Additionally, alternative plans were developed and control mechanisms

were established to ensure the continuity of critical operational processes. This approach has led to preventing operational interruptions and increasing the resilience of processes.

### The Role of Customer Feedback in Process Improvement

Feedback received from customers is considered one of the fundamental inputs of process improvement studies. Feedback is analyzed regularly, and based on these analyses, deficiencies in processes are identified and areas for improvement are identified. This methodology drives customer satisfaction by aligning all processes with customer expectations.

### Training and Development Opportunities

QNB Leasing provides regular training and development opportunities to its employees to achieve operational excellence and business continuity goals. Comprehensive training programs are organized to increase the technical skills and competencies of employees. Moreover, special programs are organized to develop the leadership skills of managers and in-house training is planned to fulfill the needs of the teams.

### Operational Challenges and Solution Methods

The main challenges in operational sustainability include manual processes and the need to renew technological infrastructure. To overcome these challenges, QNB Leasing materialize automation projects and infrastructure investments. The goal is to



thereby create processes that are both more efficient and resilient.

### Future Goals and Performance Indicators

Key performance indicators (KPIs) used to achieve operational excellence goals include process completion time, customer satisfaction rates, and process automation rates. Future goals include the complete digitalization of processes, the reduction of operational costs and the further development of customer-oriented services.

This comprehensive approach enables QNB Leasing to achieve its operational excellence and business continuity goals and positions the Company as a leader in the sector. The company shall continue to focus on efficiency and customer satisfaction in the future, striving to continuously improve its operations.

QNB Leasing provides regular training and development opportunities to its employees to achieve operational excellence and business continuity goals.



## Cybersecurity and Customer Privacy

QNB Leasing consistently conducts annual improvements and updates to its existing security infrastructure while also evaluating innovative solutions to address evolving security requirements.



QNB Leasing considers cyber security and confidentiality of customer information as one of the most critical elements of its business processes. The Company's cybersecurity policies are designed in accordance with corporate information security standards and aim to ensure the security of both employee and customer information. Information security is not solely the responsibility of personnel involved in this area; it is also managed with the participation of all employees and supported by awareness campaigns. Data confidentiality is ensured through a strong technical infrastructure and periodic audits.

### Cybersecurity Policies and Structure

In line with the corporate information security policy, external threats are regularly evaluated and appropriate products are integrated into the system against these threats. The Company's information security structure is supported by periodic reviews and tightening of critical processes. The tools and systems used to ensure data security are evaluated in annual independent information systems audits and their security levels are tested through penetration testing studies. Additionally, controlling data exit points with DLP (Data Loss Prevention) systems is a proactive approach used to prevent data breaches.

### Standards and Technologies Applied

QNB Leasing's cybersecurity strategy has been established within the framework of international standards such as ISO 27001 and COBIT, and is supported by the Communique on Management and Supervision of Information Systems of Financial Leasing, Factoring and Financing Companies. The technologies used include high-standard security products such as Mail Gateway, EDR, DLP, DNS Security, Sandbox, SSL Visibility, NAC, IPS, SIEM, Firewall, Threat Intelligence, and Web Proxy. These tools create an effective layer of protection to ensure the security of both the Company's and customers' data.

### Customer Data Protection and Management

Confidentiality of customer data is ensured by establishing isolated environments on the infrastructure. The collected data is processed and backed up only within the scope of business requirements. To protect sensitive data, regular sensitive data scans are conducted and any redundant data is anonymized and deleted. Data security processes are managed in compliance with LPDD (Law on the Protection of Personal Data) and international regulations such as GDPR.

### Measures Against Cybersecurity Threats

QNB Leasing adopts a proactive security approach by using additional products providing threat intelligence. Our threat intelligence process involves analyzing sector-specific and regional IOCs (Indicators of Compromise) to harden our security infrastructure. Additionally, innovative projects such as the integration of automatic data classification solutions are planned to increase data security.

### Training and Awareness Activities

Information security training is provided to all personnel every year to increase information security awareness. These trainings are updated regularly to raise awareness of current threats. In addition, information e-mails on security issues are periodically sent to employees, and the level of cybersecurity awareness is constantly raised.

QNB Leasing consistently conducts annual improvements and updates to its existing security infrastructure while also evaluating innovative solutions to address evolving security requirements. We continue to work on advanced security solutions, particularly automatic data classification. The Company's strategy aims to remain a pioneer in the industry by protecting the confidentiality of customer and employee information at the highest level.



# Sustainable Value Chain Management

QNB Leasing has adopted a comprehensive risk management approach to minimize environmental and social impacts likely to arise from its supply chain and maximize positive impacts.

QNB Leasing considers value chain management encompassing a wide stakeholder network as part of a sustainable business model. The work carried out with all stakeholders in the Company's value chain is based on a strong analysis of risks and opportunities, as well as the meticulous implementation of environmentally and socially sensitive projects. The work carried out with all stakeholders in the Company's value chain is based on a strong analysis of risks and opportunities, as well as the meticulous implementation of environmentally and socially sensitive projects. QNB Leasing maintains transparent information sharing through activity reports, corporate website, social media channels, and general assembly meeting agendas to ensure stakeholder interaction.

## Supply Chain Management and Sustainability

### Supplier Relations and Evaluation Process

QNB Leasing aims to conduct a fair, honest, and impartial process in its relations with its suppliers. In the Company's supplier selection process, environmental and social risks, ethical principles

and business partners' sensitivity to people and the environment are among the main criteria. In this process, a responsible purchasing approach was adopted, and environmental, social, ethical, and reputation risks were carefully evaluated in purchasing decisions. Additionally, suppliers are expected to embrace their environmental and social responsibilities and act in line with QNB Leasing's sustainability goals.

### Supplier Profile and Policies

QNB Leasing prefers to work primarily with domestic suppliers in its purchasing processes. While internal requirements (e.g. vehicle supply, telephone, and consumer products) are supplied by domestic suppliers, foreign consultancy services are also used in the loan allocation processes. Transparent and solution-oriented communication is established with suppliers to minimize the environmental and social risks of supply chain processes.

### Supply Chain Management in 2024

In 2024, QNB Leasing carried out the following important studies on sustainable supply chain management:



Subject	Content
<b>Energy Efficiency and Environmental-Friendly Approaches</b>	The company aims to increase energy savings through projects such as smart building technologies and reducing paper waste.
<b>Management of Electronic Waste</b>	To prevent electronic devices from becoming waste, computers having economic lives were donated to schools, contributing to environmental sustainability.
<b>Zero Tolerance Policy</b>	Fighting bribery and corruption has become one of QNB Leasing's most critical ethical principles in supply chain management. The Company's zero-tolerance approach to issues such as anti-competitive behavior, money laundering, bribery and corruption has been meticulously implemented throughout the supply chain.

## Risk and Opportunity Management in the Value Chain

QNB Leasing has adopted a comprehensive risk management approach to minimize environmental and social impacts likely to arise from its supply chain and maximize positive impacts. Compliance with competition and ethical principles in relations with suppliers is constantly monitored, and necessary actions are taken to prevent potential risks. Starting in 2025, the company aims to review its supply chain policies within the framework of sustainability principles and further improve these processes.

QNB Leasing sets off to restructure its supply chain processes within the scope of its Sustainability Policy by 2025 and to ensure that suppliers embrace their environmental and social responsibilities within this scope. The main purpose here is to more effectively apply sustainability-oriented criteria in purchasing processes and reduce risks arising from the value chain.



# Human Resources Approach and Management

QNB Leasing regularly analyses the development requirements of its employees and offers training programs and career development opportunities to support their professional and individual development.



QNB Leasing considers and appreciates its employees as an integral part of the organization, guided by the principles of equality and justice, and structures its human resources policies to prioritize the value of its employees. With a total of 130 employees as of the end of 2024, the company embraces a human capital approach maximizing employee potential. Human capital refers to the sum of the knowledge, skills and abilities possessed by employees and is seen as among the most important factors of the Company's sustainable success. In this regard, the Human Resources department aims to contribute to the long-term goals of the Company by investing in the

knowledge, skills, and competencies of its employees. QNB Leasing regularly analyses the development requirements of its employees and offers training programs and career development opportunities to support their professional and individual development.

QNB Leasing is proud to be one of the first companies operating in the leasing sector in Türkiye since 1990, and has achieved this success together with its employees. While providing the most appropriate solutions to our customers, a strong corporate culture and an organizational structure built on common values are seen as an important factor in business success.

## Our Values



### People-Oriented

Our core value is placing people at the center of everything. We prioritize understanding those around us in our interactions and build our long-term relationships with a “people first” approach.



### Leadership

We place being a pioneer of creativity and development at the center of our leadership approach.



### Working Together as “We”

We believe that success comes from focusing on the same goal and we attach importance to the power of development.



### Servant Leadership

Listening to our employees and supporting them is one of our core values.



### Trust

We attach importance to taking rapid action in our business processes by focusing on the training and development of our employees.

**In light of these values, the Company will continue to work to support the personal development of its employees and maintain corporate success by integrating them into business processes.**



# Human Resources Approach and Management

## EMPLOYEE PROFILE

### Employee Demographic Data

#### Employee Data by Age Groups

	Number of Employees	Percentage
Below Age 25	3	2%
Ages 25-29	12	9%
Ages 30-34	18	14%
Ages 35-44	51	39%
Ages 45-54	39	30%
Over 55 Years	7	6%

#### Employee Data by Generational Difference

	Number of Employees	Percentage
Generation X	41	32%
Generation Y	82	64%
Generation Z	3	2%
Baby Boomer	1	0.7%

#### Employee Data by Gender Distribution

	Number	Percentage
Female	63	48%
Male	67	52%

	Women	Male
Intern	3	2
Executive	12	25

#### Employee Data by Seniority Distribution

	Number	Percentage
0-5 Years	45	35%
5-10 Years	25	19%
10-20 Years	38	29%
20-30 Years	21	16%
Over 30 Years	1	1%

#### Employee Data by Contract Type

	Number	Percentage
Permanent Staff (Indefinite Term)	130	96%
Intern (Fixed Term)	5	4%

As of the end of 2024, there are a total of 2 employees with disabilities within the Company. During the year, 23 new employees were recruited and 17 employees resigned. The employee turnover rate was 14.29%.



# Human Resources Approach and Management

In 2024, QNB Leasing implemented various sustainable human resources projects to support employee engagement and development. In this context, regular external and in-house trainings have been organized to improve the technical and competency skills of employees.

## Overview of Human Rights and Ethics at QNB Leasing

QNB Leasing adopts respect for human rights and an ethical working environment as one of the Company's core values. The company considers treating all employees equally and valuing their ideas as an integral part of its ethical culture. The principle of equality is applied transparently in the recruitment, promotion and compensation processes; solutions are produced by carefully evaluating the requirements and demands of employees.

A people-oriented approach is at the heart of Company policies to ensure that all employees feel valued and safe. QNB Leasing's key approach is to provide employees with a respectful and safe working environment, develop clear policies to prevent discrimination, and integrate ethical values into all processes. The company aims to create an environment where employees feel safe and supported by acting in line with the principles of transparency, honesty and justice.

Regular training and awareness campaigns are carried out to ensure that employees' voices are heard, and feedback mechanisms are used effectively. These practices constitute the key elements of the Company's ethical perspective. When unethical behavior is observed, senior management, audit, and legal teams take action quickly and the necessary actions are taken.

Ethical rules of conduct are considered one of the most critical and sensitive issues of the Company. In this context, ethical rules and relevant procedures are conveyed in detail to all

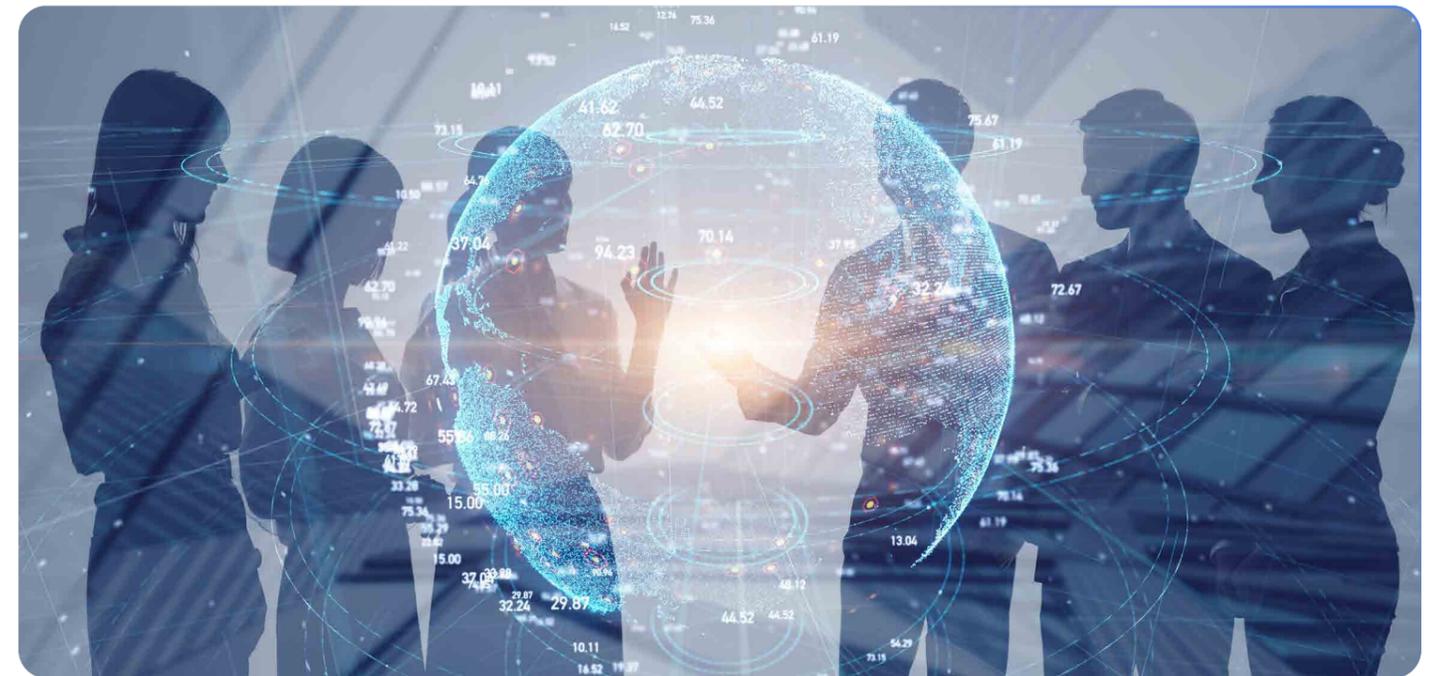
employees at the beginning of their employment and reinforced through periodic training. The audit team ensures compliance by conducting regular checks, while information technology teams support data security by taking the necessary security measures.

## TALENT MANAGEMENT AND EMPLOYEE WELLBEING

### Motivation Practices at QNB Leasing in 2024

In 2024, QNB Leasing implemented various sustainable human resources projects to support employee engagement and development. In this context, regular external and in-house trainings have been organized to improve the technical and competency skills of employees. Regular visits were made to listen to employees individually and analyze their requirements; the feedback received during these visits was used as the basis for improving processes.

Strategy meetings, motivational events, and interactive sessions were organized throughout the year to boost employee satisfaction. By creating strategy meetings and interactive environments, employees' opinions and suggestions were listened to, and processes and practices were developed in line with this feedback. This approach enabled employees to be included in organizational decisions and strengthened their sense of belonging. QNB Leasing, which also attaches great importance to social responsibility projects, carried out various social projects with the participation of its employees. These projects have strengthened team spirit and increased the loyalty of employees to the Company.



Monthly themed happy hour events have been an important step towards strengthening the social interactions of employees. The Waffle Day event, held with the participation of all field and head office teams, supported communication within the team.

In addition, the boat event organized as part of the Company's motivational activities was an important event strengthening the bonds among employees. Both individual celebrations and events supported with special gifts on employee birthdays make employees feel valued. Stronger bonds have been established with employees through sustainability and social responsibility themed gift concepts on special occasions.

**QNB Leasing measured its current satisfaction rate at 72% and is planning various projects to increase this rate even further.**



# Human Resources Approach and Management

**QNB Leasing offered inclusive training programs to its employees in 2024. 121 employees participated in a total of 498 hours of training.**

New Year's Eve events and team-based activities were organized within the Company to boost employee motivation, and employees were encouraged to embrace corporate values. In order to increase employee satisfaction and loyalty, one-on-one meetings are held and closer communication is established with employees through the Coffee Break concept. Organized events and activities play an important role as factors increasing employee loyalty. The company measured its current satisfaction rate at 72% and is planning various projects to increase this rate even further.

### Employee Journey

In line with its manager training strategy, it sets off to train managers within the Company and carries out various in-house projects to develop the leadership skills of employees. In this context, increasing responsibilities within the team and active participation in projects provide opportunities to develop leadership skills. In addition, inclusive training programs are organized to strengthen the technical know-how of employees.

### Internal Communication Activities

Internal communication is provided through the "News From Us" bulletin, which is published periodically. With this bulletin, process developments and innovations in each department are shared with all employees, creating a transparent flow of information strengthening in-house communication.

### Supporting Employee Well-Being

QNB Leasing regularly analyzes market conditions and revenue management data to enhance employee well-being and ensure a sustainable work environment. In line with these



analyses, improvements are made to fulfill the material and moral requirements of employees. Employees are empowered to realize their personal and professional development through comprehensive training programs and organizations.

QNB Leasing determines employee wages according to the nature of the duties and positions of the employees by regularly monitoring market conditions. Bonuses and incentives are offered to employees, depending on their position.

Fringe benefits include:

- Private Health Insurance
- Food and Shuttle
- Scholarships and Clothing Support (Depending on the position)
- Privileges such as the Heltia Health Application (which provides support in personal development, psychology, dietician, family counseling, etc.) aim to increase the well-being of employees.

QNB Leasing implements a hybrid working model to ensure the work-life balance of its employees. This model allows employees to adapt flexibly to the work environment. Additionally, support is provided to employees and their families through the Heltia App to fulfill their social and emotional requirements. Events organized to strengthen the social relations of employees reinforce communication within the team and increase the sense of belonging within the Company.

The company achieves its goal of creating a supportive work environment by increasing parental leave duration, which is one of the steps aimed at boosting employee satisfaction. This approach, which promotes diversity and gender equality, improves employee commitment and creates a more inclusive culture in the workplace.

### Training Activities in 2024

QNB Leasing offered inclusive training programs to its employees in 2024. 121 employees participated in a total of 498 hours of training. They included e-learning and in-class training sessions.

As a highlight of 2024, the Company organized basic- and advanced-level sustainability training for its employees. These sessions were conducted in e-learning format, scheduled as a total of 6 hours of online training, and made available to all employees. Additionally, a 3.5-hour face-to-face sustainability training was organized to raise sustainability awareness. These training sessions addressed environmental, social, and economic sustainability topics and aimed at ensuring that employees take an active role in sustainability practices.



# Human Resources Approach and Management

## Training Subjects and Types

Training Type	Training Subjects	Training Time	Description
Catalog Training Sessions	Change, transformation, commitment, motivation, teamwork, leadership, communication, sustainability.	Average 2 hours (Max. 7 - Min. 1 hour)	Consists of comprehensive e-training and classroom training supporting employee development.
	MASAK (Financial Crimes Investigation Board)	3 hours	Designed to comply with legal compliance and requirements.
Mandatory Training Sessions	Occupational Health and Safety (OHS)	3 hours	Compulsory training aiming to increase the safety of employees in the workplace and prevent accidents.
	Corporate and Personal Information Security	3 hours	Designed to ensure the security of company data and to increase measures to protect personal information.
	Competition Law	3 hours	Legal training aiming to raise awareness to act in accordance with competition rules.
	Personal Data Protection Law (PDPL)	1.5 hours	Provides information to employees about legal regulations regarding the processing and protection of personal data.
	Laundering of Proceeds of Crime	3 hours	Mandatory training explaining the measures and procedures required to prevent money laundering.
	Basic and Advanced Sustainability	6 hours	Aims to raise awareness and develop practices in the field of environmental, social and economic sustainability.
	Foreign Trade Accreditation Training	9 days	Comprehensive training aimed at increasing the sector-based knowledge of employees.
Technical Training Programs	Incentive Training	2.5 days	Technical information training about incentive programs.
	First Aid Training	2 days	Designed to inform employees about health and safety issues.
	Leasing Taxation Training	1 days	Aimed to ensure the specialization of employees with sectoral technical knowledge.
	Inflation Training	3 days	Aiming to increase employee awareness on economic issues.
	Excel Training	3 days	Designed to increase in-house operational efficiency.
In-House Training	Foreign Trade Training	1 day	Organized by in-house trainers.



# Human Resources Approach and Management

QNB Leasing is committed to providing equal opportunities and increasing diversity, with the principle of equality in recruitment, promotion and termination processes. Ensuring equality between male and female employees is an important part of the understanding of corporate responsibility.



## EQUAL OPPORTUNITY, DIVERSITY AND GENDER EQUALITY

QNB Leasing embraces equal opportunities, diversity and gender equality as its core values and acts with an approach based on the principles of justice, inclusiveness and sustainability. Clear policies have been developed to provide employees with a respectful and safe working environment, to prevent discrimination and provide equal opportunities. The company believes these values contribute not just to safeguarding individual rights, but also to increasing prosperity of the society.

The company is a signatory to the Women's Empowerment Principles (WEPs), an initiative developed by UN Women, which was joined in 2021. In this context, various projects are carried

out to empower women and ensure gender equality.

As of 2022, the Gender Equality Guide Project has been implemented within the framework of the sustainability strategy. This project was developed in collaboration with Kadir Has University Women's Studies Center and designed in accordance with the principle of "Gender Equality," which is among the 17 Sustainable Development Goals determined by the United Nations Development Programme (UNDP). The project is a first in the sector and includes the determination of performance indicators to ensure gender equality.

### Sustainability and Diversity

QNB Leasing is committed to providing equal opportunities and increasing diversity, with the principle of equality in recruitment, promotion and

termination processes. Ensuring equality between male and female employees is an important part of the understanding of corporate responsibility. The company aims to contribute to sustainability goals by developing policies to increase social welfare.

### Projects and Collaborations

The Gender Equality Guide represents a first for the sector and ensures concrete steps are taken to support gender equality. This guide, developed with the contributions of Kadir Has University Women's Studies Research Center, provides a framework to facilitate access to equal opportunities for employees and stakeholders. Additionally, the Company's performance indicators have been updated in line with this guide.

### Equal Opportunity Policy for Employees

QNB Leasing places great importance on creating an environment where employees can be heard and improving business processes by taking their individual requirements into account. As of 2024, parental leave periods have been increased, and female employees' access to career development and leadership opportunities has been supported. Regular training and awareness activities are carried out to increase employee loyalty and satisfaction.

QNB Leasing has set creating a work environment where every employee feels safe and valued as one of its primary goals. The company provides its employees with a respectful, fair and inclusive working environment by developing clear policies to prevent discrimination. Ensuring employee safety forms the basis of these policies.

To ensure the sustainability of an ethical working environment, we act in accordance with the principles of transparency, honesty, and justice. Platforms are being established for employees to voice their opinions, while regular training and awareness initiatives are ensuring the adoption of ethical values across the Company. Effective use of feedback mechanisms enables integration of employee opinions into business processes. QNB Leasing develops a corporate culture providing equal opportunities for all employees and centers on ethical values, aiming to create a working environment strengthening loyalty and trust.

QNB Leasing's long-term goals include ensuring the continuity of projects supporting gender equality, creating an inclusive culture in the sector, and implementing policies to increase employee engagement. These goals contribute to ensuring the sustainability of business processes and societal well-being.

**QNB Leasing has set creating a work environment where every employee feels safe and valued as one of its primary goals.**



# Occupational Health and Safety

In line with its "People First" motto, QNB Leasing implements OHS principles under the guidance of experts and in accordance with standards.



QNB Leasing implements a comprehensive Occupational Health and Safety (OHS) Policy aiming to effectively protect the health and safety of its employees and stakeholders. This policy sets out general occupational health and safety rules covering temporary and permanent staff, interns, visitors, and all workplace equipment, and ensures the effective implementation of these rules. In line with its "People First" motto, the Company implements OHS principles with the guidance of experts and in accordance with standards. The health and safety of employees are the Company's core values and are integrated into all business processes as an important component of its sustainability goals.

In 2024, a 1-hour Occupational Health and Safety e-training was organized for all employees, in which 130 employees participated. Training aims to increase employees' safety awareness and encourage compliance with OHS rules. The certifications of first aid teams were regularly updated, and comprehensive information was provided to prepare for emergencies.

### Audits and Drills

OHS processes are supported by regular audits, and continuous improvement is ensured to prevent occupational accidents. The evacuation drill conducted in October 2024 was organized to ensure employees' safe arrival at the "Emergency Assembly Point" and to test the escape routes. The drill helped identify technical problems and enabled corrective measures to be implemented and successfully reported.

### Sustainability and OHS Performance

QNB Leasing collaborates with Cankurt Occupational Health and Safety company to prevent occupational accidents and ensure employee safety. As of 2024, no occupational accidents have been recorded. The effectiveness of OHS is improved through technological support, employee training, and regular inspections, and a sustainable business model is adopted accordingly.

**🗣️ In 2024, a 1-hour Occupational Health and Safety e-training was organized, in which 130 employees participated.**



## Financial Inclusion

In 2024, QNB Leasing used digital tools to expand its customer base, streamlined access to financial products, and developed solutions tailored to the financing requirements of businesses of all sizes.

QNB Leasing embraces financial inclusion not only as a service approach but also as a strategic priority promoting social and economic development. The company aims to contribute to sustainable development goals by facilitating access to finance, especially for SMEs and small businesses. In this regard, a total of USD 218 million in financing was provided to 812 SMEs in 2024, which helped these businesses grow and create employment.

The financial inclusion strategy focuses on expanding the customer base, increasing access to financial services and offering innovative products. Exclusive leasing solutions for SMEs and micro businesses stabilize the Company's leading position. Also, the Company sets off to support female entrepreneurs and increase funding sources to help women's empowerment in the economic life. In this context, women-inclusive funds have been obtained from various financial institutions (FIs), which are planned to be used in 2025.

QNB Leasing plans its financial inclusion efforts in line with short, medium, and long-term goals. The aim is to provide more SME customers with access to financing in the short term, to increase the participation of female entrepreneurs in economic life in the medium term, and to become a leader in the sector by increasing the diversity of financial services in the long term. These goals are directly aligned with the United Nations Sustainable Development Goals (SDGs), contributing particularly to "Gender Equality" (SDG 5), "Decent Work and Economic Growth" (SDG 8), and "Reduced Inequalities" (SDG 10).

In 2024, the Company applied digital tools to expand its customer base, streamlined access to financial products, and developed solutions tailored to the financing requirements of businesses of all sizes. Academic research shows that access to financial services is one of the cornerstones of sustainable development. By adopting this approach, QNB Leasing aims to reach out a wider customer base and support economic development with its financial inclusion strategy.



**📊 In 2024, QNB Leasing provided USD 218 million worth of funds to 812 SMEs.**



# Social and Community Investments

QNB Leasing considers generating value and benefit for society—through a sensitive approach to social and communal issues—as an integral part of its sustainability strategy. The Company supports the Bank's "Small Hands Big Dreams" project as one of its sponsors and takes part in social responsibility projects every year. Events within the Company and gifts offered to employees are organized as fund-raising to provide social support. Projects and collaborating companies are selected in line with the criteria of providing social benefit.

## Social Responsibility Projects In 2024

In 2024, QNB Leasing provided support and donations in a number of social responsibility projects. These projects and contributions achieved are recapped in the table below:

Subject	Project Name	Description
Education and Children Support Projects	Özel Çocuklar Sarsılmasın Project (Initiative for Supporting the Resilience of Special Children)	Educational classroom equipment was provided for autistic children suffered in the earthquake zone in collaboration with the Tohum Autism Foundation.
	Hatay Kırıkhan Science High School	A court for volleyball and basketball was built for students.
	Darüşşafaka Kindness Mug and AÇEV Chocolate Boxes	Donations were made to NGOs on behalf of the promoting employees.
Animal Rights and Support Projects	World Cats Day and World Dogs Day	Support for pet food and toys was provided with 15% of these expenses were donated to the HAÇIKO Association.
	April 4 Stray Animals Day	A donation was made to Göktürk Hayvan Severler Association.
	October 4 World Animal Protection Day	Donations were made to Forest Shelters.
	International Homeless Animals Day	A donation was made to HAYTAP and the Izmir Haçiko Association for the health and shelter requirements of animals affected by the fire disaster in Izmir.
Women and Children Support Projects	Foundation for the Support of Women's Work (Nahıl)	Support was provided by including the products handmade by women in employee gifts.
	Mother's Day and Father's Day Donations	A donation was made to AÇEV on behalf of female employees, and to the Koruncuk Foundation on behalf of male employees.
	Kahve Dünyası Koruncuk Foundation Kindness Boxes	Support was provided to the Koruncuk Foundation by purchasing these boxes for new employees.
Sustainability and Environmental Supports	Bifazlası Association Sustainable Welcome Kits	15% of the products purchased were donated to the SosyalBen Foundation.
	LÖSEV Holiday Kits	Family kits were provided to LÖSEV during Ramadan.
Healthcare and Science Supports	Cerrahpaşa Faculty of Medicine Congress Support	The Company became a Golden Sponsor of the event.

**15+**  
Total Number of Projects

**10+**  
Number of Organizations Donated

**5+**  
Education and Environmental Projects Contributed

**Number of Employees Supported:**  
All employees indirectly benefited from the projects.

## Valuable Contribution to Sustainable Development Goals (SDGs)

QNB Leasing directly contributes to the United Nations' Sustainable Development Goals (SDGs) through its social and community investments. Values were created in these main areas:



**3** GOOD HEALTH AND WELL-BEING  
Health and Quality Life (Cerrahpaşa Faculty of Medicine Congress and healthcare support projects).



**4** QUALITY EDUCATION  
Qualified Education ("Özel Çocuklar Sarsılmasın" Project and education support).



**5** GENDER EQUALITY  
Gender Equality (Supporting women entrepreneurs and collaborating with the Foundation for the Support of Women's Work).



**15** LIFE ON LAND  
Terrestrial Life (Animal rights projects and shelter support).



# Combating Climate Change and Environmental Compliance

The Environmental and Social Risk Management Policy aims to effectively manage environmental and social risks, optimize resource use, and prioritize green financing solutions.

QNB Leasing considers sustainable development serving the growth of businesses, and improved social and environmental well-being. In this context, efficient use of resources, reduction of environmental risks, and support of green projects constitute the fundamental elements of QNB Leasing's environmental responsibility approach. The company adopts a business model promoting sustainability in its activities, acting with the awareness of preserving the environmental balance while supporting economic growth.

## Environmental and Social Risk Management Policy

The company determined its environmental obligations and responsibilities in the QNB Leasing Environmental and Social Risk Management Policy. This policy aims to effectively manage environmental and social risks, optimize resource use, and prioritize green financing solutions. The policy was drawn up in line with the QNB Group Environmental and Social Risk Framework and integrated with sustainability, innovation, and ESG (Environmental, Social, Governance) commitments. QNB Leasing's environmental and social risk policy aims to raise environmental awareness and create solutions for a sustainable future. Click [here](#) for the full version of this policy.

## An Overview of Combating Climate Change

QNB Leasing sees combating climate change as a global responsibility and is aligning its operations with Türkiye's 2053 Net Zero Goal.

In its climate change strategy, the company prioritizes reducing its carbon footprint, managing environmental risks and supporting sustainable projects through green financing.

Believing that financial institutions play a critical role in reducing the effects of global warming, QNB Leasing contributes to the Sustainable Development Goals through collaborative projects and innovative initiatives. The company aims to align its carbon reduction goals with international initiatives such as the Science-Based Targets Initiative (SBTi) and is developing long-term action plans to reduce its environmental impact.

## Efforts Undertaken in 2024 and Goals

In 2024, QNB Leasing strengthened its operations with strategies for carbon reduction within the scope of environmental sustainability. The company has supported more green projects by expanding its partnerships in renewable energy financing. A collaboration was established with Escon for energy efficiency investments, and due to this collaboration, the planning processes of renewable energy projects were optimized. Additionally, training programs on environmental and climate change issues were organized to raise employee awareness.





## Combating Climate Change and Environmental Compliance

QNB Leasing has conducted regular trainings for its employees to raise environmental sustainability awareness. In line with the QNB Group, all employees have been assigned to and completed online training on environmental awareness and sustainability.



### Renewable Energy Financing

QNB Leasing has taken substantial steps in 2024 to increase the financing of projects based on renewable energy sources and develop collaborations in this field. Further green financing has been provided through partnerships with equipment manufacturers and vendors. These partnerships were implemented to scale up renewable energy investments and fulfill the demand for sustainable energy solutions in the sector. Also, emphasis has been placed on energy efficiency processes to plan energy investments more efficiently.

### Environmental Training and Future Plans

QNB Leasing has conducted regular trainings for its employees to raise environmental sustainability awareness. In line with the QNB Group, all employees have been assigned to and completed online training on environmental awareness and sustainability. The company offers regular training programs for its employees and managers to achieve sustainability goals and raise environmental awareness. In 2024, training programs covered topics such as energy and environmental management systems, zero waste practices, green transformation, and climate funding. Employees' knowledge and awareness levels on sustainability have been enhanced through trainings on topics such as ISO 50001 Energy Management System, ISO 14001 Environmental

Management System, Zero Waste, Environmental Awareness, and Climate Funding Market.

The company's future plans include further reducing its carbon footprint, consolidating its leadership position in renewable energy financing, and actively participating in international environmental initiatives. Diversifying training programs to raise employee awareness and expanding environmental compliance goals are part of the Company's long-term sustainability strategy.

“QNB Leasing has taken substantial steps in 2024 to increase the financing of projects based on renewable energy sources and develop collaborations in this field.”



# Energy and Emission Management

To ensure the efficient use of resources, in line with QNB Türkiye, QNB Leasing supplies 100% renewable energy within the scope of the I-REC Certificate.



## Energy Consumption and Management

QNB Leasing aims to reduce its environmental impact and support sustainable development by minimizing energy consumption. Energy management in the head office premises is in accordance with the ISO 50001 Energy Management System Certificate. Energy efficiency is achieved in the Crystal Tower building by using mechanical automation (BMS), lighting and curtain automation, energy monitoring, and power automation systems. In addition, in order to ensure the efficient use of resources, 100% renewable energy is supplied within the scope of the I-REC Certificate in line with QNB Türkiye.

## Renewable Energy Financing

As of 2024, QNB Leasing increased its financing activities for renewable energy projects, thus solidifying its leading position.

- 434 MW of renewable energy financing was provided.
- 342,5 MW SPP (Solar Power Plant),
- 56 MW Biomass energy,
- 4.5 MW WPP (Wind Power Plant).

Partnerships with equipment manufacturers and vendors have expanded the scope of renewable energy projects and increased green financing sources.

## Emission Management

### Emission Management and Measurement Standards

QNB Leasing measures and reports its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol and international reporting standards. Scope 1, Scope 2, and Scope 3\* Emissions are assessed and monitored as follows:

- Scope 1 Emissions: Direct emissions from energy consumption are being reduced through operational improvements.
- Scope 2 Emissions: Emissions from electricity consumption are calculated using location-specific data.

- Scope 3 Emissions: Financed emissions and emissions in the value chain are tracked in line with the Greenhouse Gas Protocol: Corporate Value Chain Accounting Reporting Standard (2011).

\* Category 15 is not included in the Scope 3 calculation.

Emission Scope	Year 2024 (ton CO <sub>2</sub> e)
Scope 1 (Direct Emissions)	253
Scope 2 (Indirect Energy Emissions)	139
<b>TOTAL (Scope 1 + Scope 2)</b>	<b>392</b>



# Energy and Emission Management

Due to the endeavors and investments in energy management, ISO 50001 Energy Management System Certification was obtained.

### Energy Consumption in 2024

Although energy consumption data for 2024 has not yet been announced, measures to increase energy efficiency have been taken in all of the Company's processes.

Due to the endeavors and investments in energy management, ISO 50001 Energy Management System Certification was obtained. Through the energy management system established under the certification, a detailed energy inventory is created, significant energy aspects are identified, and organization-specific energy-saving measures are developed.

### Energy Efficiency Activities

In order to reduce energy consumption and minimize environmental impacts, within the scope of the cooperation with Escon Energy in 2024, consultancy services were provided to customers for the development of energy efficiency projects and financing of potential projects was carried out. All of these projects were described as energy efficiency projects aiming to reduce carbon emissions.

Mechanical automation and energy monitoring systems have enabled the optimization of energy consumption and enhanced the environmental compliance of processes.



### Goals and Action Plans:

QNB Leasing has set short, medium and long-term goals for carbon reduction.

Goal Definition	Description
Short-Term Goals (1 Year)	Reducing energy consumption and minimizing carbon emissions in operational processes.
Medium-Term Goals (1 - 3 Years)	Scaling up projects reducing environmental impact by increasing financing for renewable energy.
Long-Term Goals (3+ Years)	Zeroing Türkiye's carbon footprint in line with the 2053 Net Zero Goal and participate in global carbon management initiatives.

In order to raise environmental sustainability awareness, environmental and climate change training was organized for QNB Leasing employees. Environmental training has been defined and successfully completed for all employees in line with the QNB Group. The training aims to help employees understand their environmental responsibilities and contribute more effectively to processes. Plans for using carbon credits to achieve net greenhouse gas goals in the future are being evaluated. In this context, carbon offset projects are taken into consideration to offset emission reductions.



# Water Management

Studies carried out within the scope of water management in 2024 include the evaluation of the environmental impacts of financed projects and the meticulous examination of Environmental Impact Assessment (EIA) reports.

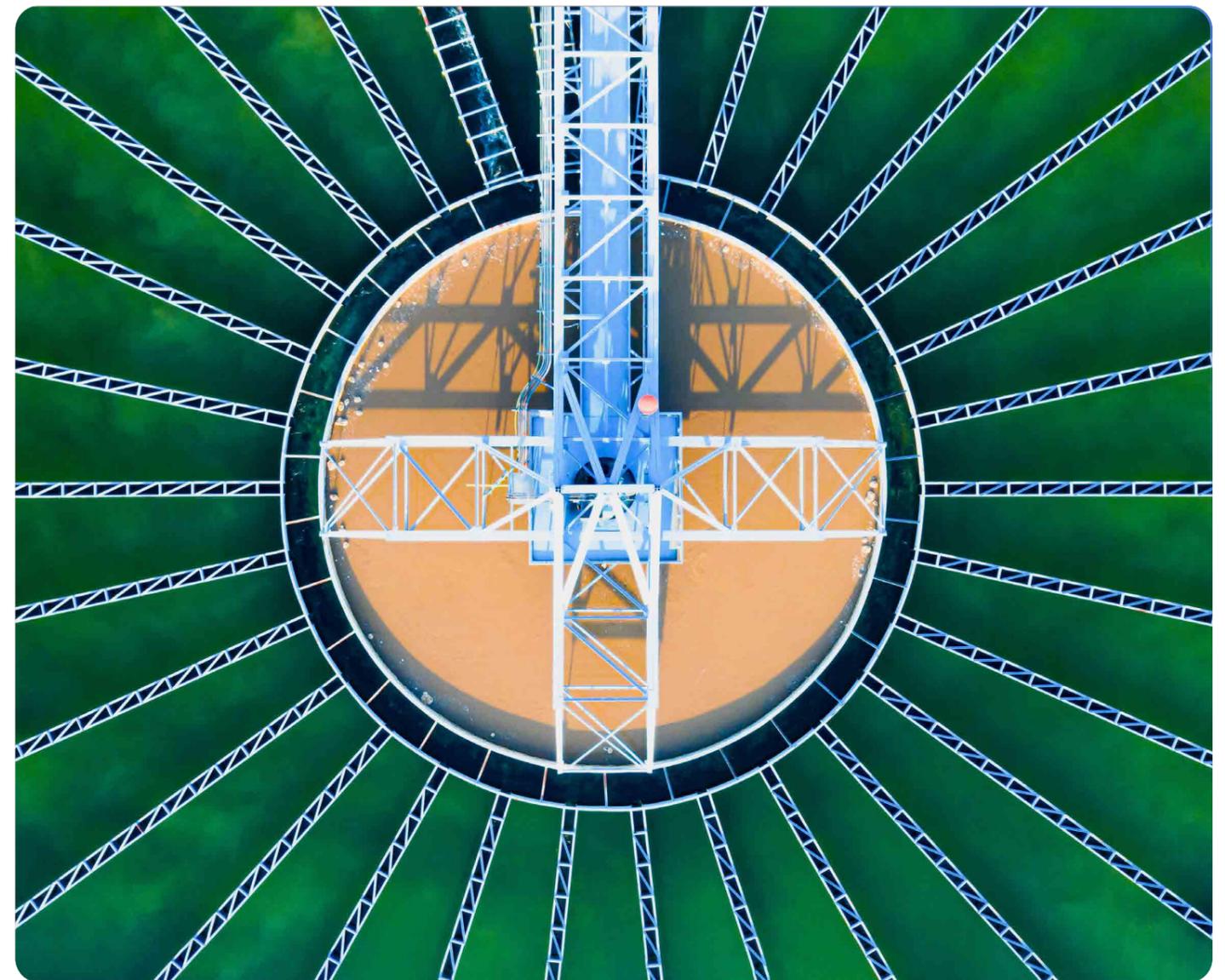
QNB Leasing considers the sustainable management of water resources as one of the fundamental components of its environmental policies and adopts an approach to increase water conservation in all its activities. The company aims to minimize environmental impacts by optimizing water management in both its operational processes and the projects it finances. Water scarcity, water security and environmental sustainability issues are integrated into QNB Leasing's business processes and placed at the heart of its environmental responsibility approach.

Studies carried out within the scope of water management in 2024 include the evaluation of the environmental impacts of financed projects and the meticulous examination of Environmental Impact Assessment (EIA) reports. In the EIA documents obtained from all manufacturing companies, information such as water consumption, well water use, wastewater treatment methods and discharge limits are checked and detailed evaluations are made by environmental and social risk experts. Through these processes, project owner companies are guided to improve their water management performance. Further detailed analyses are carried out for projects financed in water-scarce regions, and the impacts on well water use and other water resources are also examined.

QNB Leasing organized various awareness-raising activities and training programs in 2024 to reduce operational water consumption and raise employee awareness on this issue. Employees were informed about individual water saving methods and practices increasing water efficiency in operational processes. In addition, practices supporting water conservation have been implemented in the head office and branches.

The company supports its water management strategy with short, medium, and long-term goals. In the short term, the aim is to optimize water consumption in operational processes and increase employee awareness, while in the medium term, water consumption, and water safety criteria are aimed to be more strictly monitored in financed projects. In the long term, it is planned to minimize the impacts of projects in regions at risk of water scarcity and to prioritize technologies reducing water consumption.

QNB Leasing's future goals in water management are not limited to operational processes; they also include the implementation of environmental sustainability criteria in financed projects for the efficient use of water resources and increased water security. With this approach, the Company is committed to minimizing environmental impacts and developing permanent solutions to protect water resources.





## Waste Management

The scope of the Digital Slip practice, which was launched in 2023 with the aim of reducing paper use within the scope of sustainability efforts, was expanded and a more sustainable business model was adopted through the digital approval platform in 2024.

QNB Leasing prioritizes reducing the environmental impact of its operations by using resources efficiently and implements sustainability-oriented strategies in waste management. The company has established a comprehensive system for the management of operational waste in line with the Zero Waste System Installation Methodology of the Ministry of Environment, Urbanization and Climate Change. A temporary waste storage facility was built in the Head Office building, and this practice has begun to be expanded to all branches. In addition, waste managers reporting to the environmental engineer were assigned to each central location, and waste maps were formed to increase the efficiency of the processes.

QNB Türkiye's experience in waste management and the projects it has developed provide valuable guidance to QNB Leasing's sustainability strategy. Among these ongoing initiatives, the significant steps taken by QNB Türkiye within the scope of the Zero Waste Project stand out. The Bank had concrete achievements towards its sustainability goals by developing comprehensive policies. The Bank further implements comprehensive policies across the Group to reduce the use of plastics and minimize environmental impacts in the supply chain, and maintains waste management systems certified by ISO 14001 Environmental Management System certifications in three head office premises.

Food leftovers from the bank cafeteria are sent to animal shelters. A licensed waste oil recovery and recycling company manages the disposal of



used vegetable oils, while expired food products are processed in collaboration with authorized food disposal firms. In accordance with the catering company's commitments, the disposal of vegetable waste oils and the use of food waste in shelters are audited annually by the Environmental Compliance Officer, based on documentation.

### Zero Waste Project

- Waste sorting bins have been placed at the Head Office and branches to ensure the sorting of waste such as paper, plastic, glass and metal.
- Waste management systems include the separation of all waste generated during operational processes according to their type and sending them for recycling.
- Zero Waste practices have been expanded across all buildings, and the effectiveness of recycling processes has been increased with temporary waste storage facilities created within this scope.
- In order to increase the effectiveness of waste management processes, environmental engineers and waste managers have been assigned to certain centers. These teams play an active role in the implementation of sustainability goals.

In 2023, the Digital Slip application was launched as a payment solution to reduce paper use as part of our sustainability efforts. In 2024, the scope of this application was expanded, and a more sustainable business model was adopted through a digital approval platform.



## Managing Climate Risks

QNB Leasing's strategy aims to mitigate the environmental impact of operational processes by prioritizing carbon management, energy savings and circular economy in line with QNB Türkiye's sustainability goals.

### Climate Change Adaptation Led by QNB Türkiye at QNB Leasing

The financial sector plays a strategic role in combating climate change on a global scale. The sector has also reached a strong position where it is leading the transformation by supporting projects accelerating the transition to a sustainable future. Acting with shared responsibility and awareness, QNB Leasing integrates its sustainability strategy into all aspects of its business units to manage environmental risks and reduce its carbon footprint. The company assesses the transition risks likely to arise during the transition to a low-carbon economy and the physical risks likely to be developed due to extreme weather events, together with its risk management policies.

QNB Leasing's strategy aims to mitigate the environmental impact of operational processes by prioritizing carbon management, energy

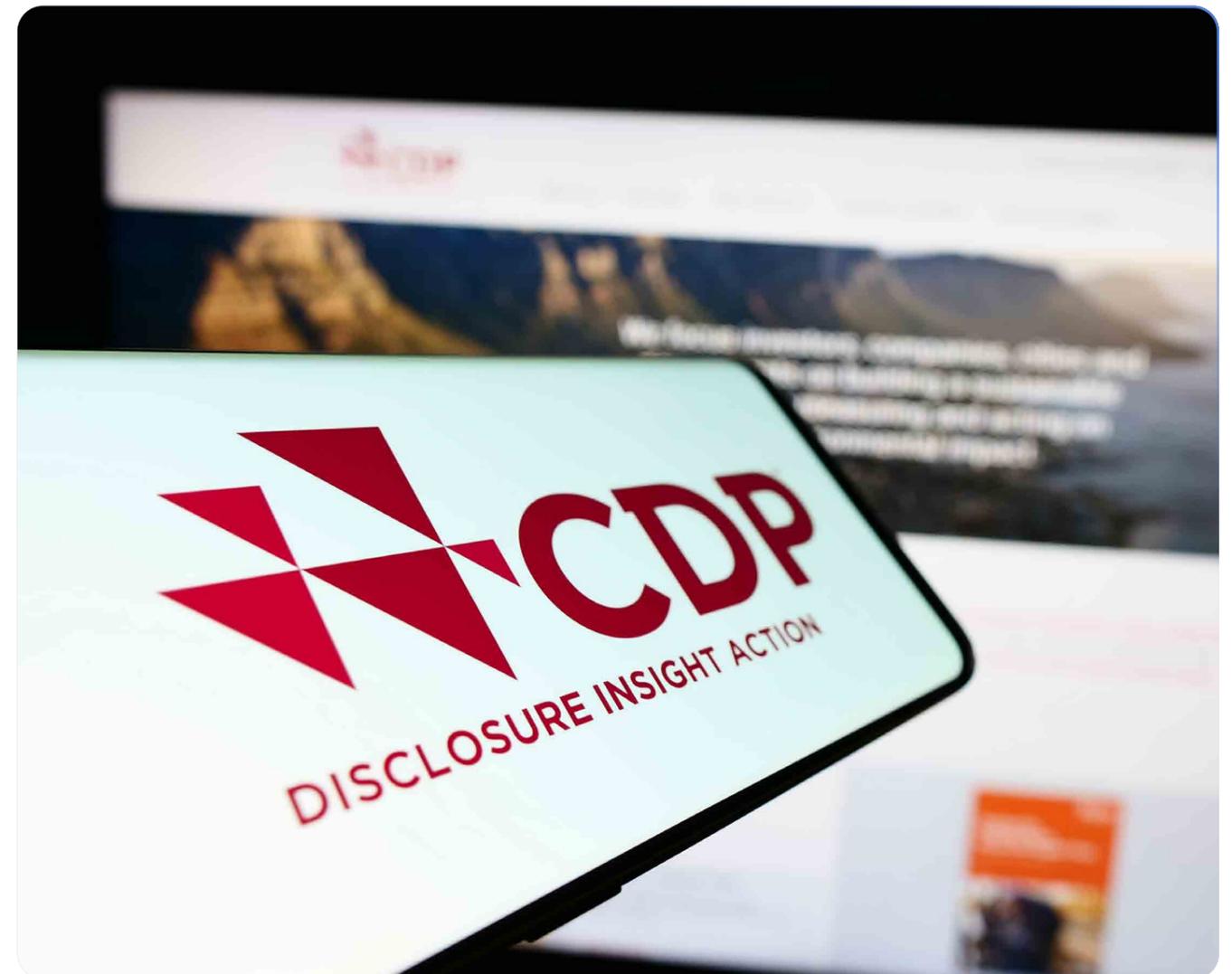
savings and circular economy in line with QNB Türkiye's sustainability goals. As part of the Group's strategy, climate change scenario analyses and stress tests are being conducted. It is aimed by these analysis to measure the resilience of the Company to the uncertainties in the future.

QNB Türkiye's experience and financial strength in sustainability management enable QNB Leasing to be more resilient to environmental and social risks. The financial support provided for energy projects, in particular, is of strategic importance for reducing dependency on fossil fuels and limiting greenhouse gas emissions. As of 2024, QNB Türkiye's total financing for renewable energy projects has reached USD 329 million. These investments also shed light on QNB Leasing's operational strategies, shaped within the framework of its sustainable growth vision.

Furthermore, in line with Türkiye's '2053 Net Zero' goals, innovative energy-saving practices and self-consumption renewable energy projects are being encouraged, and continuous enhancements are being made to environmental performance. These studies carried out under the roof of the QNB Group constitute an important example in managing future environmental risks.

#### QNB Türkiye is on CDP Global A List!

QNB Türkiye demonstrates its performance in fighting climate change through the Carbon Disclosure Project (CDP) Climate Change Program as well. The Bank increased its score in the 2023 CDP Climate Change Program and positioned within 346 companies on the Global A List among 23,202 companies reporting on sustainability and the environment.





# Managing Climate Risks

**QNB Leasing designs its operational processes in line with risk management, taking into account the scenarios developed by the Network for Greening the Financial System (NGFS).**

QNB Türkiye meticulously analyzes the physical and transition risks likely to be caused by climate change and integrates them into its sustainability strategy. Furthermore, the company promotes sustainable development by incentivizing its business partners to embrace environmental-friendly solutions.

Physical risks are the threats arising from the increasing severity and frequency of extreme weather events (acute physical risks) and long-term gradual climate change (chronic physical risks).

Transition risks are defined as risks arising from social and economic changes occurring during the transition to a low-carbon economy.

QNB Türkiye employs scenario analysis and stress testing tools to understand and manage future uncertainties related to climate change. The data obtained as a result of these analyses lead QNB Leasing's sustainability risk assessments and contribute to increasing financial resilience by identifying vulnerabilities. We mainly focus on making precise forecasts and strengthening the Company's strategic resilience under different scenarios.

### Analysis of Transition Risks

QNB Türkiye applies scenarios developed by the Network for Greening the Financial System (NGFS) to analyze transition risks. The NGFS provides international guidance on managing

climate and environmental risks for the financial sector. QNB Leasing also takes these scenarios into account and structures its operational processes in accordance with risk management.

Key scenarios applied:

- **Orderly Transition - Net Zero:** Assumes orderly measures implemented on a timely and gradual basis on a global scale, to limit the temperature increase to 1.5 degrees.
- **Disorderly Transition - Delayed Transition:** This scenario assumes that delays in the implementation of climate policies, along with misalignments across countries and sectors, hinder a coordinated and comprehensive transition process.
- **Hot House World - Current Policies:** This scenario assumes that temperature rise will reach critical levels due to limited or non-implemented policies, and that certain regions and sectors will suffer severe environmental and physical impacts.

These scenarios cover the years 2025-2050 and offer short-, medium-, and long-term projections. Transition risk stress tests aim to determine the financial resilience of companies in the Bank's loan portfolio under climate-specific assumptions.

Relevant studies are conducted based on sector-specific comparative projections, such as carbon taxes and green investment ratios to which companies can be exposed in line with emission reduction goals.



As an output of these analyses, long-term transition risk profile forecasts are created at the company level under different scenario assumptions. These risk profiles are associated with the borrower's repayment ability, and default probabilities are re-evaluated for each borrower based on their exposure to transition risk. The financial impact of transition risk can thus be measured in terms of expected credit loss (ECL).

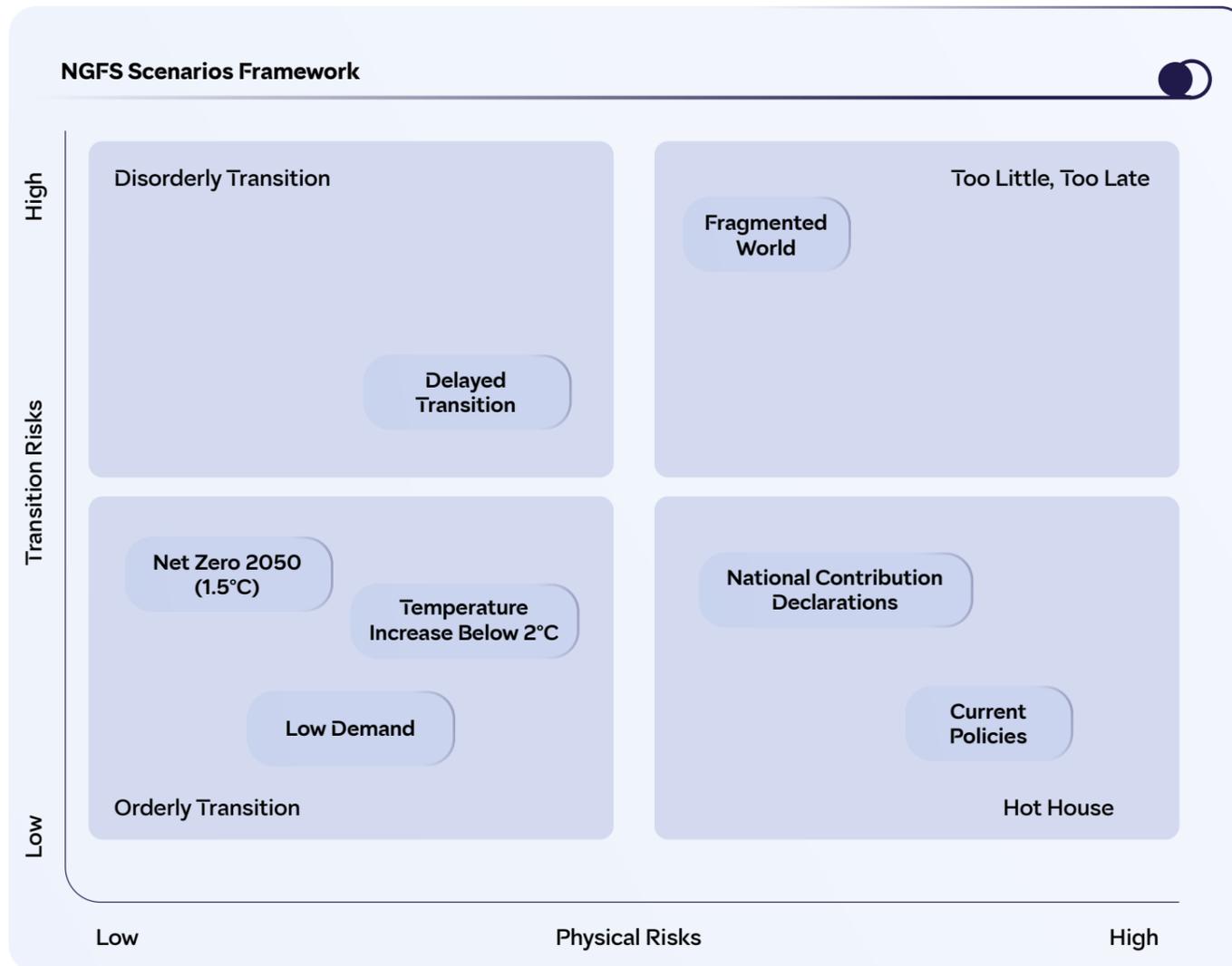
Based on this analysis, under the "disorderly transition" scenario—which represents the worst-case projection using the year-end 2024 loan portfolio as a baseline—the estimated increase in provisioning costs for the relevant portfolio is projected to rise by 6.4% by 2050.

Transition risk stress tests aim to determine the financial resilience of companies in QNB Leasing's loan portfolio under climate-specific assumptions.



# Managing Climate Risks

According to the scenario developed within the framework of RCP 8, efforts to combat climate change are expected to be insufficient, fossil fuel use will continue, and the adoption of renewable energy technologies will be limited.



### Physical Risks: Stress Test Analyses

QNB Türkiye conducts stress test analyses to assess the impact of physical risks arising from climate change on real estate collateral.

These analyses are carried out within the framework of the RCP 8.5 scenario. According to this scenario, efforts to combat climate change are expected to be insufficient, fossil fuel use will continue, and the adoption of renewable energy technologies will be limited. In addition, it is estimated that there will be significant increases in land use changes such as deforestation and other greenhouse gas emissions, especially methane, due to the impact of agriculture and urbanization.

Under this scenario, a temperature increase of 4°C above pre-industrial levels is anticipated, along with a rising frequency of extreme weather events—such as heat waves, droughts, and floods—that will have devastating impacts on ecosystems and human life. It is anticipated that these developments could threaten global security and economic stability by causing significant deterioration in food and water resources.

The study analyzes five different physical hazards that can cause loss of value in real estate collateral: flood, forest fire, high wind, sea level rise, and landslide. The analysis primarily involves the formation of geographic risk maps for these hazards. These maps help categorize real estate collateral into four different categories according to varying risk levels.

In the next stage, the expected loss of value of the collateral is calculated by applying damage functions for each danger. These value losses due to climate risk are reflected in the depreciable market values of the collateral, and a risk profile is created based on the expected losses given default (LGD). This methodology quantifies the financial impact of climate-related physical risks within the Expected Credit Loss (ECL) framework, reporting it as an additional provision cost.

As a result of calculations made on the 2024 year-end loan portfolio, it is anticipated that physical risks will not lead to a significant additional expected credit loss cost within the framework of the analyzed scenarios.

### QNB Group Adopts an Inclusive Approach in Operational Risk Management

QNB Türkiye addresses and manages operational risks, as well as environmental and social risks, adopting an inclusive approach. The potential financial impacts of operational risks are identified and assessed within the scope of the Bank's Operational Risk Management Policy.

Financial impacts exceeding TRY 4 million are analyzed with the maximum impact score and effective action plans are implemented for such risks. These financial losses are reported to the relevant committees, depending on their amount. Financial losses exceeding TRY 4 million are reported to the QNB Group Operational Risk Management Committee, and financial losses exceeding TRY 40 million are reported to the Group Risk Management Committee.



# Managing Climate Risks

**QNB Leasing has established an environmental score by conducting risk assessments for a total of 74 projects since 2023.**

Regulations are implemented for business units to take action for operational risk events with a monetary impact of more than TRY 100,000, while risks with a financial impact exceeding TRY 4 million are considered a significant financial risk.

The Bank is conducting studies on the stress scenarios for operational risk capital liability calculations to become more prepared when faced with possible risks and increase its operational resilience. These efforts are within the framework of the Basel Loss Event Categories, and two key scenarios have been formed.

**Istanbul Earthquake Scenario:**

This scenario considers a major earthquake likely to occur in Istanbul as one of the most important risks threatening the Bank's assets. The effects of potential physical damage in the wake of an earthquake are analyzed, and the costs of reconstruction and decoration of Bank buildings are calculated.

**Fire, Flood, and Civil Unrest Scenario:**

This scenario takes into consideration the effects of damage likely to occur due to fire, flood, and civil unrest. Costs such as renewal of infrastructure systems and interior decoration are calculated. Flood disasters, increased especially in recent years, have been addressed as a material topic.

The QNB Group considers financing the transformation economy as one of the key ways to contribute to national and global sustainable development goals. In this regard, QNB Leasing supports the transition to a green economy by acting in line with the Group's sustainable financing approach. The company offers products and services specifically for the financing of

renewable energy projects and encourages the expansion of environmental-friendly investments. The Company also collaborates with its customers, develops solutions strengthening the management of environmental risks, and aims to increase resource efficiency. Owing to this strategy, QNB Leasing contributes to the Sustainable Development Goals and creates long-term value by reducing the risks in its portfolio.

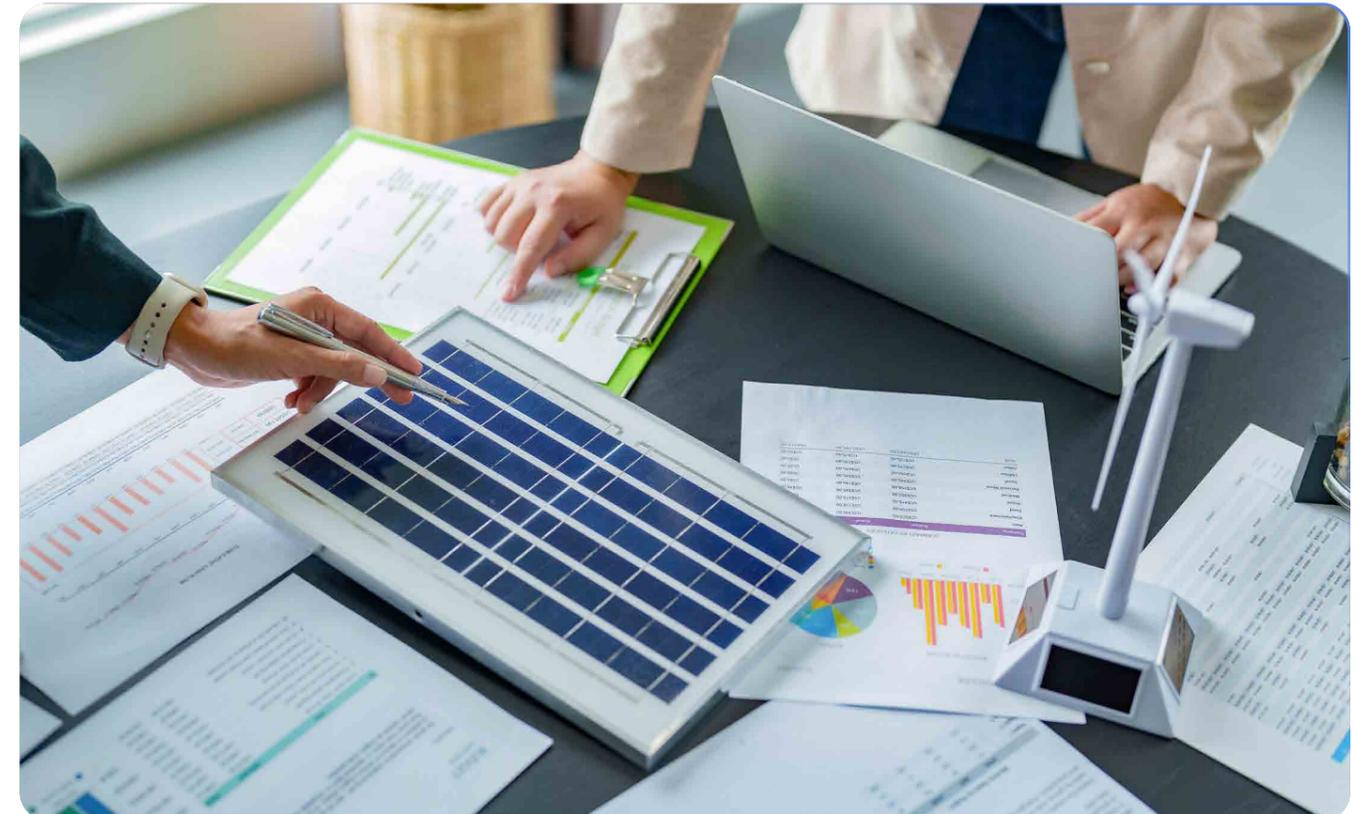
**Risk Assessment Mechanism for High-Funded Projects**

QNB Leasing uses an assessment tool calculating companies' environmental and social risk scores for projects over USD 2 million. This system identifies environmental and social risks arising from companies' activities and categorizes them into four groups as A, B+, B- and C.

- Group A represents the highest risk level, and companies in this category are monitored annually.
- Groups B and B- represent lower risk levels, and additional documents are requested from these companies before moving on with their processes.
- Group C represents the lowest risk level, and general environmental documents are requested from these companies.

QNB Leasing has established an environmental score by conducting risk assessments for a total of 74 projects since 2023. The distribution of projects scored in different groups by year is presented in the table below. Owing to this assessment mechanism, the company controls risk management processes in the fight against climate change and promotes the low-carbon economy transition process.

Year	Total Number of Projects	Group A	Group B+	Group B-	Group C
2023	31	0	7	7	17
2024	40	3	9	7	21
2025	3	0	0	1	2
<b>Total</b>	<b>74</b>	<b>3</b>	<b>16</b>	<b>15</b>	<b>40</b>





## Sustainable Finance

QNB Leasing aims to minimize its carbon footprint and achieve a leading position in the sector by increasing its support for sustainable finance projects.



QNB Leasing adopts sustainable finance as an approach aiming to ensure social development and environmental sustainability while supporting economic growth. Focusing on the environmental, social, and governance (ESG) criteria in its financial processes, the Company aims to contribute to the future by steering its resources to sustainable projects. The deepening of environmental issues and the rise of social inequalities on a global scale are further amplifying the importance of sustainable finance. In this regard, QNB Leasing accepts minimizing sustainability-related risks and creating a livable world for future generations as one of its fundamental principles.

### Renewable Energy and Sustainable Finance Projects

Promoting sustainability through its support for renewable energy projects, QNB Leasing has aimed to increase the use of renewable energy resources by providing more affordable financing funds for its customers since 2015. The Company increases its effectiveness in these areas by providing financing for sustainability-oriented projects such as renewable energy projects, energy efficiency projects, and water management.

In 2024, EUR 25 million of Green Economy Financing from the EBRD (European Bank for Reconstruction and Development) was used in

projects involving energy savings and equipment replacements. This fund is allocated to energy-efficient equipment replacements, financing of sustainable projects and financing of equipment defined as Class A, regardless of sector. Furthermore, the financing of equipment compatible with the EBRD's Green Technology Selector Program was also assessed within this scope.

As of September 2024, QNB Leasing's financing for renewable energy projects accounted for 6% of the total financing, and the total installed capacity of these projects reached 434 MW. This financing includes the following:

- 342.5 MW SPP (Solar Power Plant),
- 56 MW Biomass,
- 4.5 MW WPP (Wind Power Plant) projects.

As of 2024, the total amount of financing provided to sustainability projects was USD 100 million.

### SDGs Contributed Through Sustainable Finance Strategy

QNB Leasing, became a signatory to the United Nations Global Compact in 2021, makes significant contributions to the United Nations Sustainable Development Goals (SDGs) with its sustainable finance strategy.

#### SDG 7: Affordable and Clean Energy

The transition to clean energy is supported by financing renewable energy projects.

#### SDG 8: Decent Work and Economic Growth

Green financing products encourage sustainable economic growth.

#### SDG 12: Responsible Consumption and Production.

Efficient use of resources is supported with environmental-friendly financing instruments.

#### SDG 13: Climate Action

The company is combating climate change with projects designed to reduce carbon emissions.

QNB Leasing aims to minimize its carbon footprint and achieve a leading position in the sector by increasing its support for sustainable finance projects. By 2025, the company plans to further strengthen sustainability policies, develop innovative financing solutions, and support projects aimed at reducing environmental impact.

🗨️ As of 2024, the total amount of financing provided to sustainability projects was USD 100 million.



# Performance Indicators

Customer Experience and Satisfaction	2021	2022	2023	2024
Number of Customers	2,756	2,910	2,942	2,756

Talent Acquisition, Employee Development and Engagement	2021	2022	2023	2024
Employee Engagement/Satisfaction Score	64.0	72.0	72.0	69.0
Employee Turnover Rate	5.7%	13.5%	17.6%	14.3%
Involuntary Employee Turnover Rate	0.8%	1.7%	4.0%	5.6%
Percentage of Employees Participating in the Employee Satisfaction Survey	93%	88%	92%	88%
Employees' Training Participation Rate During the Year	87%	82%	79%	77%
Share of Employee Development in the Human Resources Budget	0.3%	4.7%	3.0%	2.6%
Percentage of Employees Receiving Regular Performance and Career Development Assessments (Total and Gender-Based)	100%	100%	100%	100%
Distribution of Newly Recruited Employees by Gender				
Male	50%	53%	48%	39%
Women	50%	47%	52%	61%
Completion Rate of Sustainability E-Trainings (%)		76%	60%	63%
Percentage of Employees Participating in Training Offered through the Development Catalog	86%	81%	75%	69%
Number of Newly Recruited Male Employees	5	9	12	9
Number of Newly Recruited Women Employees	5	8	13	14



## Performance Indicators

Mitigating Climate Change Impact and Adapting to Climate Change & Responsible Financing, Products, Services and Investments Observing ESG Criteria	2021	2022	2023	2024
Share of Financed Renewable Energy Projects in Total Energy Projects Portfolio	100.0%	100.0%	100.0%	100.0%
Amount of installed capacity financed by renewable energy project type (MW)				
WPP	0.0	0.0	0.0	6.2
SPP	44.88	61.0	77.3	87.7
HPP	0.0	0.0	0.0	0.0
GPP	0.0	0.0	0.0	0.0

Financial Inclusion and Literacy	2021	2022	2023	2024
Number of SME Customers	1,042	1,053	1,020	965
Amount of Loans Provided to Micro Scale Companies (TRY Million)	1,146	1,134	2,006	2,666
Loan Amount Provided to SMEs (TRY Thousand)	1,659	1,729	3,251	4,450
Number of Corporate Customers Using the Digital Bridge Platform	0	0	0	0
Number of Digital Solutions Offered to SMEs via Digital Bridge	0	0	0	0
Corporate Digital Channel Activity Ratio (%)	0	0	0	0



## Performance Indicators

Equal Opportunity, Diversity, and Gender Equality	2021	2022	2023	2024
Ratio of Women in Total Labor Force	50%	50%	50%	48%
C-Suite / Female Member Ratio in Senior Management (CEO, EVPs, and Head of Internal Systems)	25%	25%	25%	20%
Ratio of Women in Senior Management Positions (Director and above)	25%	25%	25%	20%
Ratio of Women in Mid-Level Management (Department Manager and Manager)	35%	35%	39%	34%
Ratio of Female Members in the Board of Directors (Excluding CEO)	17%	17%	29%	43%
Ratio of Women IT/Engineering Workers (Information Technology and Engineering Roles such as Programming/ Coding, Research and Development)	0%	0%	0%	20%
Ratio of Female Employees to Employees Promoted During the Year	57%	83%	46%	40%

Social and Community Investment	2021	2022	2023	2024
Total Social Investment Amount (TRY)	93,884	180,674	5,250,543	242,611
Total Number of Children Reached with Tiny Hands Big Dreams Platform	50	35	40	-
Total Hours Allocated to Volunteering Activities	35	48	50	-
Total Number of Projects Implemented under the Tiny Hands Big Dreams Platform	1	1	1	0

\* Decreased due to the impact of the devastating earthquake disaster occurred in Türkiye in February 2023.

Responsible Purchasing and Supply Chain	2021	2022	2023	2024
Local Procurement Expenditure Ratio	100.0	100.0	100.0	100.0



# GRI Content Index

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. The service was performed on the Turkish version of the Report.

Statement of use	QNB Leasing has reported the period January 1 - December 31, 2024 in accordance with GRI Standards.
GRI 1	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Since the sector standard for the leasing sector has not yet been prepared, no sector standard has been used.

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
<b>GENERAL DISCLOSURES</b>		
GRI 2: General Disclosures 2021	<b>Organization and Reporting Practices</b>	
	2-1 Organization details	About the Report, page 5 About QNB Leasing, page 9
	2-2 Entities included in the organization's sustainability reporting	About the Report, page 5
	2-3 Reporting period, frequency, and contact point	Reporting is carried out on an annual basis. About the Report, page 5
	2-4 Restatements of information	There is no revised declaration.
	2-5 External assurance	No independent assurance statement was obtained for the report.
	<b>Activities and Employees</b>	
	2-6 Activities, value chain, and other business relationships	About QNB Leasing, page 9 Sustainable Value Chain Management, page 36
	2-7 Employees	Employee Profile (Human Resources Approach and Management), pages 38-39
	2-8 Non-employed workers	Employee Profile (Human Resources Approach and Management), pages 38-39



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
GRI 2: General Disclosures 2021	<b>Governance</b>	
	2-9 Governance structure and composition	Board of Directors, Senior Management, and Committees, pages 22-26 Organization Chart, page 27
	2-10 Nomination and selection of the highest governing body	Board of Directors, Senior Management and Committees, pages 22-26 Corporate Governance and Risk Management, pages 28-29
	2-11 Chairperson of the highest governing body	Board of Directors, Senior Management, and Committees, pages 22-26 Organization Chart, page 27
	2-12 Role of the highest governance body in monitoring the management of impacts	Our Sustainability Strategy and Organization, page 16 Corporate Governance and Risk Management, pages 28-29
	2-13 Delegation of responsibility for the management of impacts	Our Sustainability Strategy and Organization, page 16 Corporate Governance and Risk Management, pages 28-29
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Strategy and Organization, page 16
	2-15 Conflicts of interest	Corporate Governance and Risk Management, pages 28-29 Legal Compliance and Business Ethics, page 30
	2-16 Communication of critical issues	<b>Conflict of Interest Policy</b> Stakeholder Engagement and Communication with Stakeholders, page 19 Priority Issues and Prioritization Analysis, page 20 Legal Compliance and Business Ethics, page 30
	2-17 Collective knowledge of the highest governing body	Board of Directors, Senior Management, and Committees, pages 22-26
	2-18 Performance evaluation of the highest governing body	Corporate Governance and Risk Management, pages 28-29
	2-19 Wage remuneration policies	Employee Profile (Human Resources Approach and Management), pages 38-39
	2-20 Wage determination process	<b>Remuneration Policy</b> Corporate Governance and Risk Management, pages 28-29 Employee Profile (Human Resources Approach and Management), pages 38-39
	2-21 Annual total compensation ratio	<b>Remuneration Policy</b> Employee Profile (Human Resources Approach and Management), pages 38-39



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
<a href="#">GRI 2: General Disclosures 2021</a>	<b>Strategy, Policies, and Practices</b>	
	2-22 Disclosure of the sustainable development strategy	Message of the Chairperson of the Board of Directors, page 6 Message of the General Manager, page 7
	2-23 Policy commitments	Corporate Governance and Risk Management, pages 28-29
	2-24 Embedding policy commitments	<b>Policies</b> <b>Sustainability Policy</b> Corporate Governance and Risk Management, pages 28-29
	2-25 Processes to remediate negative impacts	<b>Policies</b> <b>Sustainability Policy</b> Stakeholder Engagement and Communication with Stakeholders, page 19 Corporate Governance and Risk Management, pages 28-29
	2-26 Mechanisms for seeking advice and raising concerns	Legal Compliance and Business Ethics, page 30 Customer Experience and Satisfaction, page 32 Sustainable Value Chain Management, page 36
	2-27 Compliance with laws and regulations	Stakeholder Engagement and Communication with Stakeholders, page 19 Legal Compliance and Business Ethics, page 30 Customer Experience and Satisfaction, page 32
	2-28 Corporate memberships	During the reporting period, no incidents of breach of laws and regulations occurred and no penalties were imposed for breach of laws and regulations.
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Communication, page 19 Priority Issues and Prioritization Analysis, page 20
	2-30 Collective labor agreements	No collective labor agreement is available in QNB Leasing.
<b>MATERIAL TOPICS</b>		
	<a href="#">GRI 3: Material Topics 2021</a> 3-1 Process of identifying material topics	Priority Issues and Prioritization Analysis, page 20
	3-2 List of material topics	Priority Issues and Prioritization Analysis, page 20



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
	<b>Environmental Impact Management and Responsible Sourcing</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Energy and Emission Management, pages 48-49 Water Management, page 50 Waste Management, page 51
<a href="#">GRI 302: Energy Management 2016</a>	302-4 Reduction of energy consumption	Energy and Emissions Management, pages 48-49
	302-5 Reductions in energy requirements of products and services	Energy and Emissions Management, pages 48-49
<a href="#">GRI 303: Water and Waste Water 2018</a>	303-1 Interactions with water as a shared resource	Water Management, page 50
<a href="#">GRI 306: Waste 2020</a>	306-1 Waste generation and significant waste-related impacts	Waste Management, page 51
	306-2 Management of significant waste-related impacts	Waste Management, page 51
	<b>Combating Climate Change and Environmental Compliance</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Energy and Emissions Management, pages 48-49
<a href="#">GRI 305: Emissions 2016</a>	305-1 Direct (Scope 1) greenhouse gas emissions	Energy and Emissions Management, pages 48-49
	305-2 Energy indirect (Scope 2) greenhouse gas emissions	Energy and Emissions Management, pages 48-49
	305-5 Reduction of GHG emissions	Energy and Emissions Management, pages 48-49
	<b>Sustainable Value Chain Management</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Sustainable Value Chain Management, page 36
<a href="#">GRI 204: Procurement Practices 2016</a>	204-1 Proportion of spending on local suppliers	Performance Indicators, pages 57-59
<a href="#">GRI 308: Supplier Environmental Assessment 2016</a>	308-2 Adverse environmental impacts on the supply chain and actions taken	There was no significant negative environmental impact in QNB Leasing's supply chain network during the reporting period.
<a href="#">GRI 414: Social Assessment of Supplier 2016</a>	414-2 Adverse social impacts in the supply chain and actions taken	There was no significant negative social impact in QNB Leasing's supply chain network during the reporting period.



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
	<b>Talent Management and Employee Wellbeing</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Human Resources Approach and Management, pages 37-42 Occupational Health and Safety, page 43
<a href="#">GRI 401: Employment 2016</a>	401-1 New employee recruitment and employee turnover	Performance Indicators, pages 57-59
	401-3 Parental leave	Performance Indicators, pages 57-59
<a href="#">GRI 403: Occupational Health and Safety 2018</a>	403-1 Occupational health and safety management system	Occupational Health and Safety, page 43
	403-3 Occupational health services	Occupational Health and Safety, page 43
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, page 43
<a href="#">GRI 404: Education and Training 2016</a>	404-1 Average annual training hours per employee	Talent Management and Employee Well-being (Human Resources Approach and Management), pages 39-41
	404-2 Talent management and learning programs supporting employee development	Talent Management and Employee Well-being (Human Resources Approach and Management), pages 39-41
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Indicators, pages 57-59
	<b>Equal Opportunity, Diversity and Gender Equality</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Board of Directors, Top Management, and Committees, pages 22-26 Equal Opportunities, Diversity and Gender Equality (Human Resources Approach and Management), page 42
<a href="#">GRI 405: Diversity and Equal Opportunity 2016</a>	405-1 Diversity of governance bodies and employees	Board of Directors, Top Management, and Committees, pages 22-26 Performance Indicators, pages 57-59



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
	<b>Legal Compliance and Business Ethics</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Legal Compliance and Business Ethics, page 30
<a href="#">GRI 205: Anti-Corruption 2016</a>	205-1 Operations assessed for corruption-related risks	Legal Compliance and Business Ethics, page 30
	205-3 Confirmed incidents of corruption and measures taken	There were no cases of corruption at QNB Leasing during the reporting period.
<a href="#">GRI 406: Preventing Discrimination 2016</a>	406-1 Incidents of discrimination and corrective actions taken	There were no cases of discrimination at QNB Leasing during the reporting period.
<a href="#">GRI 407: Right for Association and Collective Bargaining 2016</a>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining can be at risk	QNB Leasing respects the right of association and collective bargaining. During the reporting period, there was no violation of trade union rights in any supplier within the knowledge of the Company.
<a href="#">GRI 408: Child Labor 2016</a>	408-1 Activities and suppliers with significant risk of child labor incidents	QNB Leasing does not employ child labor in any way, and expects its suppliers and other stakeholders in the value chain to comply with the age provisions specified in the relevant laws and regulations.
<a href="#">GRI 409: Forced/Compulsory Labor 2016</a>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	QNB Leasing and all stakeholders in its value chain, mainly its suppliers, do not employ forced labor in any way.
	<b>Social and Community Investment</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Social and Societal Investments, page 45
<a href="#">GRI 413: Local Communities 2016</a>	413-1 Operations with local community participation, impact assessments and development programs	Social and Societal Investments, page 45 Performance Indicators, pages 57-59
	<b>Cybersecurity and Customer Privacy</b>	
<a href="#">GRI 3: Material Topics 2021</a>	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Cybersecurity and Customer Information Confidentiality, page 35
<a href="#">GRI 418: Customer Confidentiality 2016</a>	418-1 Proven complaints of breach of customer confidentiality and loss of customer data	During the reporting period, there were no proven complaints regarding breach of customer confidentiality and loss of customer data.



# GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWERS
	<b>Corporate Governance and Risk Management</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Corporate Governance and Risk Management, pages 28-29
	<b>Sustainable Financial Performance</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Summary Financial Information, page 31
	<b>Sustainable Finance</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Sustainable Finance, page 56
	<b>Operational Excellence and Business Continuity</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Operational Excellence and Business Continuity, page 34
	<b>Customer Experience and Satisfaction</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Customer Experience and Satisfaction, page 32
	<b>Financial Inclusion</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Financial Inclusiveness, page 44
	<b>Digital Transformation and Innovation</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	Priority Issues and Prioritization Analysis, page 20 Transformation and Innovation, page 33

