



Sustainability Report 2023

A full-page background image showing two children, a boy and a girl, running away from the camera on a dirt path through a field of tall grass. They are both holding and flying colorful kites. The boy is on the left, wearing a white t-shirt and blue shorts, flying a yellow and orange kite. The girl is on the right, wearing a striped shirt and a white skirt, flying a rainbow-colored kite. The sun is low on the horizon, creating a warm, golden glow and long shadows. The sky is blue with some white clouds.

Confidence in Every Step
Hope for Every Tomorrow

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We act for goodness!

We see the goodness in our work and in ourselves as a force mobilizing us. We can create the impact we dream of only if we act for goodness.



We are excited to explore!

We love being the first, we love to explore novelties and untested paths. Our excitement and our curiosity make us dynamic.



To improve, we think in simple terms!

Improving ourselves and our business has not to be complex. To improve, we produce simple and easy solutions.



We act bravely to make a difference!

We aim to make a difference in every business we make, in every step we take. We are not afraid of making a mistake, we take on responsibility.



We work together to exceed limits!

To create a big impact, we believe in the importance of cooperation. There is a different value to be added by each member of our family. We can exceed limits, only if we work hand in hand.



About the Report

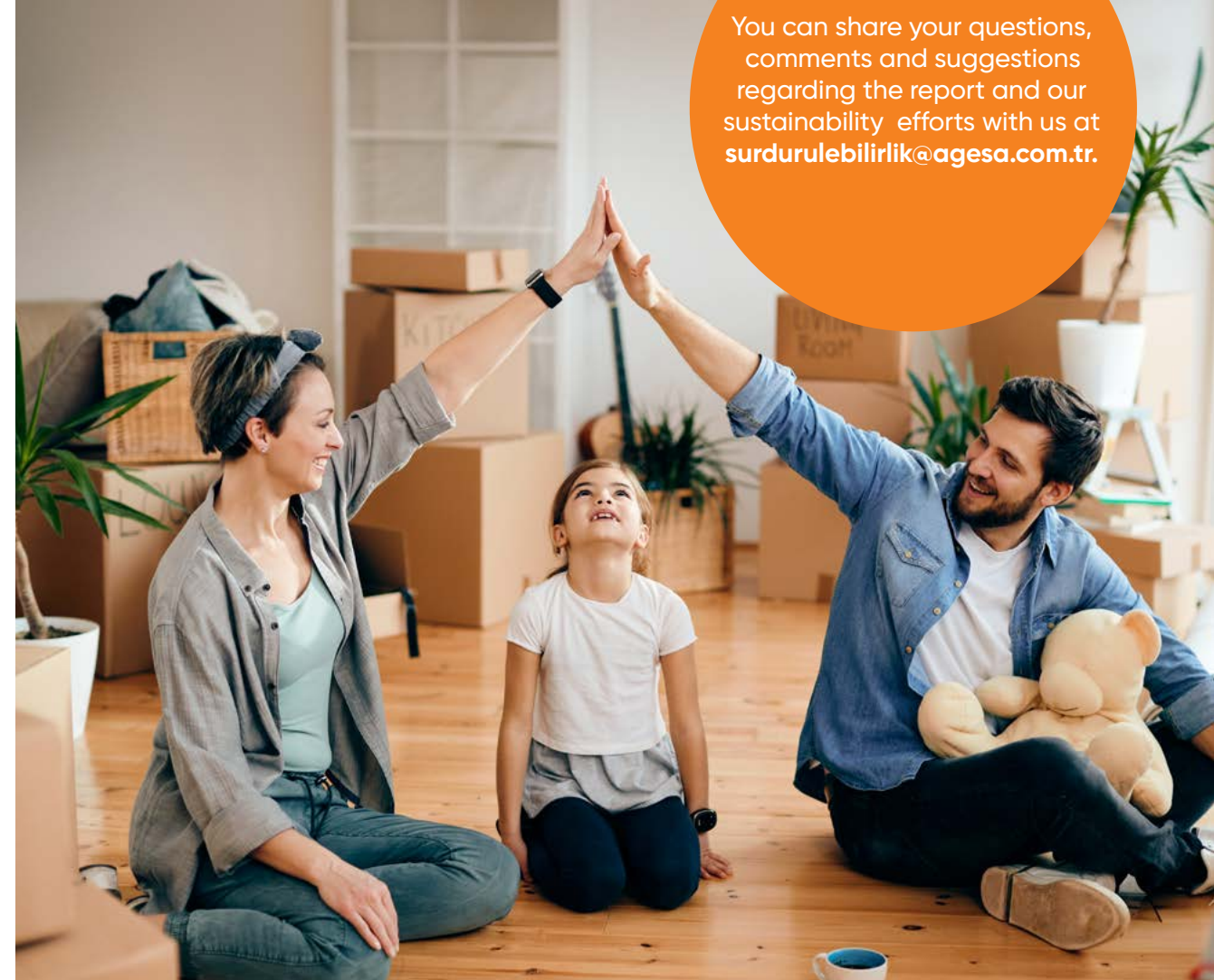
We share our sustainability efforts with the public in line with international standards and a value-oriented approach.

As AgeSA, in our third sustainability report, we present our environmental, social, economic, and corporate governance performance for the period from January 1, 2023, to December 31, 2023. The report is evaluated from an environmental, social, ethical and economic perspective and is a comprehensive summary of our sustainability efforts.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. United Nations Global Compact (UNGC) and Women's Empowerment Principles (WEPs) criteria were also taken into consideration while preparing the report. In the report, where we include our sustainability priorities and our contribution to the Sustainability Development Goals, index and disclosure tables on reporting frameworks are included in the Annexes.

This year, for the first time, we designed the AgeSA Value Creation Model by considering the Integrated Reporting Framework published by the Value Reporting Foundation. Through this model, we share the value we create in our business processes and with our stakeholders within the framework of six capital elements.

As in previous years, we received independent assurance services for selected environmental and social performance indicators in 2023. The Limited Assurance Report is available in the Annexes section of the report. Selected indicators for which independent assurance has been obtained are indicated in the Performance Indicators section of the report with '✓'



You can share your questions, comments and suggestions regarding the report and our sustainability efforts with us at surdurulebilirlik@agesa.com.tr.



Driven by our sense of responsibility toward society and the environment, we will continue to create value for our customers and the community, maintaining our position at the forefront of sustainability efforts.

Fırat KURUCA
Genel Müdür



Letter From the CEO

The challenging period we experienced in 2023 has once again highlighted the importance of the insurance sector for sustainable growth. At AgeSA, we continue to act with a strong sense of responsibility toward society and the environment, striving to create value for our customers and communities while maintaining our leadership in sustainability.

Dear Stakeholders,

On February 6, 2023, we experienced the largest earthquake disaster in the history of our Republic, affecting 11 provinces. We deeply felt the pain of losing thousands of our citizens, with tens of thousands injured and left homeless. Once again, I wish mercy to those who lost their lives and extend my condolences to their families. As a nation, we have worked with great dedication from day one to heal the wounds of the region. Immediately after the disaster, all Sabancı Group companies actively participated in search and rescue efforts and provided every possible support to other rescue teams. Sabancı Volunteers took part in tasks such as food supply and distribution, and damage assessment. Even today, they continue to provide various forms of support and donations, considering the needs of the local citizens and authorities.

During this challenging period, the insurance sector fulfilled its responsibility by standing by our citizens who were affected by the disaster, playing a crucial role in speeding up the recovery process. This period, marked by both natural disasters and economic fluctuations, once again highlighted the importance of a strong insurance sector. Thanks to increased awareness and regulatory developments aimed at advancing the sector, the insurance industry maintained a solid growth trend. At AgeSA, we have also sustained our strong market position and taken it even further. By the end of 2023, our number of participants reached 834 thousand, with a total fund size of 137 billion TL. Throughout 2023, we provided security to nearly 4.2 million customers across private pension and life insurance segments. We achieved 84% growth in life insurance premium production and 76% growth in private pension funds. We continue to work tirelessly to secure our customers' futures and to stand by their side for a better tomorrow.

2023 was a year in which we took significant steps in sustainability and innovation and solidified our achievements. We were included in the BIST Sustainability Index, which evaluates the environmental, social, corporate governance, human and employee rights, and transparency performance of publicly traded companies on the Istanbul Stock Exchange. While maintaining our leadership in the insurance sector, we continued to act with an awareness of our responsibility to society and the environment. This year, we developed our value creation model and began preparing for integrated reporting. We view this process as a journey that reflects our commitment to aligning with environmental, social, and governance (ESG) criteria. In addition to the products and services we offer to meet the savings and protection needs of individuals, we will continue to uphold our vision of being a pioneering company in sustainability within our sector.

This year, we expanded our portfolio of sustainable products and services, introducing 5 new SDG-linked products and services in 2023, bringing the total number of sustainable insurance offerings to 18. The net return from our sustainability funds reached 59%, and the assets under management in these funds grew to 1.2 billion TL.

We continue our efforts to become a net-zero emissions company by 2050. We have taken comprehensive steps to reduce our environmental impact. In 2023, we documented that 100% of the electricity consumed in our headquarters and sales offices was sourced from renewable energy, as evidenced by our I-REC certification. We identified and assessed the risks and opportunities associated with climate change and published our Task Force on Climate-Related Financial Disclosures (TCFD) report, which comprehensively evaluates the impact on our company. We reduced our paper consumption by 34% compared to 2022 and significantly decreased our single-use plastic waste.

We also remain committed to gender equality. Women make up 66% of our workforce, while men constitute 34%. The ratio of women at all managerial levels reached 51%, exceeding our target. Additionally, with our focus on supporting the personal and professional development of our employees, we continue to promote continuous learning and growth. Our employee engagement score was recorded at 80%.

We place great importance on social investments. Through our "All Ages" corporate social responsibility project, launched in 2019, we work to guide society in preparing for aging and to transform the negative perception of aging into a positive one. Since the establishment of the All Ages Fund in 2021, we have provided 1.5 million TL in grants to 12 projects carried out by 7 non-governmental organizations working in

the field of aging. As part of the "Hope for the Future" project within the framework of the Sabancı Republic Mobilization, we supported Nirengi Association's "Children's Activity and Psychosocial Support Center" in Serinyol, Hatay, positively impacting the lives of approximately 400 children. In addition, in April 2023, we completed the construction of a new building at Hatay Arsuz Sabancı Middle School, equipped with four classrooms and 'Information Technologies and Robotics Workshops'. Our school construction project in Kırıkhan, Hatay is also ongoing.

In the coming period, while continuing to lead the growth of insurance awareness and the development of the sector in Türkiye, we will also contribute to employment by expanding our workforce. We will focus on implementing new business-oriented projects that will create value and increasing "Good Sustainability" practices within our industry. We will continue our investments and operations to "provide the good at the core of our business" and to strengthen trust in insurance.

As we enter 2024, we are committed to developing innovative and environmentally conscious solutions to achieve our sustainability goals. We will continue to act with the awareness of our responsibility to society and the environment, maintaining our leadership in the field of sustainability. We will accelerate our digital transformation projects and continue to support the ongoing development of our employees. I would like to extend my sincere thanks to all our stakeholders who have accompanied us on this long journey.

Respectfully,

Fırat Kuruca
Board Member and CEO

Corporate Profile

We offer innovative solutions in the private pension, life insurance, and personal accident insurance segments to our more than 4 million customers in an effort to secure both the present day and the future.

As AgeSA since our inception, we have been working tirelessly in light of the principles and values of our Republic to provide the good in the essence of our business toward the goal of a secure society full of happy individuals

AgeSA'lı
Olmak demek
iyiliği hayatın her alanında
YAŞAMAK DEMEK.



About AgeSA

As the leading organization in the life insurance and private pension sector, we strive to offer policyholders the goodness at the core of insurance.

As AgeSA Pension and Life Insurance, a subsidiary of Sabancı Holding and Ageas, a 200-year-old global insurance giant, we offer our customers innovative products in the fields of private pension, life insurance and personal accident insurance. With up-to-date investment and savings solutions, we lead our sector so that our customers can say "So Glad."

Founded in 2007 as AvivaSA Pension and Life Insurance, as of 5 May 2021, we decided to continue our journey in line with the equal partnership principle of Sabancı Holding and Ageas, a Belgian insurance company with a history of nearly two hundred years, and changed our name to "AgeSA Pension and Life Insurance" on 1 July 2021.

In every activity we undertake, we strive to reach the goal of a secure society with happy individuals, driven by Ageas's deep-rooted history and the strength and trust of Sabancı Holding. We redefine the perception of insurance for everyone whose lives we touch in order to offer the excellence at the core of our business. We continue to grow together by providing services to 4.2 million customers with our 1,842 employees.

Strategies focused on customer experience and digitalisation

In addition to Türkiye's largest direct sales team, we provide service with our unique multi-distribution channel structure consisting of our strong bancassurance network in cooperation with Akbank, agencies, telesales channel and corporate projects team.

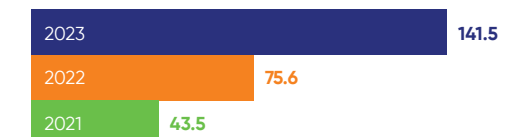
We are a company that acts with the focus of perfecting the customer experience in all channels we contact our customers, has been awarded many international and national awards in this field and makes a difference in the sector.

At AgeSA, we offer a wide range of funds and fund advisory services within the scope of individual and group pension plans to meet the savings and accumulation needs of individuals. With our life insurance products, we secure individuals and their families against unexpected risks that life may bring.

We focus on our customers and digitalisation in all the services and experiences we offer. Seeing digitalisation, technology and innovation as an important tool for sustainable development, we make our business processes more efficient with topics such as artificial intelligence and data analytics.

With 1,842 employees as of end-2023, we have a 19.4% market share in the private pension market with a fund size of TL 136.7 billion, excluding Auto-Enrollment, according to data released by the Pension Monitoring Center (EGM) on 31 December 2023. In terms of assets under management, we are the leader among private sector companies in the private pension sector. According to the Insurance Association of Türkiye (TSB) and HAYMER data, we achieved a 12.7% market share in the direct premium production market of pension and/or life insurance companies with a total life and accident premium production of TL 7.5 billion.

PPS Fund Size (Billion TL)

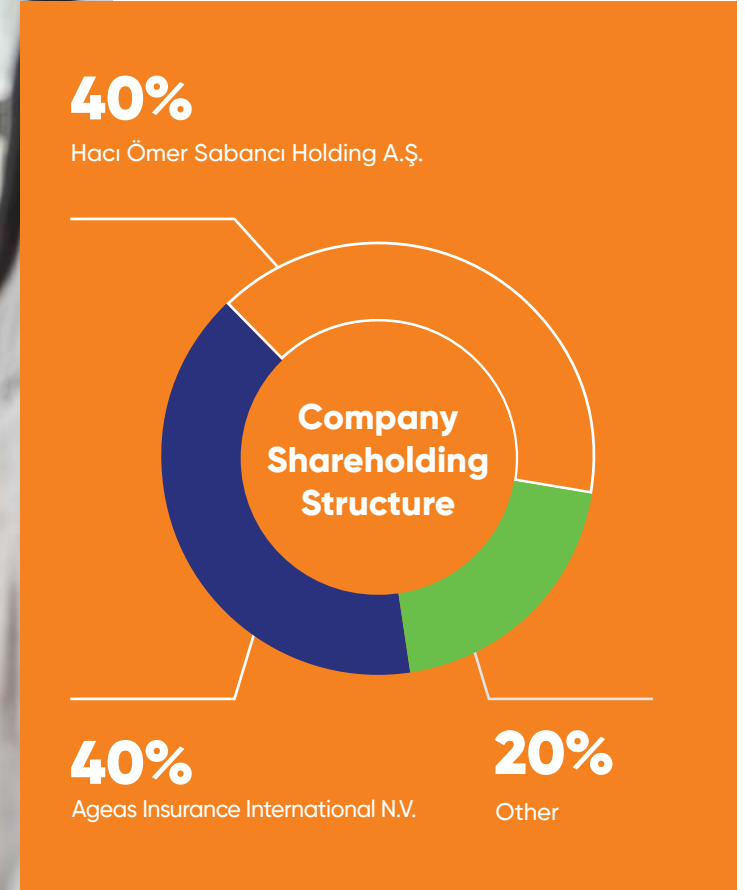


Capital Structure and Shareholders of AgeSA

With our strong financial structure, we are a company that all our stakeholders are proud to be a part of.

Operating in partnership with Ageas, one of Europe's largest insurance companies, and Sabancı Holding, Türkiye's leading conglomerate, AgeSA is a company that all stakeholders are proud to be a part of with its strong financial structure.

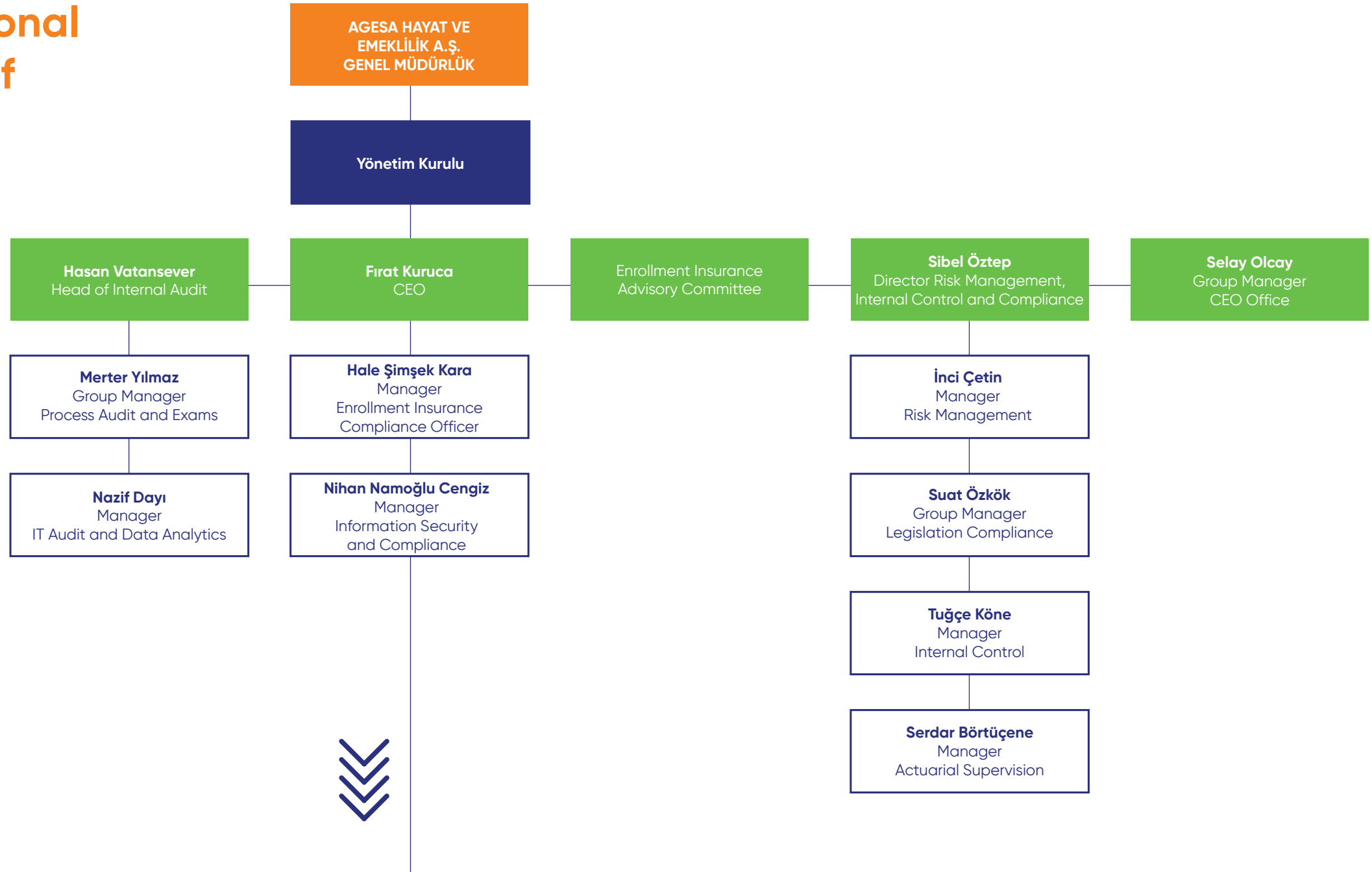
20% of our company's shares are traded on Borsa İstanbul under the code "AGESA".



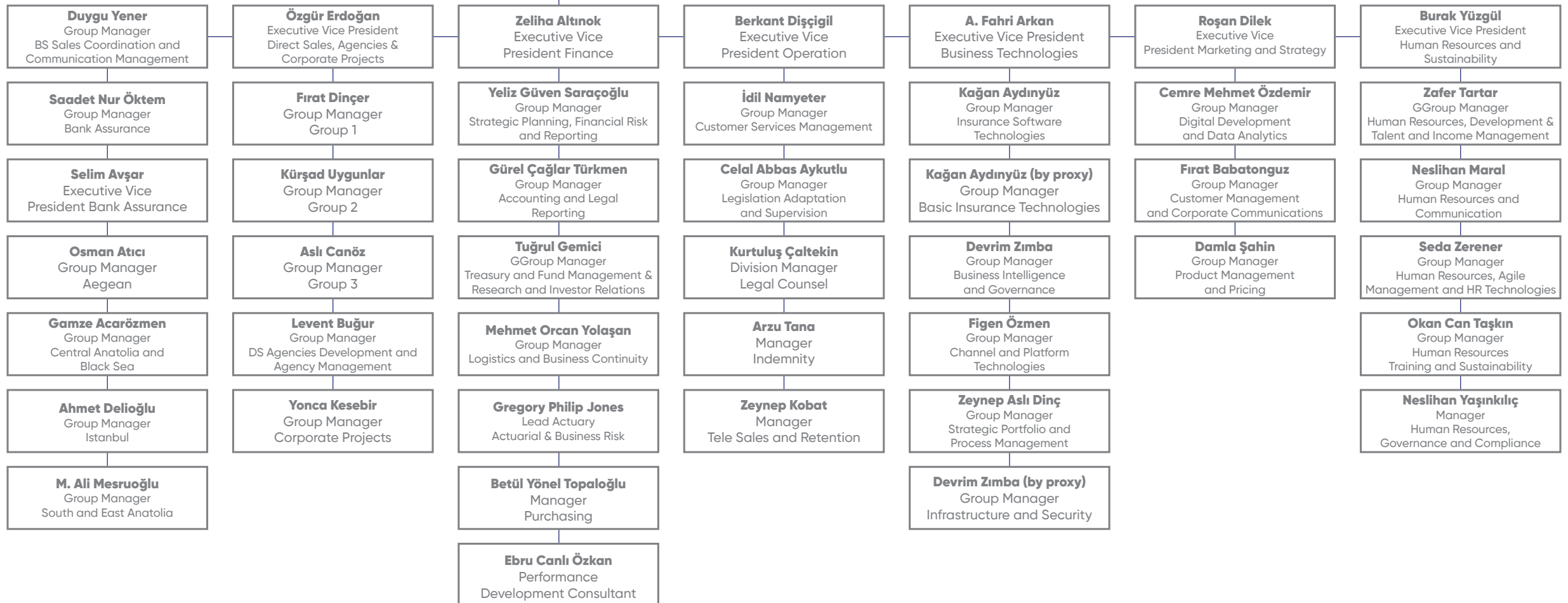
Current Shareholding Structure of our Company

As of 31 December 2022	Share Amount (TL)	Share Rate (%)
Ageas Insurance International N.V.	72,000,006.72	40%
Hacı Ömer Sabancı Holding A.Ş.	72,000,006.72	40%
Other	35,999,986.56	20%
Total	180,000,000.00	100%

Organisational Structure of AgeSA



Organisational Structure of AgeSA



Sectoral Outlook and Trends

At AgeSA, we analyze the sectoral outlook and current trends each year, continuously updating our business processes in light of these developments.

¹[World Economic Forum, 2024 Global Risks Report \(2024\).](#)

²[IBM, Cost of a Data Breach Report 2023 \(2024\).](#)

³[EY, EY Insurance Barometer 2023 \(2023\).](#)

In today's rapidly changing world, factors such as technological developments and climate change create both great opportunities and challenges for the insurance industry. In this context, the importance of following sustainable practices and developments in the insurance industry, which is a critical area in terms of financial security and risk management, is increasingly felt every day. As AgeSA, we analyse the sectoral outlook and current trends every year and continuously update our business processes in the light of these developments.

Cyber Attacks and Data Breaches

Threats such as cyberattacks and data breaches rank among the business risks that companies around the world are most concerned about¹. Personal data breaches can affect people's livelihood, mental health and safety. It is critical for insurance companies to take comprehensive measures on data privacy and security as they have large amounts of sensitive data. Accordingly, data breaches are also financially important for insurance companies. According to the IBM 2023 Data Breach Cost Report², the cost caused

by global data breaches in 2023 increased to \$4.45 million, an increase of 15% in three years. According to the same report, companies that make intensive use of security artificial intelligence and automation achieved an average financial saving of \$1.76 million. Therefore, security measures that require high investment against cyber attacks remain a critical priority despite the cost of system transformations.

Extreme Weather Events and Impacts of Climate Change

The long-term effects of climate change and the increase in the frequency of extreme weather events pose significant risks to the investment processes of insurance companies. In particular, climate-related acute physical risks can lead to serious financial losses both in terms of physical assets owned and sectors such as agriculture, food, chemistry and textiles in which investments are made.

Additionally, an increase in the frequency of extreme weather events may jeopardise business continuity, leading to loss of value of private sector assets and increased risk of bankruptcy. In the insurance sector, such events may lead to higher premiums and increased claims payments, which may reduce customer demand for insurance products. For example, unexpected property value losses and disruption of business continuity may lead to problems such as increased premiums and mortality rates, especially in life and personal accident insurance products.

In this respect, the insurance industry has started to develop innovative insurance products that encourage risk prevention efforts for its customers due to the effects of climate change. Such products and services, which are developed by adopting a proactive approach within the scope of risk management, not only protect policyholders from

losses, but also contain opportunities to reduce the overall cost of insurance by maintaining the long-term supply of insurance policies.

Changes in Customer Expectations

The pandemic has led to a shift where customers increasingly prefer digital services over face-to-face transactions. Although the insurance industry is still a newly developing sector in terms of digitalisation, it has started to include digital sales and service systems in its processes, which can both make faster transactions and reach more customers with the effect of changing consumer habits. In the coming period, with the rise of digitalization, the personalization of customer experience will increasingly emerge as a key factor in enhancing customer loyalty. Adopting technologies that facilitate the collection and analysis of personal data will enable companies to offer more tailored plans to their customers. In the light of all these developments, changing consumer expectations and increasing demands for transparency are expected to make it mandatory for insurance companies to reshape their operational processes and service areas.

Additionally, we are in a period where there is an increasing trend among customers towards sustainable product and service preferences. According to a global survey, 36% potential customers rated it as 'extremely important' or 'very important' that companies focus on sustainability³. According to the survey, especially young consumers between the ages of 18-24 attach great importance to sustainability issues. The increasing sensitivity towards sustainability commitments among customers may make it imperative for the insurance industry, which has recently been under more careful scrutiny on sustainability and the importance of transparency has increased, to reconsider its activities from a sustainability perspective.



Sectoral Outlook and Trends

The insurance sector needs to balance its investments in technology and human resources to strengthen its resilience for the future of work.

Use of Artificial Intelligence and Regulations

The Artificial Intelligence Act (Artificial Intelligence Act)⁴, approved by the European Union (EU) Commission this year, introduces strict rules on issues such as transparency in the use of artificial intelligence. The General Data Protection Regulation (GDPR) also includes restrictions on the use of personal data in artificial intelligence applications. By paying attention to developments in this area, Türkiye could potentially develop regulations suited to its own context. At the same time, the integration of rapidly evolving technologies into insurance companies is expected to lead to the creation of new data privacy laws. In this context, it is recommended that companies prepare their artificial intelligence and other technology systems within a framework

compliant with the aforementioned regulatory laws and ensure necessary audits for data protection.

Additionally, with each passing year, there is an increase in artificial intelligence applications that can be included in insurance industry processes. Recently, companies have been developing tools such as Robotic Process Automation (RPA), where they can sell insurance on platforms such as WhatsApp using artificial intelligence chatbots. Applications such as digital assistants developed in this context save time for companies in both meeting customer demands quickly and establishing pricing standards. Therefore, it can be said that insurance companies investing in areas related to artificial intelligence applications will gain a significant competitive advantage in the coming period.

Economic Slowdown and Inflation Trends

GDP growth remains quite low by historical standards. According to a global report on macroeconomic trends, growth will be slow in major economies such as the US, China and Europe over the next few years⁵. The stagnation or decline in company revenues, which gained momentum in 2023, will continue to be a factor of concern in the future. EIOPA's (European Insurance and Occupational Pensions Authority) Report on the Impact of Inflation on the Insurance Industry⁶ shows that the main reason why customers do not choose to buy or renew non-life insurance is the increase in the cost of living. It is emphasised that real disposable income has fallen as high inflation often exceeds wage increases, leading to price increases. This situation may cause consumers to decide not to allocate budget for non-life insurances in addition to other vital needs in the coming years. Therefore, the insurance industry can take steps to manage the macroeconomic risks faced by its customers with

solutions such as including indexation in their policies and ensuring that policy benefits increase at the same rate as the cost of living and inflation.

The Future of Work

The business world is expected to undergo significant transformations due to rapidly developing technology and changing work dynamics. Factors such as digitalisation, automation and artificial intelligence increase the demand for new talents in the labour market, while existing skills need to be updated rapidly. According to a survey⁷, 75% of companies globally reported that they experienced talent shortages and recruitment challenges last year. Especially in traditional business lines such as the insurance industry, strategic human resources management will be crucial to keep pace with these changes and remain competitive.

At the same time, the talent shortage related to cyberattack threats, one of the most critical issues in the industry, is expected to become a significant risk factor for the insurance sector. In this regard, companies are advised to focus on enhancing the skills of their current workforce by integrating productive AI capabilities. Therefore, to strengthen the resilience of the insurance sector for the future of work, it is essential to plan investments in technology and human resources in a balanced manner.

⁴[European Parliament, Artificial Intelligence Act, 2024.](#)

⁵[Aegon, Long Term Outlook 2024-2027](#)

⁶[EIOPA, Impact of Inflation on the Insurance Sector \(2023\).](#)

⁷[Manpower Group, 2024 Global Talent Shortage](#)



Prominent Developments in 2023

We included in the
BIST Sustainability Index

We created our
Value Creation Model

We identified and evaluated
**Climate-Related Risks and
Opportunities**

1,210,564 Tons CO₂e
Scope 1 emissions: 1,062 tons CO₂e
Scope 2 emissions: 198.9 tons CO₂e
Scope 3 emissions: 1,209,502 tons CO₂e
Total greenhouse gas emissions: 1,210,564 tons CO₂e

**5 New SDG-Linked Products
and Services**
Bringing the total number of
sustainable insurance products and
services to 18

With the I-REC Certificate
We procured all of the electricity we
consume in our headquarters and sales
offices from renewable sources



Prominent Developments in 2023

34%

Reduction in paper consumption

66%

Female employee ratio

80%

Employee engagement score

31%

Ratio of revenue from sdg-linked products and services to total revenue

51%

Female employees at all management levels

68,373

Employee training hours

84%

Growth in life insurance premium production

86%

Of managerial positions filled internally (Headquarters)

37.11

Average training hours per employee

76%

Growth in individual pension funds

80%

Of managerial positions filled internally (Sales Teams)

163.6 million TL

Spent on corporate social responsibility initiatives

137 billion TL

In total fund size, leading the individual pension market excluding automatic enrollment

81%

Agile working rate by the end of the year (Headquarters)

197,000+

People were reached through our inclusion programs.

Prominent Awards in 2023

We Received Three Major Awards at Stevie Awards

As AgeSA, we won three awards at the 20th Stevie Awards International Business Awards (IBA) in 2023. With the customer service projects we implemented in cooperation with ATOS Türkiye, we were awarded the silver prize in the "Success in Customer Satisfaction" and "Best Customer Service Department of the Year" categories, and the bronze prize in the "Insurance Company of the Year" category, where large-scale insurance companies are evaluated.

AgeSA is Once Again Türkiye's Best Employer

Kincentric, one of the world's leading companies in the field of human resources and management consultancy, has announced the results of Best Employers 2023 (Best Workplaces), a research conducted with employees for more than 50 years and measuring workplace excellence. We have been selected as "Türkiye's Best Workplace" for the third time in a row within the scope of the research in which approximately 250 companies that meet the necessary criteria among 40 different sectors and 350 companies in Kincentric Türkiye's database were evaluated.

We Won the First Place in Four Categories at the Türkiye Call Center Awards

AgeSA was awarded the first prize in the categories of "Best Use of Technology", "Best Customer Experience", "Best Digital Solution" and "Best Outsourcing Partnership" with its customer service projects at the Türkiye Call Center Awards, one of the most prestigious awards in the call centre sector.

We Lead the Industry in Customer Satisfaction

We returned with an award from the Achievement in Customer Excellence (A.C.E.) Awards organized for the 8th time this year by the customer satisfaction platform Şikayetvar. According to the results of the "Customer Experience Index" survey conducted by Şikayetvar, based on more than 1.5 million survey data points, we received the Diamond Award, given to the best in the "Pension and Life Insurance" category.

Young People's Choice AgeSA

We received an award from the Youth Awards, organized by the youth career platform Youthall, where the best companies and employer branding initiatives were evaluated through voting. In 2023, a total of 115,738 votes were cast by students from 231 different universities and 243 different departments. In the "Most Preferred Insurance Company to Work for by Young People" category, we won third place. Also, in 2023, we ranked 58th on the "Top 100 Most Desirable Companies in Türkiye" list, determined by the votes of 62,541 university students and 28,623 young professionals, rising 40 places compared to the previous year. In the insurance sector specifically, we ranked first..

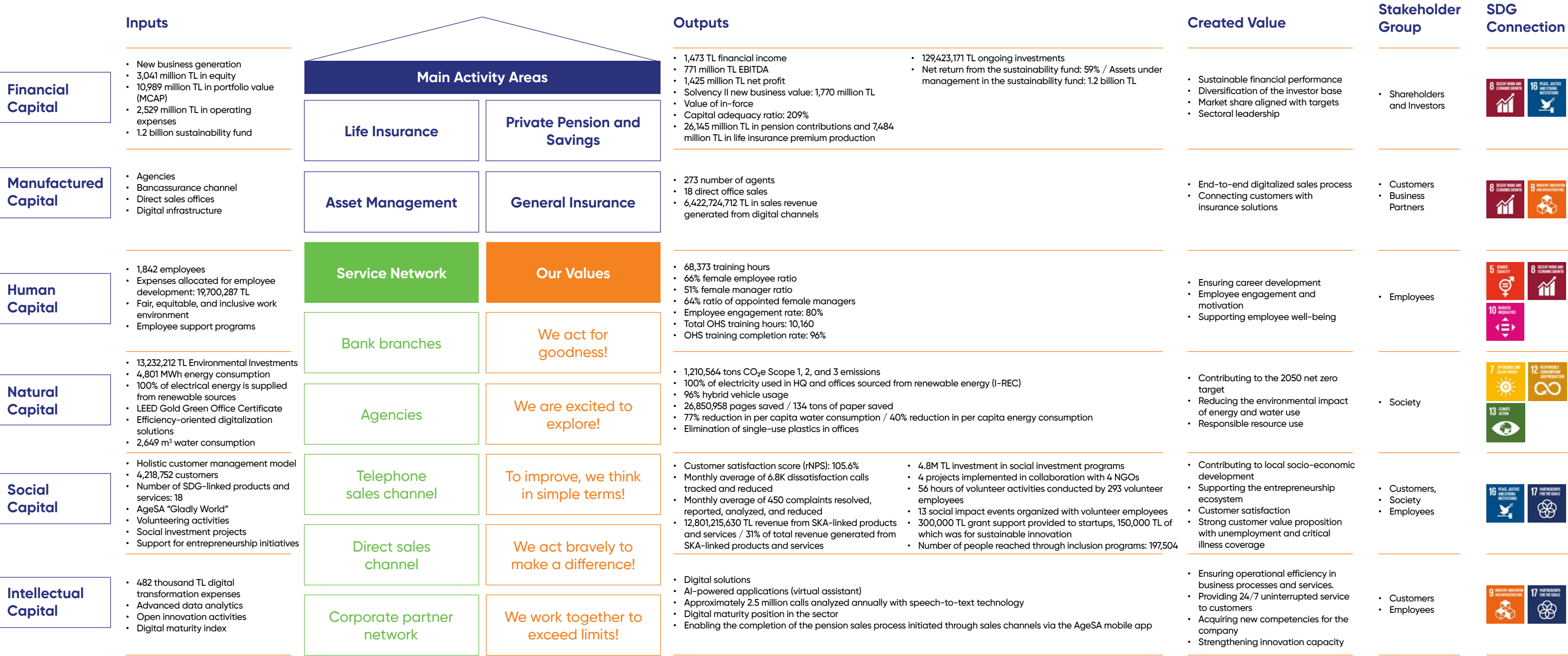
We Make a Difference with Our Innovative Perspective and Practices

We won three prestigious awards at the Smart Insurance (Smart-i) Awards, organised to support products and services aimed at the development of insurance, to highlight innovative projects and to share business models and experiences in their development. We won two gold awards in the "Corporate Social Responsibility" category with the "Barrier-Free Digital Experience" project and in the "Innovative Customer Interaction and Experience" category with the "Bi'lyiLig Yap!" project in the "Banks and Insurance Companies" category at the Sardis Awards, where innovative projects and marketing achievements in the finance sector are recognised.



AgeSA Value Creation Model

As AgeSA, with the aim of creating sustainable value in the sector in which we operate, we developed our value creation model for the first time this year. Based on our business model, strategic choices, values, and sectoral trends, this model comprehensively demonstrates the value our company activities create for our stakeholders across six capital elements. At the same time, our value model also highlights the connection between the value we create and the Sustainable Development Goals.



Sustainability Approach

We aim for low-carbon,
stakeholder-focused growth
by placing sustainability at the
core of our strategy.



Sustainability Management

The AgeSA Sustainability Committee defines our environmental, social, and governance strategies, managing the processes of monitoring and improving our sustainability performance.

As AgeSA, we prioritise our vision of being an effective, sustainability-oriented company in every step we take and every decision we make. We believe that all companies should evaluate their corporate strategies from a sustainability perspective, taking responsibility for the impact they create in their journey of respect for nature and humanity. Therefore, we prepare our corporate strategies in parallel with our sustainability policies. We support our low carbon and stakeholder-oriented economic growth model with our products and services, and adopt a Net Zero approach by improving our environmental performance throughout our value chain.

Restructured in 2022 to be represented by the Executive Board, the Sustainability Committee was established in 2021 as a structure responsible for determining AgeSA's sustainability strategy, policies and goals in the environmental, social and corporate governance areas. The Committee's responsibilities include monitoring, improvement, planning and reporting activities for sustainability performance in the light of the basic principles in the [AgeSA Sustainability Policy](#). In addition, identifying risks and opportunities related to sustainability is also among the committee's duties. All roles and responsibilities of the committee are detailed in the AgeSA Sustainability Policy.

Committee Structure

The Committee is composed of members of the Executive Board. The Executive Board addresses sustainability issues at least four times a year. Sustainability efforts are presented to the Executive Board by the Deputy General Manager of Human Resources and Sustainability, along with the leaders of the sustainability working groups. When necessary, people with decision-making roles in environmental, social, and governance matters or experts from various departments contribute to the committee.

Unit	Scope of Responsibility	Meeting Frequency	Members
Board of Directors	<ul style="list-style-type: none">o Creating a sustainability vision and strategyo Guiding strategic decisions	4 times a year	Members of the Board of Directors
Sustainability Committee	<ul style="list-style-type: none">o Identify sustainability strategies, policies and targets in the areas of environmental, social and corporate governanceo Planning for these processes, monitoring, reviewing, improving and developing the applications carried outo Identify risks and opportunities related to sustainability	At least 4 times a year	Members of the Executive Committee
Human Resources and Sustainability Assistant General Manager - Sustainability Team	<ul style="list-style-type: none">o Carrying out sustainability and ESG-related activities in the daily business cycleo Ensuring coordination with other units within the scope of related reporting	Daily work cycle	Deputy General Manager and Team Members



Sustainability Management

The Sustainability Committee coordinates the processes of setting strategic goals, performance monitoring, risk management, and sustainability reporting.

Main Duties and Responsibilities of the Sustainability Committee

Strategic Approach to Sustainability:

Determines the issues to be focussed on in sustainability. Establishes, implements and monitors sustainability strategy, short, medium and long term goals and policies.

Performance Monitoring and Working Groups:

Determines and monitors performance criteria for sustainability targets of business units. When necessary, it establishes working groups for sustainability studies and determines their members.

Risk and Opportunity Management:

Identifies, assesses and manages sustainability risks and opportunities.

Sustainability Communication and Trainings:

Approves sustainability communication plans, makes recommendations and oversees processes. Ensures that employees and stakeholders are aware of sustainability, organises trainings and coordinates stakeholder engagement.

Reporting and Compliance Studies:

Participates in sustainability reporting activities and approves reports. Monitors national and international sustainability developments, regulations and trends. Carries out studies for the CMB Sustainability Principles Compliance Framework, prepares reports in accordance with capital markets legislation and submits them to the Board of Directors for public disclosure.



In 2023, we established four working groups under the Sustainability Committee within the voluntary participation of our employees.

- Environment and Climate Change
- Equality, Diversity and Inclusion
- Sustainable Products and Services
- Sustainable Finance

Sustainability Management

2023 Activities of the Environment and Climate Change Working Group

Participant	13
Workshop	1
Retrospective	9
Number of New Ideas	6
Implemented Ideas	4

- In order to support sustainable agriculture and local economy, we participated in the strawberry harvest in cooperation with Doğa Benim Adventure and Outdoor Sports Club.
- In order to contribute to environmental cleanliness and recycling of waste, we collected 504 kg from Sarıyer Kısırkaya Beach and 2.5 bags of garbage and 1.5 bags of waste from Büyükkada.
- In cooperation with Devri Daim-Sustainable Economy Institute, we made bracelets from fabric waste and presented them to children in the earthquake region and contributed to waste upcycling.

- We organized the Environment and Climate Change Workshop and the Climate Change and Its Impacts on Our Business event as part of our sustainability training.

2023 Activities of Equality, Diversity and Inclusion Working Group

Participant	16
Workshop	1
Retrospective	9
Number of New Ideas	5
Implemented Ideas	5

- We started preparing an Anti-Discrimination Glossary to contribute to a fair, equitable, and inclusive world vision.
- In line with our efforts to ensure full and equal participation of people with disabilities in social life, we participated in the Dialogue Museum's Dialogue in Darkness and Silence events to draw attention to the problems of disabled people within the scope of 3 December World Disability Day.
- We contributed to the online library prepared for the visually impaired in collaboration with Boğaziçi University's Assistive Technology and Education Laboratory (GETEM) by narrating books.
- To raise awareness against violence towards women and provide information on actions to take when faced with violence, we published an announcement for November 25th, International Day for the Elimination of Violence Against Women.

- We organized the Equality, Diversity, and Inclusion Workshop, Strong Women Leaders Panels, the "Asking Questions Backwards" Gender Equality Awareness Webinar with Elif Doğan on October 11th, International Day of the Girl Child, and an Equality, Diversity, and Inclusion event with the participation of our managers.

2023 Activities of Sustainable Products and Services Working Group

Participant	13
Workshop	1
Retrospective	9
Number of New Ideas	7
Implemented Ideas	5

- We organized the Sustainable Products and Services Workshop and the event "Providing Sustainable Solutions to Our Customers" as part of our sustainability training.
- We reviewed the sustainability features of our products. We increased the number of SDG-linked products and services to 18 and the rate of revenue from these products and services to 31% of our total revenue. Thus, we achieved our goal of having 25% of our revenue come from sustainable products and services by the end of 2024.

2023 Activities of Sustainable Finance Working Group

Participant	14
Workshop	1
Retrospective	9
Number of New Ideas	6
Implemented Ideas	2

- We organized the Sustainable Finance Workshop as part of our sustainability training.
- We worked on our 2050 Net Zero Emissions goal.
- We ensured the inclusion of a Sustainability Fund in the proposed fund distributions on Fonpro.
- We developed recommendations for increasing financial literacy, which we aim to implement in the upcoming periods.

We included the activities of our working groups and our targets in the Sustainability Bulletin, where we inform all our employees about our sustainability activities.

Materiality Analysis

Taking into account global and sectoral trends, we conducted a comprehensive materiality analysis with the participation of our key stakeholders.

In 2022, through our materiality analysis, we identified global agendas and trends that have the potential to impact the operations we conduct at AgeSA. When shaping our strategy, we followed a comprehensive process by leveraging these global agendas and trends along with our internal priorities. We carried out an inclusive stakeholder engagement process to identify the key sustainability issues we need to focus on.

Stakeholder Analysis

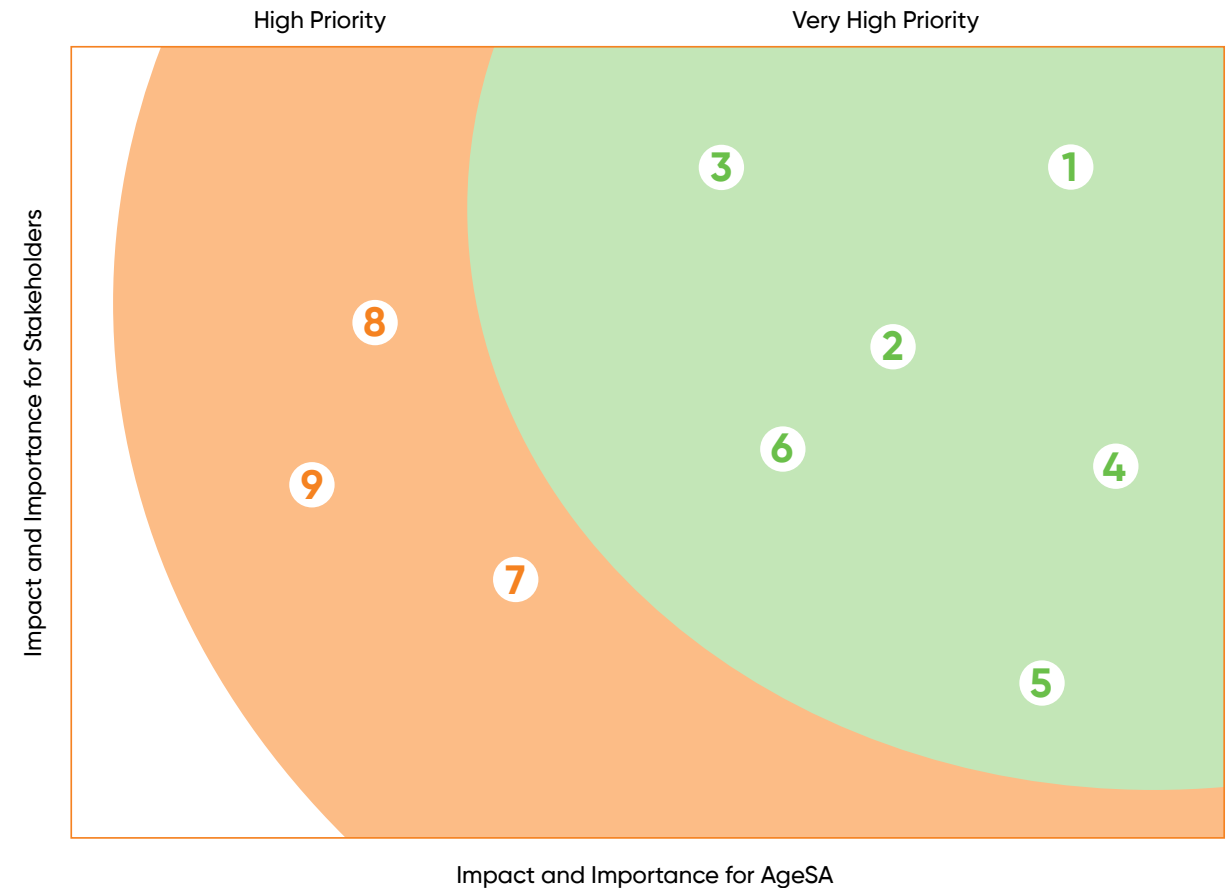
In the stakeholder analysis phase, we first asked our management team to evaluate the interest of each stakeholder group in AgeSA and its impact on achieving our goals in order to identify our key stakeholders with whom we will determine our material issues in the field of sustainability. As a result of this evaluation, we identified the internal and external key stakeholder groups as employees, shareholders, customers, business partners and investors. In total, we included the views of five stakeholder groups in the materiality analysis.

Internal Stakeholders: Employees

External Stakeholders: Business Partners, Investors, Customers, Shareholders

We proceeded with the prioritisation process by determining a feasible list of issues that will enable our key stakeholders to communicate their views efficiently and effectively. After comprehensive research we conducted taking into account global and sectoral trends, we communicated the long list to 533 key stakeholders and asked them to evaluate them according to their level of importance. In a two-stage strategy workshop with senior management, we incorporated their evaluations and external trend analyses to create the AgeSA Materiality Matrix, which includes our very high and high-priority issues. In the upcoming period, we plan to re-evaluate our financial and non-financial impacts on ESG issues by addressing the materiality analysis with the Double Materiality Approach.

AgeSA Materiality Matrix



1. Equality, Diversity, and Inclusion
2. Sustainable Products and Services
3. Human Rights
4. Customer Satisfaction
5. Environmental Performance

6. Employee Rights and Satisfaction
7. Employee Health and Safety
8. Talent Management
9. Community Investment

Sustainability Strategy

X+5 Strategy

Among the core components of our company strategy are profitable and sustainable growth, new business areas, and new markets. Under the component of profitable and sustainable growth, which includes the theme of sustainability, we have laid out plans focusing on leadership, customer experience, and internal company operations.

- Maintaining leadership and achieving sustainable growth in Life Insurance and Pension branches
- Delivering the best customer experience in the market with a segmented service model and digital channels
- Completing the end-to-end IT transformation
- Aligning with the bancassurance business model and digital transformation
- Strengthening channel diversity
- Continuing cultural transformation
- Contributing to sustainability with a three-year roadmap

Through an internal three-year roadmap, we aim to elevate our sustainability maturity to the “Best Practice” level, focusing on areas such as sustainability strategy, sustainability management, stakeholder engagement, performance, reporting & communication, and alignment with the business strategy.

At AgeSA, we integrate sustainability into all our activities with an environmental and social impact-focused approach, viewing sustainability as an integral part of our core business strategy. In this context, we completed our Sustainability Strategy, which we began working on in 2021, in 2022. The prioritized sustainability issues identified through the prioritization analysis formed the foundation of our sustainability strategy. As a result, we built our sustainability strategic framework on two key value areas:

Value Areas:

- Impact-Focused Organisation
- People-Focused Organisation

Accelerators:

We identified digital transformation and innovation, and data analytics as the tools that facilitate and accelerate high performance in our value areas.

Foundations:

We defined the core components that underpin our performance and guide our operations as ethical and responsible management, risk management, and data privacy and security.

We have established sustainability targets within our sustainability strategy that allow us to track our performance in environmental, social, and corporate governance areas. We believe that the strategy we have developed with a holistic approach not only guides our activities but also enhances our value creation capacity and drives us forward.

Impact-Focused Organization



We focus on creating positive impact both in the products we develop and in our operations. Evaluating investments made through premiums in the insurance sector with a sustainability lens is of critical importance. As AgeSA, we adopt a net-zero approach by improving the environmental performance of our operations, and we are committed to supporting economic growth that centers on a low-carbon and stakeholder-focused approach.

Material issues:

- Sustainable products and services
- Customer experience and satisfaction
- Environmental performance

AgeSA Sustainability Strategy Framework

People-Focused Organization



At the center of our work is people. We define ourselves as a people-oriented organization that strives to make a positive impact on the lives of individuals. We design programs and projects aimed at the development, prosperity, and better access to life quality of the communities we serve. Additionally, we focus on the continuous development of our human resource, ensuring a happy working experience, which allows us to perform our work in the best possible way.

Material issues:

- Equality, diversity, and inclusion
- Employee rights and satisfaction
- Employee health and safety
- Talent management
- Human rights
- Community investment

Accelerators







We have tools that facilitate and accelerate the achievement of high performance in our value areas.
Digital Transformation and Innovation – Data Analytics

Foundations










We do not compromise on the principles that form the foundation of our performance and guide our work.
Ethical and Responsible Management- Risk Management – Data Privacy and Security

Sustainability Targets








At AgeSA, we address sustainability as a strategic issue with short, medium, and long-term perspectives. Accordingly, we set our sustainability targets by considering our corporate strategy, sustainability policies, and stakeholder priorities as guiding principles. We evaluate our progress annually against the targets we have set with the relevant teams and management.

Material Topic	Target	Target Period	2023 Progress on Targets	Relevant SDGs
Equality, Diversity and Inclusion	Increasing the ratio of female managers to 50%	Short - Medium	Our proportion of female managers is 51%.	  
	Increasing the ratio of appointed female managers to 50%	Short	We exceeded our target with 64% of female managers appointed.	
	Increasing the number of female employees and managers in STEM roles to 50%	Medium	A target we set this year in line with Sabancı Holding Equality, Diversity and Inclusion Policy. Our ratio of female employees in STEM roles is 42%. We will prepare an implementation plan to increase this ratio to 50%.	
	Increasing the number and proportion of female employees in revenue-generating roles to 50%	Short	A target we set this year in line with Sabancı Holding Equality, Diversity and Inclusion Policy. With 64% of female employees in income generating roles, we outperformed our target.	
	Developing projects in collaboration with NGOs on aging preparedness and elderly care through the All Ages (Her Yaşta) corporate social responsibility initiative	Short	Since 2021, we have collaborated on 12 projects with a total of 7 non-governmental organizations, and in 2023, we partnered on 4 additional projects.	
Sustainable Products and Services	Developing new SDG-linked products/services/applications annually	Short	<p>In 2023, we offered 5 new SDG-linked Products and Services to our customers:</p> <ol style="list-style-type: none"> 1. Video Call with Sign Language for Hearing-Impaired Customers: We offer video call with sign language and fund counselling service in order to communicate more effectively with our hearing impaired customers. 2. Kredim GÜvende Product: We enhanced our 'Kredim GÜvende' product with critical illness coverage, offering our customers broader protection from the risks of serious diseases. 3. Addition of FonPro Sustainability Fund: We added a sustainability fund to FonPro's new recommendation packages and enabled our clients to orientate towards sustainable investments. 4. Bright Side of Life Insurance and Endowment Life Insurance: We also offer premium discounts and grace periods to customers who have difficulty in making payments. 5. Investment-in-Life Insurance: The Investment-in-Life Insurance product, which provides our customers with the flexibility to save and make payments, is offered with flexible payment and borrowing options. 	  
	Disseminating the Sustainability Fund and ensuring a 30% increase in the fund by the end of 2023	Short	<p>As of the end of 2023, the sustainability fund offered 59% net return to its investors and the size of assets under management reached TL 1.2 billion.</p> <p>With the new recommendation packages created by revising the fund allocations recommended in FonPro, we ensured the growth and expansion of the fund by directing a certain portion of the equity allocation to the Sustainability fund.</p>	
	25% of revenues to be derived from SDG-linked products by the end of 2024	Short - Medium	We exceeded our target by generating 31% of total revenue from SDG-linked products and services.	

Sustainability Targets

Material Topic	Target	Target Period	2023 Progress on Targets	Relevant SDGs
Human Rights	Conducting compliance audits along the value chain and identifying risk areas	Short	We continue our efforts to identify, prevent, or mitigate human rights impacts. We identified investment processes as a risky area. In the future, we will establish a monitoring and reporting system, including compliance audits, grievance, and remediation mechanisms.	  
	Carrying out activities within the scope of financial inclusion and access to finance	Medium-Long	Through our FonPro application, which provides fund management options based on customers' financial literacy levels and preferences, we have enabled 188,865 customers to optimize their savings	
Customer Experience and Satisfaction	Higher NPS than the average of our competitors	Short	We outperformed our top three competitors by 5.6 per cent. Among BES companies, we had the highest ratio of participants giving 9-10 points.	 
	Informing/educating/communicating with customers about serious health risks, healthy living, etc. at least once a year	Continuous	The holistic health section on the website of our the All Ages project (https://heryasta.org/butunsel-saglik/), we share information on all aspects of healthy living. With "The World of Gladly," a platform we created based on our customers' expectations and filled with innovations that will make them say "Gladly" we provide our customers with information on health and wellness services.	
	Creation of AgeSA Memorial Forest	Short	In 2023, we launched the AgeSA Memorial Forest project in collaboration with TEMA to honor the memory of our deceased customers, planting 10,000 plants.	
Environmental Performance	Becoming a net-zero emissions company by 2050	Long	Since 2023, we have documented with the renewable energy certificate I-REC that we meet all of the electricity we consume in our headquarters and sales offices from renewable sources. We aim to reduce Scope 1 and Scope 2 emissions by 69% by 2030 compared to 2019 levels by replacing 50% of company vehicles with electric vehicles. For Scope 3 emissions, we are working on an implementation plan under the Portfolio Coverage methodology recommended by SBTi for the financial services sector, aiming for about half of our portfolio to be composed of companies with Science-Based Targets by 2030 and all by 2040. After the implementation plan we are working on in line with the Scope 3 target is finalised, we plan to apply for SBTi in 2024.	  
	Zero waste by 2050	Long	In 2023, our total amount of waste decreased by 35% compared to the previous year and was measured as 29 tons.	
Employee Rights and Satisfaction	Being among the best workplaces in Türkiye	Continuous	In 2023, we were recognized as one of Türkiye's Best Workplaces in Kincentric Türkiye Best Employers research and received the "Kincentric Best Employer" award.	
	Keep key employee turnover below 20%	Continuous	We didn't lose any key employees.	

Sustainability Targets

Material Topic	Target	Target Period	2023 Progress on Targets	Relevant SDGs
Employee Health and Safety	Reaching 90% compliance with the OHS communication plan	Short	We organised 4 live broadcasts on the Effects of Extreme Heat, Health in Winter, Diabetes Awareness and Healthy Living with Conscious Awareness, which can increase the awareness of our employees in their daily lives. Throughout the year, we shared informative infographics and announcements with our employees on Traffic Safety, Health and Safety in Hybrid Working, First Aid Awareness, Ergonomics and Emergency Preparedness in order to increase a positive safety culture.	 
	Keeping the Basic OHS Training completion rate above 90%	Short	Basic OHS Training completion rate was 90%.	
Talent Management	Achieving an average rating of 70% or higher for the Talent Focus questions in the AgeSA employee engagement survey	Continuous	The responses to the 2023 Talent Focus questions were evaluated at 72%.	
Community Investment	Providing grant support through the All Ages Fund for projects developed in collaboration with NGOs on aging preparedness and elderly care, as part of the 'All 'Ages corporate social responsibility initiative.	Short	Since 2021, we have provided 1.5 million TL grant support to 7 civil society organisations and 12 projects within the scope of the All Ages Fund. In 2023, we reached 534 people by providing 968,760 TL grants to 4 NGOs.	 
	Developing projects for disadvantaged/vulnerable groups	Continuous	<ul style="list-style-type: none"> We contributed to an online library for the visually impaired in collaboration with Boğaziçi University's Technology and Education Laboratory (GETEM). Within the scope of the "Geleceğe Bi'Adım" programme, we provided sign language training within the Company, opened an exhibition with paintings made by disadvantaged children for education and donated the proceeds to the Atlas Aid Solidarity Association. We donated to the Turkish Education Foundation AgeSA Scholarship Fund to cover the educational expenses of 10 young girls for the 2023-2024 academic year. We designed an 8-week training programme for 3rd and 4th year university students affected by the earthquake and offered internship opportunities. We created bracelets from fabric waste and gifted them to children in the earthquake-affected areas, turning waste into a benefit through upcycling. We participated in the Türkiye Education Volunteers Foundation (TEGV) "Don't Waste, Donate!" project, helping reduce e-waste's environmental impact and contributing to providing quality education to more children. On 10 October World Homeless Day, we took action to draw attention to the increasing housing problem in the world for many reasons and to provide social benefit by working together with Çorbada Tuzun Olsun Association. We wanted to contribute our share by distributing hot meals to individuals facing housing problems. We held a Puppet-Making Workshop with AgeSA's young ones to support children undergoing treatment due to illness through the Gülmek İyileştirir Derneği. For 25 November International Day for the Elimination of Violence against Women, we published an announcement to raise awareness about violence against women and to inform about what to do in case of violence. 	 

Sustainability Targets

In alignment with the Key Performance Indicators (TPGs) of Sabancı Holding, we diligently monitor our sustainability targets.

The year-end achievement of the sustainability Key Performance Indicators (TPGs) included in the company performance report is meticulously monitored, assessed, and reported. These indicators form the basis of a comprehensive analysis process regarding environmental, social, and governance (ESG) issues defined by Sabancı Holding. The evaluations conducted in this regard objectively reveal AgeSA's success in achieving its sustainability goals. The results of these evaluations are directly reflected in the compensation policies at the Board of Directors and Executive Committee levels. This holistic approach to enhancing sustainability performance demonstrates AgeSA's commitment to sustainability and its dedication to continuously improving its performance.

In addition to the targets we set internally, our sustainability targets included in our company Key Performance Indicators (KPIs) set by Sabancı Holding are presented below:

Sustainability KPI Name	Increasing Climate Change Transparency and Diversification of Sustainable Products/Services	We reached our sustainability targets included in our company report with an achievement rate of 200%. <ul style="list-style-type: none">• We developed 5 new SDG-linked products and services• We published our Task Force on Climate-related Financial Disclosures (TCFD) report.• In line with SBTi, we set a 69% reduction target for the sum of our Scope 1 and 2 emissions and disclosed it in our 2022 Sustainability Report. For Scope 3 emissions, in compliance with SBTi, we aim to have about half of our portfolio composed of companies with Science-Based Targets by 2030, and the entire portfolio by 2040, following the Portfolio Coverage methodology. Our implementation plan is ongoing, and we announced in our 2022 Sustainability Report that we will apply to SBTi once our work is completed.
Min. (80% Achievement)	Setting targets for Scope 3 emissions	
Fulfilling (100% Achievement)	Minimum criteria + Increasing the number of sustainable products and services and offering them to customers (+2 products/services)	
Max. (200% Achievement)	Fulfilling criteria (≥+3 products/services) + TCFD report publication + Setting Science-Based Targets and announcing the intention to submit an official application	



Climate-Related Risks and Opportunities

At AgeSA, we assess climate risks under strategic risks and turn opportunities into advantages during the transition to a low-carbon economy.

In a period marked by the intensification of the climate crisis and related disasters, social inequalities, and economic challenges, the insurance sector—focused on identifying and managing risks—holds key importance. As both those affected by these risks and as service providers that cover the damages individuals and institutions may face when confronted with them, we monitor, examine, and implement the necessary actions regarding climate-related risks within our product and service cycle. At AgeSA, where we position sustainability as a part of our core strategy, we consider climate-related risks under strategic risks within our risk management system.

One of the key steps in defining our climate strategy and working towards our climate goals is identifying climate-related risks and opportunities. At AgeSA, we have completed the first step of our efforts in this area by identifying our climate-related risks and opportunities and evaluating their impacts. In 2023, we published our first TCFD report, initiating our work in compliance with the Türkiye Sustainability Reporting Standards (TSRS).

Within the framework of international standards such as TCFD and IFRS, as well as national reporting regulations, we categorize and evaluate our climate risks as physical risks and transition risks.

Transition risks includes complying with legal expectations, minimizing negative impacts during compliance processes, and overcoming challenges in transitioning to a low-carbon economy. These risks include policy and regulatory changes, technological transformations, and reputational risks.

Physical risks are divided into extreme weather events caused by climate change and long-term climate changes. Acute risks involve sudden and extreme weather events, while chronic risks pertain to long-term climate changes.

Climate change not only presents risks but also offers numerous opportunities. These opportunities include investing in renewable energy sources, enhancing energy efficiency, and developing sustainable products and services. Transitioning to low-carbon technologies can create a competitive advantage by providing cost savings.



Climate-Related Risks and Opportunities

Transition Risks

Climate Risk Category	Risk Subcategory	Maturity	Impact	Impact of Risk	Mitigating Actions
Political and legal risks	Carbon pricing mechanisms and related legal regulations	Medium	Medium	Decrease in the value of stocks due to loss of profit of investee companies due to carbon pricing mechanisms	We have begun preparing action plans to align with Sabancı Holding's Responsible Investment Policy, and we aim to follow a portfolio approach that requests a net-zero commitment by 2050 from the companies we invest in.
Technology risks	Transition to electric vehicles	Medium	High	Risks in personal accident and life insurance arising from uncertainties introduced by new technologies in transportation	To achieve our SBTi-aligned target, we are reevaluating the premium values for personal accident insurance in our insurance portfolio to ensure growth during the transition to electric vehicles while maintaining profitability.
	Transition to low carbon products and green energy	High	High	Opportunity costs that may arise during the transition from fossil fuels to green energy, or from a carbon-intensive company to a low-carbon company.	As AgeSA, we will follow the "Portfolio Coverage" approach to make the necessary adjustments to the investment portfolio within the scope of Sabancı Holding's Responsible Investment Policy and SBTi recommendations.
Reputation risks	Increasing expectations of stakeholders to combat climate change	Short	High	Financial losses resulting from failure to meet stakeholders' expectations regarding AgeSA's greenhouse gas emissions reduction and climate targets.	We have set an SBTi-aligned target to reduce Scope 1 and 2 greenhouse gas emissions across the company by 2030, in line with Sabancı Holding's Responsible Investment Policy. To achieve the net-zero company target by 2050, we will explore collaboration opportunities with invested companies on SBTi target setting through a roadmap aimed at 2040. We will invest in companies committed to SBTi for new investments and divest from certain companies and sectors.
	Greenwashing	Short	Low	Reputational damage and associated financial losses among investors in case of greenwashing by AgeSA	We transparently disclose our climate-related reports to all stakeholders and continuously strengthen our communication with them. We detail our stakeholder communication methods in our sustainability reports

Climate-Related Risks and Opportunities

Climate Risk Category	Risk Subcategory	Maturity	Impact	Impact of Risk	Mitigating Actions
Reputation risks	Sustainability and Climate Assessments (CDP, Refinitiv etc.)	High	High	Stakeholders' expectations for sustainability assessments	We prioritize our Sustainability Assessments and aim to maintain transparency in all our disclosures. As of 2023, we have been included in the BIST Sustainability Index, which uses Refinitiv's evaluation results. Additionally, we report indirectly to the CDP through our parent company, Sabancı Holding.
	Perception of skilled labour force	Medium	Medium	Loss of qualified labour force that may occur if sustainability is not placed at the centre of the business model	As AgeSA, we are taking steps to ensure that we remain an attractive company for qualified talent. We are implementing various projects that contribute to the fight against climate change. Additionally, we offer remote working options and flexible working hours to enhance the well-being of our employees.
Market risks	Changes in customer expectations and needs	High	High	Loss of sales due to failure to offer sustainable products and services in line with customer expectations and changing life insurance and personal accident insurance claims due to climate-related health problems	We evaluate our life and health insurance products and services in line with changing customer needs and expectations. In 2023, we introduced 5 new SDG-linked products and services, and we will continue to offer new solutions by regularly monitoring customer needs and preferences every year.
	Investor sentiment	Medium	High	Decrease in the value of AgeSA's investment portfolio due to carbon pricing and decrease in AgeSA investments by institutional investors due to the failure to offer sustainable products and services to the market at the expected level	We are expanding our SDG-linked product and service portfolio. We have set our 2030 and 2050 targets for greenhouse gas reduction, and we aim to make SBTi commitments after the completion of decarbonisation efforts. To align with the Responsible Investment Policy of our parent holding, we are preparing action plans; within this framework, we will also expect the companies in our portfolio to commit to a net-zero target by 2050.

Climate-Related Risks and Opportunities

Physical Risks - Acute

Climate Risk Category	Risk Subcategory	Maturity	Impact	Impact of Risk	Mitigating Actions
Floods	Floods affecting the insured assets	Medium	Medium	Claims incurred in companies in AgeSA's investment portfolio, increase in premium payments in life & personal accident insurance	We are developing action plans to align our investment portfolio with SBTi targets and our Responsible Investment Policy, in order to manage the risk of business continuity disruptions that could lead to a decline in the value of the companies we invest in.
Industrial fires	Damage to products and services by fire	Low	Medium	Claims incurred in companies in AgeSA's investment portfolio, increase in premium payments in life & personal accident insurance	
Extreme weather events	Increased frequency of heat waves	Medium	Medium	Decrease in employee productivity and potential health hazards	

Physical Risks - Chronic

Climate Risk Category	Risk Subcategory	Maturity	Impact	Impact of Risk	Mitigating Actions
Average Air temperatures	Increase in average air temperatures	Medium	Medium	The increase in average air temperatures, serious threats to human health, mortality rates and the reflection of all these situations on insurance premiums	In order to reduce our total greenhouse gas emissions and the emissions of investee companies, we prepare action plans that commit to adhere to SBTi targets and comply with Sabancı Holding's Responsible Investment Policy. Therefore, we aim to encourage the companies in our portfolio to commit to net zero targets by 2050 in line with the Paris Agreement and SBTi. The risk assessment team prepares climate analyses to measure the potential impacts of natural disasters and climate change on business continuity and environmental sustainability, and these analyses are taken into account when designing product features and insurance premiums.
Sea level	Rising in sea levels	Long	Medium	Increased frequency of floods due to rises in sea level and consequent increase in insurance premiums	
Drought	Increasing drought and water stress, decreasing access to water	Long	Medium	Increased health problems, decreased labour productivity and generally increased insurance premiums due to reduced access to water for customers in the industrial and agricultural sectors	
Precipitation regimes	Changes in precipitation regimes, decrease in precipitation	Long	Medium	Increased impact of drought and related risks, leading to higher insurance premiums.	

Climate-Related Risks and Opportunities

Opportunities

Opportunity Category	Opportunity Subcategory	Maturity	Impact	Impact of Opportunity	Opportunity Management
Resource Efficiency	Efficiency measures and digitalisation of processes	High-Medium-Low	High	Reduction of costs in processes through increased efficiency measures	We promote efficiency in our offices. We issue paperless insurance policies and provide remote expertise in our operations.
Energy Sources	Use of greener energy sources	High-Medium-Low	High	Reduced impact of fossil fuel price increase and savings in operational and energy costs	As of 2023, we are procuring our electricity from renewable sources. In the investment process, we plan to invest in SBTi affiliated companies, low-carbon companies and renewable energy sources by implementing a roadmap within the scope of the Responsible Investment Policy.
SDG-linked Products and Services	Changes in consumer behaviour	High-Medium-Low	Medium	Adaptation to changing consumer preferences, competitive advantage and reputation enhancement	At AgeSA, we already offer many SDG-linked products and services. In 2023, although our target was three, we introduced five new SDG-linked products and services, bringing the ratio of SDG-linked products and services to our total revenue to 31%.

You can access the AgeSA 2022 TCFD Report, which includes all of our climate-related statements, [here](#).

Fundamentals

We have identified the core components of our sustainability strategy, which guide our performance and operations: ethical and responsible management, risk management, and data privacy and security.



Ethical and Responsible Management

The Board of Directors consists of **10 members**, including two independent and three female members.

We prioritize transparency and accountability in our corporate governance processes. All decisions are made in accordance with the four principles that guide us: data-driven, human-centered, and sustainable processes. We embrace the following approaches to equality, transparency, accountability, and responsibility:

- Equality: Management treats all stakeholders, whether shareholders or beneficiaries, equally in all its activities and prevents potential conflicts of interest.
- Transparency: Except for information that is confidential or not yet publicly disclosed, financial and non-financial information about the company is disclosed to the public in a timely, accurate, complete, understandable, interpretable, low-cost, and easily accessible manner.

- Accountability: The members of the board of directors are primarily accountable to the legal entity of the joint-stock company and to the shareholders.
- Responsibility: The compliance of all activities carried out by the company management on behalf of the joint-stock company with the legislation, articles of association, and internal regulations of the company and the auditing thereof.

Within the scope of corporate governance, the board of directors effectively takes the necessary decisions to ensure that the company achieves its long-term strategic goals. The presence of independent members strengthens the objectivity and impartiality of the board of directors. In addition, regular meetings of the board of directors enable close monitoring of the Company's performance and taking necessary strategic steps.

A Corporate Governance Committee has been established to help the Board of Directors fulfil its duties and responsibilities in a healthy manner. The Committee is established by the BoD and consists of at least three members. One of the members is elected by the BoD from among the independent members of the BoD, and the remaining members are elected by the BoD from among the non-executive members and AgeSA employees who are not members of the BoD. In the event that the members leave the BoD for any reason or lose their titles as independent BoD members, the membership of the Committee shall also cease without any further action.

AgeSA Disclosure Policy has been prepared and approved by the Board of Directors within the framework of CMB Corporate Governance Principles.

The monitoring, supervision and development of the Company's public disclosure and information policy is under the authority and responsibility of the Board of Directors. The working principles and supervision of the committees operating within the Company are among the main functions to be fulfilled by the Board of

Directors. The Board of Directors consists of a total of 10 members, two of whom are independent, and there were 3 female members on the Board of Directors during the reporting period. Audit, Early Detection of Risk and Corporate Governance Committees are committees reporting to the Board of Directors.

Committees	Members	Meeting Dates	Meeting Topics
Audit Committee	Hüseyin Gürer (Başkan) Lütfiye Yeşim Uçtum	20.01.2023 27.04.2023 20.07.2023 23.10.2023	Discussing the internal audit activities and reports, determining the accuracy of AgeSA's financial statements and reports and recommending the appointment of an independent audit firm, determining that the financial statements required to be disclosed to the public are made on time and in accordance with the truth
Corporate Governance Committee	Lütfiye Yeşim Uçtum (Chairsperson) Emmanuel Van Grimbergen Zeliha Ersen Altınok Burak Yüzgöl	19.01.2023 23.10.2023	Compliance with Corporate Governance Principles, investor relations activities, agenda items related to nomination and remuneration, compliance with the Ethical Guidelines, environmental, social and corporate governance practices
Early Detection of Risk Committee	Lütfiye Yeşim Uçtum (Chairsperson) Hüseyin Gürer Emmanuel Van Grimbergen Ayşe Sibel Öztep Oymacı	20.01.2023 27.04.2023 20.07.2023 23.10.2023 24.11.2023	Monitoring and early detection of risks by the Board of Directors, reviewing AgeSA's risk appetite and risk profile in terms of equity, liquidity, reputation and financial crimes, assessing the effectiveness of the risk management framework, reviewing the methods used in determining equity requirements, stress testing, conducting due diligence on strategic or significant transactions and monitoring legal obligations

The Board of Directors exercises its authority prudently and in good faith, ensuring that it has access to all necessary information to fulfill its duties.

Detailed information on the committees reporting to the Board of Directors, their objectives and functioning can be found in [the 2023 Annual Report](#).

Ethical and Responsible Management

We were included in the BIST Sustainability Index in 2023.

BIST Sustainability Index

In 2023, we were included in the BIST Sustainability Index, which evaluates the international sustainability performance of companies traded on Borsa Istanbul in environmental, social, corporate governance, human and labour rights and transparency issues.

Business Ethics and Compliance

We consider compliance and ethical issues as integral parts of our risk management and business control processes, and we disclose reports on non-compliance in public channels in line with our principle of transparency.

As one of the leading companies in the insurance sector, we consider ethics and compliance processes, which is a sensitive issue especially in our

sector, among our priority issues, and we carry out our activities in full compliance with the laws and regulations governing insurance activities.

At AgeSA, we manage all our processes in accordance with the rules set out in the Sabancı Code of Business Ethics. In line with these rules, we strictly adhere to the principles of transparency, accountability and responsibility.

Additionally, we share the procedures covering our code of conduct and ethics with our employees and external stakeholders via e-mail. In addition, we regularly provide online ethics training to all employees every year as part of SaEtik reminder training. In 2023, we provided a total of 468 hours of ethics training to 401 employees.

We conduct regular audits to ensure the effective implementation of ethics and compliance policies within the organisation. In case of violations, we take necessary measures quickly and fairly, and we act in the light of the principles of transparency and confidentiality in the processes of reporting and investigating ethical violations. Ethical reports can be made via e-mail or telephone.

Additionally, compliance activities are carried out under the supervision of the Risk Management, Internal Control, and Compliance Directorate. As a member of the Regulatory Committee, this directorate monitors and guides regulatory work. In 2023, compliance opinions were provided for new processes, products, and services in line with regulatory compliance efforts, and oversight

activities were conducted according to the annual Compliance Monitoring Plan. Compliance checks with the Sabancı Code of Ethics were performed, and regular awareness activities were organized.

Anti-Bribery and Anti-Corruption

At AgeSA, knowing our business partners and suppliers and having information about them is an important part of our risk management processes. In this context, we use our anti-bribery policy, which we have prepared in accordance with the laws, communiqués, and regulations enacted by the Financial Crimes Investigation Board (MASAK) under the Ministry of Treasury and Finance of the Republic of Türkiye for combating money laundering and financing of terrorism, as our guiding framework.

You can access the Masak Compliance Policy [here](#).

The Audit Committee, elected by AgeSA's Board of Directors from among independent Board of Directors members, is responsible for conducting an independent audit of the adequacy of the anti-bribery policy and systems. As a result of these audits, there were no bribery and anti-corruption cases encountered in 2023.

At AgeSA, we expect employees and suppliers to be proactive and participatory in the fight against bribery and corruption. For this reason, we avoid working with organisations and suppliers known to engage in bribery, and provide anti-corruption training to our employees. In 2023, 1,612 employees received a total of 3,224 hours of anti-corruption training.



Ethical and Responsible Management

At AgeSA, we stay up to date with the evolving supplier policies worldwide, in line with stakeholder capitalism.

Supply Chain

At AgeSA, we closely follow the changing supplier policies worldwide with stakeholder capitalism. Recognizing the need to create new systems where all companies consider their stakeholders from all perspectives and are accountable to them, we positioned our 'Business Technologies Procurement Management and Communication Functions,' which we initiated in 2020, as a crucial part of our supply chain management.

When selecting our suppliers, we conduct comprehensive evaluations based on these functions, partnering with organizations that align with AgeSA's values, working principles, and principles. We implement processes where we can achieve mutual efficiency and make progress together.

In this direction, after the supply processes were reconsidered on the Supply Management side, a biannual supply evaluation process was initiated within IT. Supplier selection and evaluation and performance evaluation processes were standardised. The outputs of the updated process were shared with suppliers.

A supplier's performance and commitment to high business standards is an important and integral part of the AgeSA value chain. AgeSA encourages the highest level of legal, ethical, environmental and personnel standards between us and our suppliers. We share the [Vendor Code of Conduct](#) document with suppliers with whom we enter into a long-term business relationship and expect them to comply.

In 2023, the number of suppliers we contracted with was 331 and the total number of suppliers was 1806. All of our suppliers are local suppliers. Total expenditure on suppliers was 1,623,986,255.86 TL.

AgeSA supplier policy consists of a total of seven components: Business ethics, compliance with laws, respect for human rights, environment, conflict of interest, laundering of proceeds of crime and enforcement. Apart from the issues covered by these components, we also periodically evaluate the corporate social responsibility (CSR) performance of suppliers.

Under the Vendor Code of Conduct, the prioritized topics are summarized as follows:

- **Honesty and Transparency:** AgeSA adheres to the principles of honesty, transparency and fairness in all business processes and expects the same approach from its business partners.
- **Compliance with Laws:** Suppliers must comply with existing laws and act in a socially responsible manner while realising their legitimate business purposes. In this context, they must co-operate with public authorities and regulatory bodies.
- **Respect for Human Rights:** Suppliers must respect human rights, complying with the United Nations Universal Declaration of Human Rights and International Labour Organization (ILO) core labour standards. They must ensure equal opportunity without discrimination.
- **Environmental Responsibility:** Suppliers should adopt a prudent approach to environmental issues, take initiatives to increase environmental responsibility and encourage the development of environmentally friendly technologies.

In line with AgeSA's sustainability goals, we aim to ensure our suppliers' compliance with ethical and social responsibility standards. This approach not only helps in creating a sustainable supply chain but also strengthens our trust relationships with all stakeholders.

331

New Suppliers

1,806

Total Suppliers



Ethical and Responsible Management

We commit to making our investment decisions in line with Sabancı Group's Responsible Investment Policy.

Sabancı Group Responsible Investment Policy

As AgeSA, we are working to comply with the Responsible Investment Policy established by Sabancı Holding to ensure the sustainability of the value chain. This policy sets out Sabancı Holding's determination to contribute positively to sustainable development goals, to increase environmental, social and governance (ESG) performance in the entire value chain and to continue its activities by considering environmental and social contribution, and compliance with the policy includes assessments regarding environmental, social, ethical, governance and human rights standards. We are committed to act in the light of this framework when making our investment decisions. Additionally, in the coming period, we will include our existing supplier portfolio in a comprehensive evaluation process in the context of the Responsible Investment Policy.

Agency Channel

At AgeSA, we also work with many agencies. We operate in 34 provinces with a total of 287 agencies that we partner with or work with independently. In 2023, we continued to implement the value-based, productive agency strategy, which we focused on in 2022, by strengthening cooperation and communication with existing agencies.

Throughout the year, agencies are subject to various audits. We also take actions to support their participation in company processes. Workshops are organized to encourage innovative ideas and create areas for continuous development. Ideas generated are evaluated by the Development Team and brought to life through voting. Profits from developed campaigns are returned to the idea-generating employees as cash rewards.

As part of the 2023 agency communication calendar, we organised Agency Summits in Istanbul, Ankara and Izmir with the participation of approximately 70 agencies. We held three CEO Agency Communication Meetings. Additionally, we organised an Agency Communication Meeting in Istanbul with the participation of Agency Management and five agencies from each region.

As an organisation that always focuses on people, we organise trainings to support the development of the agencies we work with. While determining the trainings to be provided to the agencies throughout the year, we take into account the existing and new products, market and funding situation, as well as the changes in legislation and company practices.

In 2024, we will continue to take decisive steps to create the most productive and active agency network in Türkiye in line with AgeSA's strategic roadmap.



Risk Management

Under our Risk Management Framework, we proactively handle all identified risks and ensure the security of our operational processes.

At AgeSA, we apply a risk management approach in which the level of risk that can be undertaken (risk appetite) is clearly determined and activities are carried out within the determined limits to avoid situations that could lead to adverse outcomes in achieving our strategy and objectives. Our internal control systems aim to secure financial and operational processes and minimise potential risks.

Risk Management Framework

The AgeSA Risk Management Framework includes the strategies, policies, models, processes and reporting procedures required for the identification, measurement, management, monitoring and reporting of all risks. The Board of Directors is responsible for determining the risk management principles and standards to be applied throughout

AgeSA, updating risk policies and operating an effective risk management system. Accordingly, within the scope of the Risk Management Framework, seven risk policies, including the Risk Management Framework Policy, have been established for each type of risk AgeSA is exposed to.

Risk Management Framework Policy: The main purpose of the policy is to determine the basic principles and standards regarding the risk management system and processes to implement the risk management system and processes specified in the policy and to ensure compliance with the determined risk limits.

At AgeSA, we are exposed to business risks associated with our activities in the life insurance and private pension sectors, as well as financial risks (such as credit, market, and liquidity risks). Additionally, since operational risks arise from errors in people, processes, and the technologies, we link the management of all these risks together. Strategic and business risks are evaluated as distinct categories and are addressed in connection with strategic planning, industry changes, and technological developments. Sustainability risks are also considered under strategic and business risks. Furthermore, we have established a separate category for emerging risks in the life insurance and retirement sectors, identifying actions to manage these risks based on their potential impact and likelihood.

We implement actions to ensure that the risks AgeSA faces remain within the limits defined by our risk appetite.

Risk Management Steps

1. Risk Culture

2. Risk Strategy, Objectives & Risk Appetite

3. Risk Governance, Classification, CRM Policy Framework

4. Risk Management Processes



Reporting of Key Risks & Emerging Risks

5.Data, IT & Infrastructure

Risk Management

In 2023, we held a workshop with the participation of all our managers to assess emerging risks and updated the risk inventory based on management feedback.

We have categorized the main risks that may affect AgeSA in order to ensure a consistent and holistic approach to identifying risks. The Early Detection of Risk Committee and the Operational Risk Committee are responsible for monitoring risks at the management level. The Early Detection of Risk Committee is represented on the Board of Directors and is chaired by the CRO. The Board of Directors is responsible for establishing risk management principles and standards, updating policies, and monitoring effective risk management processes.

AgeSA's risk culture guides the company's attitude and approach to risk management, while risk strategies, objectives, and risk appetite are an integral part of the Risk Management Framework.

In order to evaluate emerging risks, we organised a workshop in 2023 with the participation of all our managers and updated the risk inventory with the feedback of the management.

AgeSA has internal systems in place to monitor and control the risks it is exposed to, as stipulated by the legislation. The division of responsibility and authority within the scope of this approach, which is expressed as "Triple Line of Defence", is explained below:

Line of Defence	Responsibility	Authority and Duties
1. First Line of Defence	Management	Identifying, assessing, managing and reporting risks effectively and within the risk appetite, ensuring compliance with Company policies, ensuring the establishment and execution of an effective internal control system
2. Second Line of Defence	Risk Management, Internal Control and Compliance Directorate	Providing support to AgeSA management in identifying, assessing, managing and reporting risks, overseeing compliance with AgeSA policies and correction of breaches, supporting the operation of the AgeSA Risk Management Framework. Protecting the Company's assets, carrying out its activities effectively and efficiently in accordance with the laws and other legislation, AgeSA policies and insurance practices, ensuring the reliable operation of the accounting and financial reporting system, ensuring the integrity of all systems used in the execution of services and the timely availability of information
3. Third Line of Defence	Internal Audit	Providing assurance to the Board of Directors with an impartial and independent perspective on the effectiveness of the company's risk management and internal control environment.

Risk Classification

Insurance Risks	Financial Risks	Operational Risks	Strategic & Business Risks	Emerging Risks
<ul style="list-style-type: none">- Life Insurance Risk- Deceased/Long Term Expense- Cancellation/ Continuity- Disability/ Illness Disaster	<ul style="list-style-type: none">-Market Risk-Liquidity Risk-Credit Risk	<ul style="list-style-type: none">- Customer Account Management- Customer Engagement and Documentation- Damage to Physical Assets- Diversity and Discrimination- Employee Relations- Health and Safety- Improper Business or Market Practices- Legislative Changes- Monitoring and Reporting- Product Defects- Suppliers and Outsourcing- System Errors- System Security, Theft and Abuse- Business Partners and Distributors- Transaction Detection, Implementation, and Continuity- Unauthorised Operation	<ul style="list-style-type: none">- Strategic Risk- Change Risk- Industry Risk- Systemic Risk- Sustainability Risk	<ul style="list-style-type: none">- Political- Economic- Social- Technological- Legal- Environmental

Risk Management

During this period of time characterized by the escalating climate crisis, associated disasters, growing social inequalities, and economic challenges, the insurance industry, which focuses primarily on identifying and managing risks, assumes a key role.

Due to the fact that we are both impacted by these risks and as service providers responsible for compensating institutions and individuals for losses incurred as a result, we analyze and monitor sustainability risks and incorporate the required actions into our product and service cycles.

We Monitor and Assess Sustainability Risks Classified as Environmental, Social, and Governance (ESG):

Environmental

Concerning the quality and functioning of the natural environment and systems and the company's positive impact on them

- Biodiversity loss (extinction or decrease of global and local species – plants or animals)
- Greenhouse gas emissions
- Climate change (increased wind speeds, extreme weather conditions, natural disasters, global warming, etc.)
- Renewable energy
- Energy efficiency
- Waste management
- Changes in land use



Social

Concerning the rights, well-being and interests of individuals and communities

- Human rights
- Working standards in the supply chains
- Child, involuntary labor and debt bondage
- Occupational health and safety
- Freedom of association and expression
- Management of human capital and employee relations
- Diversity and equal opportunity
- Relations with local communities
- Healthcare and medication accessibility
- Viruses (HIV, Coronavirus, etc.)
- Consumer rights
- Social investment



Governance

Concerning the assurance that decision-making processes foster a positive and inclusive culture for all stakeholders

- Structure, size, diversity, expertise, and autonomy of the board of directors
- Executive compensation
- Shareholder rights
- Stakeholder engagement
- Information exchange
- Workplace ethics
- Bribery and corruption
- Internal controls and risk management
- Implementation of business strategy for environmental and social matters as well
- Managing conflicts between employees and management



Data Privacy and Security

We invest in cutting-edge technologies for data privacy and security, carefully safeguard our stakeholders' information, and implement strong measures to mitigate all risks.

As AgeSA, with the awareness of being an insurance company, we see data privacy and security as one of AgeSA's priorities. We take comprehensive and advanced measures both to ensure information security within the organisation and to protect the data of our stakeholders. These efforts form an integral part of our strategic and digital roadmap. We rigorously implement our data privacy and security policies to protect the personal information of our customers and business partners, and use the latest technological solutions and security protocols to minimise the risk of data leakage. In addition, we have emergency plans for fast and effective response in case of a data breach.

Taking into account AgeSA's strategic and digital roadmap, we implement measures to protect against potential external threats and ensure our employees can continue to work securely by executing various security projects. Our efforts in application and infrastructure security are fully compliant with regulatory and audit requirements. Additionally, to enhance operational efficiency and ensure risk predictability, we conduct periodic control activities and IT awareness initiatives. We continuously evaluate new control methods against potential IT-related risks and focus on business continuity activities, preparing for crisis situations. In 2023, as part of these efforts, we completed the development work to upgrade the API gateway applications within our security infrastructure to a more recent version, thereby providing a more up-to-date and secure user authentication and authorization framework.

In addition to all these measures, we place great importance on the protection of personal data. Under the Law on the Protection of Personal Data No. 6698 (KVKK), we meticulously manage the processes

of processing and protecting personal data. We implement comprehensive policies and procedures to ensure that personal data is processed lawfully, the rights of data subjects are protected, and these processes are regularly monitored. To effectively address data subjects' requests and prevent data breaches, we conduct regular audits and checks. **In 2023, we completed the development of an application with capabilities for inventory creation, data discovery, and archiving, ensuring our compliance with KVKK.**

You can access AgeSA's Information within the scope of the Law No. 6698 on the Protection of Personal Data [here](#).

Within the scope of trade secrets, we pay attention to the confidentiality of information about customers and suppliers, we take the necessary measures to establish good relations with customers and suppliers free from unfair advantage and to comply with the terms of the agreements made between the parties.

We organise regular training programmes to raise employee awareness on data privacy and security. With data security awareness trainings, we aim to ensure compliance with information security policies and increase awareness in this context. In 2023, we provided 8 hours of Data Privacy and Security training to a total of 12 employees from the Information Security Team.

We take great care to maintain the confidentiality of customer and supplier information as part of our trade secrets. We also take the necessary measures to establish fair relationships free from undue advantage with customers and suppliers and to ensure compliance with the terms of agreements made between the parties.





People-Focused Organisation

AgeSA Cultural Values

Our Purpose: We exist to offer goodness at the core of our business aiming for a society full of trust, with happy individuals.

We act for goodness!

We are excited to explore!

To improve, we think in simple terms!

We act bravely to make a difference!

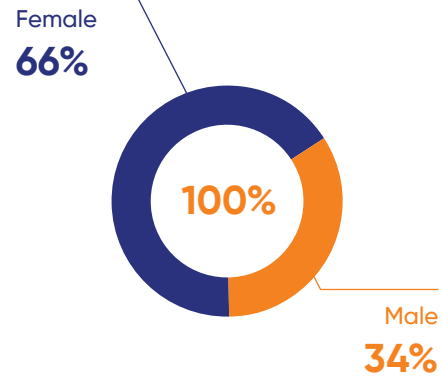
We work together to exceed limits!



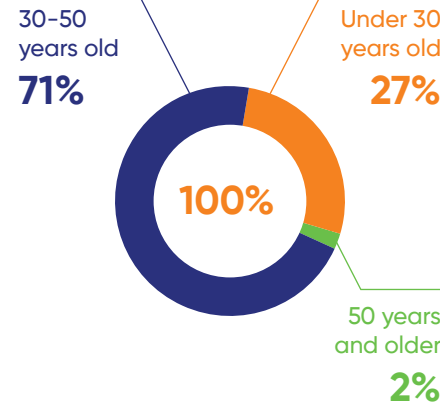
Employee Demographics

As of 2023, AgeSA has a total of 1,842 employees, of which 1,216 are female and 626 are male. Female employees make up 66% of our workforce. All of our employees are white-collar and full-time employees. In 2023, a total of 420 new employees, consisting of 274 female and 146 male employees, joined AgeSA.

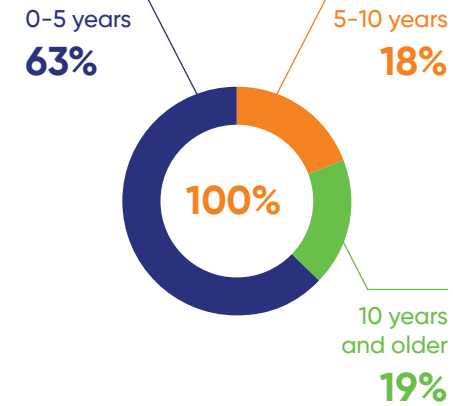
Employees by Gender



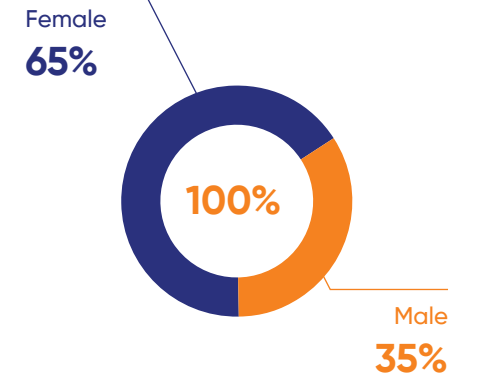
Employees by Age



Employees by Duration of Employment



Newly Recruited Employees



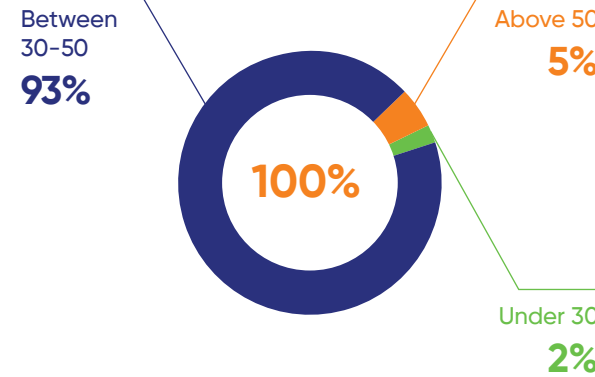
Equality, Diversity and Inclusion

Reaching a 66% female employee ratio, we focus on building a fair, inclusive, and equitable workplace, with a goal of increasing female representation in leadership and achieving long-term success.

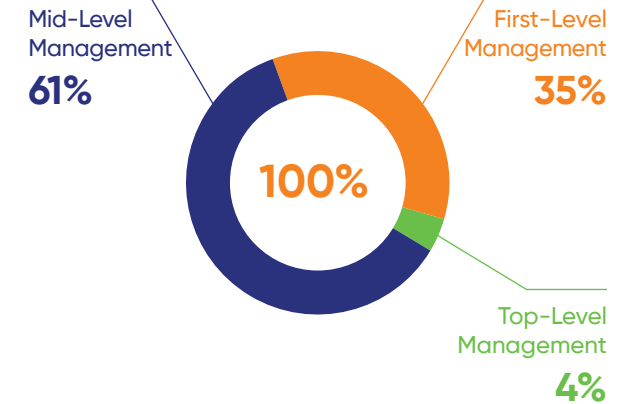
We work to create an inclusive, equal and fair work environment for our employees and invest in diversity. We do not discriminate between employees in recruitment and career processes, and we oppose all forms of discrimination by implementing an equal promotion and equal remuneration policy based entirely on performance and job size. Recognising that companies that invest in equality, diversity and inclusion are more innovative, successful and efficient, we implement practices to improve our performance in this regard. As a signatory of the United Nations Women's Empowerment Principles (UN WEPs), we continue our efforts to eliminate the obstacles women face in business life.

In 2023, the total proportion of women in all management levels was 51%, while the proportion of appointed female managers was 64%. We have reached the equality targets we set as of 2023,

Female Managers by Age



Female Managers by Level



and in the coming period, our goal is to keep these rates at 50% and above continuously by following them year by year. We are also working to increase the number of disabled employees. As of 2023, the number of disabled employees reached 49.

Targets

- Increasing the ratio of female managers to 50%.
- Raising the ratio of appointed female managers to 50%.
- Increasing the number of female employees and managers in income-generating roles to 50%.
- Raising the number of female employees and managers in STEM roles to 50%.
- Developing projects in collaboration with NGOs on aging preparedness and elderly care through the All Ages (Her Yaşta) corporate social responsibility initiative



Equality, Diversity and Inclusion

At AgeSA, we foster a sustainable work culture by promoting diversity, inclusion, and equality through initiatives in gender equality, employee support, education, employment, and awareness programs.

TogetHER

We carry out different activities to ensure gender equality and to include the perspective of equality, diversity and inclusion in all human resources processes. At AgeSA, we address our efforts to ensure gender equality under the umbrella of the TogetHER project. We aim to increase the proportion of female employees at the management level, increase the representation of women in departments where the proportion of female employees is low, and raise awareness on gender equality. In 2023, we started to prepare an Anti-Discrimination Glossary with the voluntary participation of our employees, conducted a gender pay gap analysis, organised strong women leaders panels and held a webinar on 11 October International Day of the Girl Child to prevent the development of discriminatory culture in children.

We provide equal pay for equal work with the wage policy we have organised to adopt a gender-neutral equal pay approach. In order to raise awareness among managers during recruitment and salary adjustment periods, there is an information area showing the average wage of female/male employees in the files sent to managers. In addition, we prepared the Gender Equality in Communication Guide to raise awareness among managers involved in the recruitment process.

As part of the 'Business Against Domestic Violence Project' we aimed to take preventive measures and provide support against domestic violence through our previously developed 'Domestic Violence Prevention Policy' and the Domestic Violence Support Line for our employees. For the International Day for the Elimination of Violence Against Women on November 25th, we issued an announcement to raise awareness about violence against women and

provide information on the actions to take when experiencing violence.

Yanındayız (We Stand by You)

In order to ensure that maternity leave or long-term inability to work due to health problems is not an obstacle to the careers of employees, we have implemented the "Yanındayız" practice. When calculating the wages of field employees who receive a medical report for 30 days or more or return from maternity leave, we take into account the commission and bonus earnings for the last six months.

We support our employees who become parents in establishing their work-life balance, and we develop practices to enable employees to resume their careers after parental leave. Male employees use paternity leave for two weeks, going beyond legal obligations. In 2023, a total of 94 employees, 65 of whom were primary and 29 secondary carers, benefited from parental leave, and 88% of these employees returned to work after parental leave.

Deniz Yıldızları (Starfish)

Through our collaboration with ATOS, which manages the call center services, we aim to provide employment opportunities for women who have had to live in shelters due to economic, psychological, or physical abuse, or for other reasons. Our training programs are designed to ensure that participants who leave their jobs for various reasons become professionally skilled individuals. Additionally, in 2021, we expanded the project to include our disabled citizens, increasing disabled employment within our call center. As part of the project, we employed 2% of our call center staff.



Human Rights

In addition to adhering to AgeSA's Code of Ethics, we commit to aligning with the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the core principles of the International Labour Organization (ILO).

The human rights impacts of the private sector can range from employee rights and safety, forced or child labour, discrimination, inequality, environmental impacts, consumption of natural resources and impacts on local communities. **At AgeSA, we adopt human rights as one of our core values, aiming to create a fair, respectful and safe working environment for all stakeholders.** We work with the awareness that we have an increasing responsibility to address human rights wherever we operate and in all business processes. Respect for human rights is both a fundamental element of our sustainability approach and an integral part of our company policies and business processes. We adopt a proactive approach to protect and promote human rights in our relations with our employees, business partners and society.

In addition to our AgeSA Code of Ethics, we are committed to compliance with the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational

Enterprises and the fundamental principles of the International Labour Organization (ILO).

You can find AgeSA Code of Business Ethics [here](#).

We expect employees, suppliers and all stakeholders to comply with the basic guidelines and recommendations. We consider human rights due diligence in our operations as part of our environmental, social and governance assessment and risk management process. We closely follow the practices, legal and administrative regulations, statistical data, trends and exemplary projects regarding the changes in working life in Türkiye and in the world, take proactive measures against possible risks and share them with all stakeholders through various digital tools.

We take an active stance against modern slavery, child labour and forced labour. We respect employee rights and adopt an impartial approach to union organisation. We create an effective cooperation and

dialogue platform with our employees to improve and maintain workplace harmony.

We aim to identify, prevent or mitigate human rights impacts associated with our commercial activities and operations, including the supply chain. We have identified investment processes as our risk area within the scope of conducting compliance audits along the value chain and identifying risk areas. In the coming periods, we will establish a monitoring and reporting system that includes compliance audits, complaint and redress mechanisms.

We position "Reducing Inequalities", one of the Sustainable Development Goals, within our Human Rights framework, and we are working on enhancing financial inclusion and access to finance. In this context, we organised the first AgeSA Economy Summit and Fund Meetings, which attracted record-breaking attendance, in order to increase financial literacy and help our customers manage their investments in the most efficient way. At this event, we brought together Türkiye's most distinguished economists with our customers and shared valuable information on PPS funds and economic developments. Additionally, this event was an important step towards improving the financial literacy of our customers. With FonPro, a digital fund advisory platform, we offer three different service packages tailored to different financial risk and literacy levels. Thus, our customers with low financial literacy can also manage their investments in the most efficient way. In 2023, we included sustainability funds in FonPro's new recommendation packages. By the end of the year, FonPro's unique customer usage reached 188,865 people.

Targets

- Conducting compliance audits along the value chain and identifying risk areas
- Carrying out projects within the scope of financial inclusion and access to finance



Talent Management

In 2023, the ratio of managerial positions filled with internal candidates was 86% in the Head Office and 80% in sales teams.

In addition to the financial capital of companies, human capital is also one of the factors behind their success. Companies that carry out effective talent management programmes increase their performance and gain a competitive advantage. As AgeSA, we are aware of the role our human resources play in the realisation of our sustainability and business strategy. With this awareness, we invest in talents, measure performance, support the career development of employees and work for new talents to join AgeSA.

Career and Performance Management

We work to support employees throughout their career journey at AgeSA. We follow the career development of employees through career and performance management processes, measure their performance through regular performance monitoring system and support them for improvements.

Our New Targeting Approach (OKR)

Changing business conditions and constantly updated needs necessitate a change in performance management. Compared to the past, priorities are changing much faster and business processes are becoming much more fluid and complex. While the skill sets that employees need to fulfil the requirements of the job are rapidly differentiating, it is becoming more difficult to measure performance effectively and retain talent.

At AgeSA, we searched for a "Targeting Approach" that truly improves performance in this external environment, is agile, transparent, can work bi-directionally and involves employees in the process at every opportunity. As a result of our evaluations, we decided to implement the Objectives and Key Results (OKR) approach. In this context, we continued to maintain our new generation targeting approach, which we designed and piloted with our senior management in 2022, in 2023.

Internal Promotions

As part of the career procedure for Head Office positions, there are two annual promotion periods: one for standard promotions and one for grade advancements. In 2023, we carried out 27 grade advancements and 85 standard promotions. In 2023, 308 employees were promoted in the Direct Sales, Agencies and Corporate Projects Assistant General Management and 72 employees were promoted in the Bancassurance Assistant General Management. We promoted 12 employees working in the sales positions of these two channels to managerial positions.

Within the scope of our Young Entrepreneur Programme, we supported three employees from our sales staff to start their own businesses by opening an agency.

Career Adventure-Rotation Programme

In 2023, 16 employees joined our Career Adventure rotation program, which we run to contribute to our employees' development, create opportunities for discovering individual talents, ensure diversity of experience, and support career processes. Additionally, three employees who participated in the program and continued working in different teams on a temporary basis were permanently transferred to the teams they rotated to.

I Refer a Candidate Programme

We reward employees with this programme where we receive candidate referral support from our employees in order to increase talent acquisition for AgeSA's growth targets and to reach potential candidates more easily. Thanks to this programme, we completed the recruitment of 10 new candidates recommended by employees.

Targets

- Achieving an average rating of 70% or higher for the Talent Focus questions in the AgeSA employee engagement survey



Talent Management

We focus on aligning the commission system with strategic goals to enhance the performance of our sales teams and strengthen employee engagement.

Commission System at AgeSA

In 2023, we made changes to our compensation systems in line with the company's goals and priorities. We updated our earning models to align with the organizational changes within the product and sales teams that took place throughout the year. Additionally, considering our strategic priorities specific to the Istanbul region, we implemented a support payment scheme for our sales teams.

Bancassurance

As of the beginning of the year, we launched the Start-up Support Package for newly recruited employees to support recruitment and promotion activities. In this way, we aim to prevent changes in the income of new employees during the adaptation process.

In order to keep the continuity and quality parameters of PPS and Life insurance premium production high, we created clawback (commission buyback) models for annually paid PPS contracts and Life Insurance products and completed system developments. We created and implemented a new income and reward model for the Branch Performance Leader title, which was created to better utilize branch potentials. We implemented the support programme called "We are here for you", which will provide a minimum income guarantee for Insurance Managers in case of periodic performance declines.

Direct Sales Channel

In order to support the channel in reaching its growth target and to ensure that newly recruited Savings Assurance Advisor Candidates go through the adaptation process well, we started to implement additional commissions in addition to the existing commissions. We also changed the target and revenue model in order to ensure that newly appointed managers focus on the development and retention of Savings Assurance Advisor Candidates.

In order to increase agency channel production and encourage Agency Regional Sales Managers to better utilise their agency potential, we introduced a quarterly commission model instead of an annual bonus. With the launch of our the Life Investment Insurance product, we implemented the necessary changes in our performance and reward criteria.

Corporate Projects Field Sales Team

In 2023, we included Group Life and Personal Accident Insurance sales in the commission model. We introduced a year-end compensation model to ensure that employees perform better in quarterly periods.

Special Customers Teams

In 2023, we implemented changes to enhance both fund retention and unit persuasion within the Private Clients Teams. We revised the revenue model by consolidating the Private Clients and Retention Teams under one umbrella, positioning them as teams providing similar services based on segments. Additionally, we introduced a tiered reward system linked to the amount of retained funds.



Talent Management

In 2023, we provided our employees with a total of 68,373 person*hours of training, with an average of 37.12 hours of training per employee.

Training and Development

We contribute to the personal development of our employees as well as their basic professional development through training activities structured in line with AgeSA's strategic goals. We continue to invest in training in line with the goals of sustaining customer satisfaction and providing a customer experience in line with our standards. In 2023, we organised 560 group trainings under 196 different topics.

In 2023, we provided a total of 68,373 person*hours of training to our employees, and the average training hours per employee was 37.12.

The average training duration per person was 5.4 days in the Direct Sales Channel, 3.8 days in the Bancassurance Channel, and 4.8 days at the Headquarters. Through the training programs conducted for our employees and business partners, 464 individuals became certified as Personal Pension Agents, and 194 individuals successfully passed the technical personnel exams, earning their licenses during the same period.

A total of 280 employees participated in the "It All Starts with You" training program, aimed at enhancing the personal leadership competencies of Insurance Managers in the Bancassurance channel, encouraging them to take initiative and adopt a success-oriented mindset.

Recognizing the importance of offering personalized learning experiences, we design various programs to meet training needs, including instructor-led classroom sessions. Through our partnership with Udemy, managers can select courses from a catalog tailored to the development needs of their teams.

We continued our webinar series throughout 2023, designed with employee needs in mind. In this series, focused on current economic trends, we hold monthly live broadcasts to help employees stay informed about economic developments and updates.

In 2023, 744 people in 32 groups participated in sales and product trainings with the training support for Akbank employees. In licensing efforts,

266 individuals received licensing training across 12 groups. Additionally, 478 participants attended sales and product training sessions for Akbank Call Center employees, conducted in 20 groups.

In addition to supporting growth activities in the Direct Sales channel, we conducted learning workshops with regional managers to replicate best practices and foster a culture of learning from one another.

In 2023, we brought together our agencies, sales channel employees, business partners and senior executives in a one-day event planned with the Million Dollar Round Table (MDRT) organisation, of which we are a member. The event, which was attended by approximately 600 people, was marked by seminars given by MDRT speakers. As the only official Million Dollar Round Table (MDRT) member in the Turkish insurance sector, we participated with a team of 80 people in the APEX 2023 (Ageas, Partnership, Education, Xperience) Conference, organised in cooperation with MDRT and AGEAS and featuring experts in the field of life insurance.

196

Different Topics

560

Group Trainings

As part of our sustainability training programs, we implemented several initiatives, including the Sustainability Awareness Training, Sustainable Living Model Webinar, Corporate Sustainability Webinar, Sustainable Products and Services Workshop, Sustainable Finance Workshop, Environment and Climate Change Workshop, Equality, Diversity, and Inclusion Workshop, and Powerful Women Leaders Panels. Additionally, we hosted the "Asking Questions Backwards" Gender Equality Awareness Webinar with Elif Doğan, a Special Webinar for Breast Cancer Awareness Month, and sessions on Climate Change and Its Impact on Our Business. We also focused on providing Sustainable Solutions to Our Customers through Equality, Diversity, and Inclusion. Furthermore, we incorporated our relevant units into the Sustainable Development Association's CSR Risk Management and Oversight Training and the Nature Positive Masterclass Certification Program.

Talent Management

Through our training programs in data analytics, leadership, and insurance, we support the career growth of our employees.



Leadership Development Programme

To support the development of leadership competencies for employees in the role of branch sales managers, who serve as mid-level managers in our sales channels, we launched the "Leadership Development Program." This program, consisting of three training modules and three team coaching sessions, allowed participants to reinforce their competencies through a process of learning from peers in similar roles.

Training Program on "Investment in Life" Insurance

We organised face-to-face trainings on AgeSA's new Investment in Life Insurance, where our customers can purchase protection coverage for death, disability and life together. A total of 1,488 employees from Bancassurance, Direct Sales Agencies and Corporate Projects Channels attended the trainings.

In order to support employees in terms of information and content prior to attending face-to-face trainings, we created an "Investment in Life Insurance e-learning" package. We assigned the e-learning package, which mainly includes technical and legislative information, to all employees in sales channels. We closely monitored the completion processes of the training in order to reinforce and fully learn the information.

In addition, in order to support the development processes of newly recruited employees, we included the new Investment in Life Insurance in onboarding training programmes.

Insurance Academy

We aim to enhance employees' understanding of the industry, deepen their knowledge of insurance topics, and contribute to their development. To this end, we have launched the "Insurance Academy" development program, which includes industry veterans and expert academics.

Since 2021, the Insurance Academy has continued its efforts, offering courses at three different levels—Basic Level 1, Basic Level 2, and Advanced Level—based on participants' knowledge levels. The Basic Level 1 training is entirely provided as an online education package through a digital learning portal.

In 2023, a total of 151 employees participated in the Basic Level 1, Basic Level 2, and Advanced Level groups of the Insurance School. By the end of November, 32 participants who completed the final exams graduated successfully from the program. We brought together the graduates and their instructors in an online graduation ceremony in December for program evaluation and closing.

Sabancı Advanced Data Analytics Academy

We continue to be an annual participant of the Advanced Data Analytics Academy, which was established by Sabancı Holding within the scope of technology and advanced data analytics, which is one of its three strategic priorities. In the fifth year of the academy, which was established to increase the number of data translators, scientists and engineers in Sabancı Group companies, we took part in the programme with four of our employees. Two participants from AgeSA won first place in the Data Scientist and Data Translator categories in the programme.

LOMA-LIMRA Certification Process

We offer membership opportunities to employees working at LOMA, one of the leading training and development organisations in the insurance sector, and LIMRA, its subsidiary providing research, consultancy and professional development for the sector. In 2023, we continued our training and certification support for our management and talent staff in the journey of LOMA's Insurance Certificate programme; "The Fellow, Life Management Institute (FLMI)".

Talent Club | Future Club

With our talent club Future Club, we aim to enable club member employees to socialise together and communicate more closely with senior management, and we implement practices in this direction. In 2023, we brought AgeSA and Aksigorta Future Club members together at a technology summit with the concept of "Infinite Possibilities of the World of Tomorrow".

Future Club members, who listened to the changing technology trends and predictions about the world of the future from expert speakers, experienced simulations built with VR technologies in the experience areas.

In addition, we have implemented actions to support the development, recognition-recognition and career journeys of our employees who are involved in critical processes in terms of their responsibilities and professional knowledge in our company. We have taken supportive steps in processes such as English support, graduate degree support, coaching & mentoring support, participation in Sabancı or Ageas development programmes, senior management meetings, assignment to different projects in our company.

Talent Management

In collaboration with Aksigorta, we are building a learning culture through leadership, data science, and mentoring programs.

"Geleceğe Bi'Adım Yetenek" Programme

As part of their training programme, 46 employees in the "Geleceğe Bi'Adım Yetenek" programme carried out five social responsibility activities focused on sustainability, education, animal rights and barrier-free living under the motto "In Pursuit of the Good".

"LiderSEN Geliştir" Programme

We identified the second term participants of the "LiderSEN Geliştir" programme, one of the talent programmes designed specifically for sales channels, and started the training programmes in 2023. "LiderSEN Geliştir", which we aim to train Regional Managers, gave its second graduates in 2023.

AgeSA & Aksigorta Cooperation in Development Activities

We develop joint programmes to increase the synergy between the two companies and to benefit both organisations by creating a learning culture through experiences and learning from each other:

DNA Experience Transfer Mentoring and In-House Coaching Programme:

In the previous year, we expanded the impact area of the programme, which we had carried out with the participation of mentors and mentees from AgeSA in the previous two periods, and carried out the process with the participation of mentors and mentees from Aksigorta. With the positive feeling created by the growing sphere of influence, we started our fourth programme this year with the participation of Aksigorta mentors and mentees. There are 39 mentees and 29 mentors in the programme this year.

In addition, we carried out the in-house coaching programme, which we created with the employees who received coaching training at AgeSA, by matching the demands in the common pool with the employees who requested coaching in cooperation with AgeSA-Aksigorta. We have 12 employees and 11 coaches in the programme.

Science of Data Programme (SoD): Being data-driven and making decisions based on data are among the most important competencies of today's world and also one of the initiatives of Sabancı of New Generation. In this context, we launched the SoD programme in 2022 to increase the data-based competencies of employees. Employees who joined the programme in 2022 and new employees who joined the programme in 2023 learned the basic concepts and modern tools of data science by working together on various applications. In 2023, a total of 25 AgeSA employees participated in the SoD programme.

Senkron: In addition to the orientation training for each new employee at AgeSA and Aksigorta, we implemented a programme called "Senkron", which consists of three different modules and supports the cooperation and co-development processes of employees. A total of 236 employees participated in these trainings.

Catalogue Trainings: In order to support the competency development of employees, we included a total of 51 employees in Aksigorta catalogue trainings under 7 different training titles.

LETS Leadership Programme: The design and programme launch of the leadership programme, which consists of the words Leadership, Experience, Talks and Synergy, was completed in 2022. As of 2023, we launched the LETS program, designed to bring together first-level managers from both companies to build networks and develop Sabancı leadership competencies.



NUMBER OF
COLLABORATIONS IN
DEVELOPMENT ACTIVITIES
BETWEEN AGESA &
AKSIGORTA

5

Talent Management

While bringing young talents into the business world, we support the continuous development of our employees through our digitalized learning platforms, offering innovative learning journeys.

Activities We Carried Out for Young Talents

We consider recruiting new and young talents to AgeSA as an important part of talent management. In this context, we implement internship programmes and practices for university students who aim to pursue a career in the actuarial field. With internship programmes for high school and university students, we supported 18 students in 2023 to gain experience before stepping into business life.

Jump in Actuary: We launched our long-term internship programme in order to introduce Actuary to young talents and to create resources for the future in this field. Within the scope of this programme, we offered internship opportunities to three university students in the Actuarial and Business Risk team.

Together for the Future: In response to universities transitioning to remote learning after the earthquake, we organized an 8-week training program to provide students who missed face-to-face educational opportunities with a space to socialize and familiarize themselves with the insurance sector. We offered internship opportunities to students who successfully completed the program.

Sabancı Holding Internship Programmes: Within the scope of the New Generation Career Experience and SEED programmes organised by Sabancı Holding, six university students participated in internship programmes in different departments of AgeSA.

Agile Project Management for University Students: In cooperation with Bahçeşehir University and within the scope of the CO-UP UP (University - Business World Integrated Education Model) programme, we gave elective Agile Project Management courses to undergraduate students of the Faculty of Engineering. 23 students who attended the course successfully completed the 14-week course and received the AgeSA Agile Academy Certificate.

Week of Insurance: We organised an interactive event to introduce the insurance sector to university students and raise awareness about job opportunities in this field. During the two-day event, unit managers from the Sales, Business Technologies and Finance teams met with students and talked about their career lives and the future of the business.

Education Technologies

With the rapid transformation brought by digitalization, education and development continue to

be influenced and transformed by new technologies. To ensure that employees can continue their professional development uninterrupted and to make continuous learning more active, we keep updating our training platform.

We offer employees a training catalogue consisting of more than 7 thousand trainings, book summaries and expert videos with the AgeSA KEP platform, where employees can find the opportunity to improve themselves from anywhere at any time, diversified according to their learning styles.

In 2023, we renewed the flow of the AgeSA KEP home page in order to diversify the AgeSA KEP training categories, to provide easy access to the trainings in the catalogue and to improve the user experience.

With our "AgeSA Kep News" publications, we continue to inform our employees about other contents available on the learning platform and raise awareness.

Adding a new dimension to our e-learning training, we introduced interactive video training designs that engage employees as active participants and allow them to influence content selection. We created "Learning Journeys" based on major topics relevant to the working world and continued this initiative in 2023. In addition to the learning journeys published in 2022, such as "Era of Disruption and New World Skills," "Adaptation to Change and Continuous Improvement," "Working with Data," "Taking Responsibility and Being Proactive," and "Being Innovative," we introduced new journeys in 2023, including "Design Thinking," "Effective Decision Making and Problem Solving," "Negotiation Skills," "Flexibility," and "Awareness for Sustainability." A total of 1,227 employees enrolled in the 10 learning journeys we published.

In 2023, we continued to support the development of employees who completed the most Learning Journeys and invested the most in themselves by awarding them a one-year HBR Türkiye Digital subscription.



Talent Management

By integrating our business unit teams into agile working methods, we are carrying out a transformation aligned with the next-generation work experience and the future of work.

Agile Transformation

As part of the new generation work experience and to align with the future of work, we continue to advance Corporate Agile Transformation efforts at AgeSA. We designated 2023 as the year for widespread implementation, during which we continued the agile transformation process with cross-functional teams led by Agile Leaders. By the end of the year, the proportion of employees working with agile methods in our Head Office reached 81%.

At AgeSA, 40 business unit teams work using agile approaches. In 2023, transformation efforts were completed in the Operations, Bancassurance, Direct Sales and Marketing business units. Throughout the agile transformation, we continued to provide

role-based training focused on agility for both employees performing master roles and team managers. As of 2024, it is planned to complete the cultural transformation of all teams, which is the first step of AgeSA's agility journey.

In the groups whose transformation process has been completed, we have established "Cluster" structures with the aim of strengthening cooperation and communication between teams, improving intersecting process points and looking at processes holistically. With these structures, we aim to encourage teams to use agile approaches not only within their own groups but also in collaboration with others. In 2024, we will continue to focus on strengthening the cross-functional working culture by identifying areas where these structures are effective and where they need improvement.

We held six learning organisation meetings with a focus on mutual learning. We enabled the teams that completed the agile transformation process to share the successes they achieved in this process with each other and learn from each other. To maintain the ongoing process of mutual learning among different business functions, these cross-functional learning organization meetings will continue into 2024.

To enable the Integrated Human Resources structure, which serves three companies—AgeSA, Aksigorta, and Ageas Health—to work with agile methods, we developed the People Tribe model in collaboration with the Aksigorta Agile Transformation Team.



AS OF 2023 OUR AGILE WORKING RATE AT THE HEAD OFFICE WAS

81%

Employee Rights and Satisfaction

Within the scope of “Kincentric Best Employers 2023”, one of the world’s leading researches in the field of human resources, we were selected as “Türkiye’s Best Workplace” for the third time in a row.

We offer various benefits to our employees and conduct regular loyalty and satisfaction surveys. In this context, we aim to enhance employee loyalty to AgeSA by increasing two-way communication.

We provide full-time employees and managers with special health insurance, travel assistance, work-from-home options, and flexible working arrangements. Additionally, we organize parenting training for employees with children and offer report card leave.

In 2023, we achieved a 98% participation rate in our employee engagement and satisfaction survey. Our engagement score for the 2023 AgeSA Loyalty Survey was 80%. This score surpasses those of benchmark companies assessed by the same survey system.

Cultural Transformation

As part of our cultural development program, a team of 20 “Culture Ambassadors,” consisting of volunteer employees, conducted 60 online visits to regions/departments. During these visits, they discussed actions taken from 2022, projects implemented, and goals for 2023.

Based on the annual engagement survey results, we have established a “Culture Innovation Teams (CIT)” with 21 volunteer employees to develop creative suggestions in areas where we believe further improvement is needed. The CIT focused on three main areas identified from the 2022 Engagement and Culture Survey results: Career and Talent Management, Work Environment, and Leadership and Employer Branding.

Following their work, the CIT team presented 20 different project ideas to senior management. All ideas approved by the senior management team were then planned into short-term and long-term projects within the relevant business units.

Our Employer Brand: In Pursuit of Good

Our employer brand In Pursuit of Good is positioned in many areas from recruitment processes to human resources practices, from social media strategy to internal communication activities.

To make our employer brand more visible, we have been present on platforms where we can reach potential candidates. As part of our employer branding efforts, we held Week of Insurance events where we come together with university students. We organized these events where university students met with industry experts in three categories: Sales, Finance, and Information Technology. During these face-to-face events, we hosted university students at our offices.

Every year, at the Youth Awards, where the best employer brands are chosen by university students, we received the Bronze Award in the category of “Most Desired Insurance Company to Work For.” As in 2022, we were also listed among Türkiye’s Top 100 Most Preferred Companies in 2023.

Targets

- Being among the best workplaces in Türkiye
- Keeping key employee turnover below 20%

80%

AgeSA Engagement Survey Score



Employee Rights and Satisfaction

By fostering strong communication, a culture of appreciation, and social activities, we boost employee engagement and elevate teamwork by celebrating achievements together.

Internal Communication Activities

We bring CEOs and employees together online through CEO Communication Meetings every three months. With the Senior Management Communication Meetings we organise twice a year, we bring the Assistant General Managers together with the employees and enable the Senior Management team to share decisions, targets, developments in business areas or current information about the sector.

Golden Boomerang Awards

We organized the Golden Boomerang Awards for the sales staff at AgeSA who demonstrated outstanding performance in 2023.

The award ceremony, where 54 of our employees earned plaques for their achievements, was attended by 48 successful employees, Sabancı Holding Insurance Group President, AgeSA Board Chairman Haluk Dinçer, and the AgeSA Executive Management team.

Bi'Happy

As part of AgeSA's social club, Bi'Happy, we organized 19 different events in 2023, with a total of 431 employees participating physically. Throughout the year, we facilitated company-wide socialization by hosting various activities, including AgeSA Fest concerts, workshops, tastings, and out-of-town trips in different cities.

Sport Clubs

Established in 2023 for the first time, our basketball, football, running and tennis clubs are trained and prepared for tournaments together. Our basketball team participated in Corporate 5, our football team in Businesscup and our tennis club in Business Tennis Cup.

Winners Club Trips

Within the scope of the Winners Club, where the successful sales staff of our company are rewarded, we organised three overseas trips in 2023 by realising the award trips for 2022. We achieved a 94% satisfaction rate in the survey results we conducted for the trips we organised in Budva, Barcelona and Mexico with the participation of 256 employees in total.

Bi'World

We published a total of 86 news and 99 announcements on Bi'Dünya, our intranet portal, in 2023.

As part of our Winners Club, which rewards our successful sales team, we conducted award trips for 2022 and organized three international trips in 2023. With a total of 256 employees participating, we held trips to Budva, Barcelona, and Mexico. The survey results for these trips showed a 94% satisfaction rate.

AgeSA LikeIT

Through LikeIT, we aim to showcase the standout features of AgeSA's IT department and facilitate meaningful connections between skilled job candidates and AgeSA.

Throughout the year, we shared content on social media under LikeIT that included job position announcements, video series featuring employees from the IT department, internal events, and the applications we use. Our goal was to promote AgeSA IT with engaging content across different platforms and reach candidates interested in joining AgeSA.



Employee Health and Safety

We strengthen the occupational health and safety culture by controlling risks, providing our employees with a safe and healthy working environment.

At AgeSA, we work to raise awareness of occupational safety, control risks, create a healthy and safe working environment, and prevent occupational accidents and occupational diseases. We hold regular board meetings to effectively manage Occupational Health and Safety (OHS) related processes, make decisions and ensure the implementation of the relevant decisions. We review the procedures, policies and emergency plans required for all OHS-critical activities when necessary. We organise trainings and events to increase the level of awareness and consciousness of employees in the field of occupational health and safety, to create and adopt an occupational health and safety culture.

In order to increase the participation of employees in OHS processes, we appoint employee representatives in our regional offices located in different provinces and provide informative trainings. In 2023, we continued to listen to the demands of my employees and determine the steps to be taken by organising periodic information and suggestion sharing meetings with the participation of all representatives. In 2023, we held four OHS Board meetings for the Head Office and five regional offices. We ensured that the actions of the decisions taken at the Board meetings were implemented. In 2022, we completed 89% of the actions determined as a result of the risk assessment reports prepared for the Head Office and 11 regional offices in 2023, and we expect the remaining actions to be completed in 2024 as planned.

Targets

- Reaching 90% compliance with the OHS communication plan
- Keeping the Basic OHS Training completion rate above 90%



We continued conducting health screenings and periodic examinations during onboarding and at specific intervals to identify potential health issues early and take necessary precautions. We completed pre-employment examinations for a total of 211 employees and periodic examinations for 208 employees. Additionally, we provided clinic services to 1,913 employees at our office infirmary when needed. Furthermore, we administered flu vaccines to 149 employees across the company who requested them.

Employee Health and Safety

Through our Employee Assistance Program and Goodness Is With You Initiative, we prioritize the overall well-being of our employees—physically, mentally, and socially—while supporting their work-life harmony.

Employee Support Programme

We continue to implement our Employee Assistance Program, which we established to provide AgeSA employees and their families with reliable support from experts, available 24/7 via phone, to help them manage situations that negatively impact their quality of life, work productivity, and time management. In 2023, the support offered to employees under this program included 24/7 Telephone Psychological Counseling and Guidance, Face-to-Face Psychological Counseling, Legal and Financial Consulting, Medical Information Consulting, Back, Neck, and Shoulder Pain and Office Ergonomics Consulting, Newborn Care Information Services, Healthy Nutrition Consulting, Social Life and General Information Services, Technological Consulting, Veterinary Consulting, and Home & Garden Plant Consulting.

Goodness Is With You

We approach occupational health and safety holistically, prioritizing the well-being of our employees in all our initiatives. We continue our efforts to maintain a balance between work and personal life for our employees. All activities aimed at supporting the physical, mental, financial, and social well-being of our employees are carried out under the “Goodness is with You” umbrella. In 2023, we organized a total of 15 diverse events, including nature walks, shelter visits, live broadcasts, and award-winning competitions, bringing together 1,180 employees.

Our efforts to spread the OHS culture in 2023:

- We organised various events, activities and briefings within the scope of our annual communication calendar in order to increase the personal awareness and consciousness levels of employees in the field of occupational health and safety, and to spread and adopt the OHS culture throughout the company.
- We organised 4 live broadcasts on the effects of extreme heat, health in winter, diabetes awareness and psychological risks.
- Throughout the year, we shared informative infographics and announcements on traffic safety, health and safety in hybrid work, first aid awareness, ergonomics and emergency preparedness in order to increase positive safety culture.
- We digitalised the notification process of occupational accidents and near-miss incidents, making it easier and more efficient. We also reviewed and updated our health monitoring processes for pregnant and breastfeeding employees.
- We regularly renew Basic Occupational Health and Safety training at specific intervals, and in 2023, we launched renewal training for all employees. In total, we provided 10,160 person-hours of OHS training to employees in 2023.
- We provided Basic OHS training to 476 new employees and induction training to 389 employees, reaching a training completion rate of 90% in total.
- We reiterated the Health and Safety Training for Remote Work, which covers risks and precautions for employees working from home under the hybrid work model.
- Following the devastating earthquake on February 6, we carried out special communication initiatives to support our employees and raise awareness about earthquake preparedness. We organized a Psychological First Aid and Earthquake Awareness webinar. We also shared information on Emergency Kits, Family Disaster Plans & Emergency Contact Cards, and real-time guidance on how to act before and during an earthquake.
- To ensure preparedness for emergencies and to enhance coordination and communication during crises, we implemented the “Crises Control” emergency communication system. We conducted drills using pre-prepared emergency scenarios for employees at the headquarters and different regions. We expanded our emergency response teams by adding new members.
- To support our employees in the earthquake-affected region, we launched a post-trauma support program in collaboration with the Behavioral Sciences Institute, benefiting 42 employees.

Community Investments

Throughout 2023, as AgeSA, we made expenditures totaling 163.6 million TL as part of our corporate social responsibility efforts.

By placing a people-focused approach at the core of our work, we strive to create added value for every stakeholder and community we engage with in the insurance sector. We ensure that the close and consistent relationships we establish as part of our work positively impact people's lives, and we design programs and projects aimed at the development and welfare of the communities where we operate. Throughout 2023, as AgeSA, we invested a total of 163.6 million TL in our corporate social responsibility efforts. Through our inclusivity programs, we reached more than 197,000 people

Actions Taken on Earthquake Agenda

After the 6 February earthquakes, Sabancı Group took part in all relief activities from the first moment.

- Together with Sabancı Volunteers, we support the relief efforts in the region. To date, the Sabancı Group has allocated TL 12 billion to the region in the areas of energy, bank financing, search and rescue, shelter, food and basic needs distribution.

- In the first stage and as a matter of urgency, 148 mobile toilets were installed to meet the hygiene needs of our citizens in the earthquake-affected area.
- The surrounding community and employees were provided with shelter and accommodation in 44 locations.
- 56 trucks of essential supplies and 75,000 support packages were sent. In addition to these efforts, meals are being distributed to 26,200 people daily.
- With the coordination of AFAD, emergency and basic needs such as food, clothes, hygiene products, baby supplies, heaters are being sent to the region.
- In the aftermath of the earthquake, our shareholder Ageas Group has set up a donation fund to which all group subsidiaries and employees can contribute, with an initial contribution of €1 million. All donations collected will be used for immediate support and long-term recovery projects for the region.
- On March 8th, International Women's Day, we made a donation to the United Nations Population Fund (UNFPA) on behalf of the women employees

of AgeSA, Aksigorta, and Sabancı Ageas Health companies, providing women's health kits containing hygiene products for women in the earthquake-affected region.

- We designed an 8-week training programme for 3rd and 4th year university students affected by the earthquake and offered internship opportunities.
- We supported children affected by the earthquake by contributing to their book and stationery needs, helping them continue their education under challenging conditions.
- Within the scope of the "Geleceğe Bi'Adım" Program, we conducted sign language training within the company, organized an exhibition featuring artworks created by disadvantaged children, with proceeds donated to the Atlas Aid and Solidarity Association, raised awareness about forest fires, and planted saplings with students.

"All Ages" Project

The proportion of the elderly population in the total population in Türkiye reached 10.2 per cent in 2023, reaching double digits for the first time in the history of the Republic. In 2060, this ratio is expected to exceed 20 per cent. In 2019, we launched "All Ages" corporate social responsibility project with the motto "Live to the Fullest" with the aim of drawing attention to the fact that Türkiye is now an elderly and rapidly aging society, guiding society's preparation for aging and turning the negative perception of old age into a positive one. Within the scope of the project, we launched the www.heryasta.org website, which we positioned as the main platform for awareness communication, and "All Ages" Instagram and facebook accounts, we raise public awareness about preparing for ageing and strengthen the positive perception of age.

Targets

- Providing grant support through the All Ages Fund for projects developed in collaboration with NGOs on aging preparedness and elderly care, as part of the 'All Ages' corporate social responsibility initiative.
- Developing projects for disadvantaged/vulnerable groups



Community Investments

Through the All Ages Project and the All Ages Fund, we support projects that provide social benefit and raise awareness with inspiring stories.

Within the scope of the project, we share content and inspiring life stories on health, culture, travel, hobbies, finance and social issues. In 2023, we continued our content production and advertising activities to ensure that heryasta.org reaches more people and increase user experience. In 2023, the number of visitors to heryasta.org was 298,544 and the number of page views was 385,369. From our social media accounts, we reached 19,072,224 access on Instagram and 10,448,119 access on Facebook.

You can visit our page for detailed information about our "All Ages" Project.

We sponsored the Sicily trip of traveller Cenk Bozkır (51) and his father Neptün Bozkır (81) on a motorbike for 14 days in order to prevent the negative perception of aging and to explain that there is no age to follow your dreams with the "On the Road at All Ages" project. Throughout the trip, we shared their

experiences and the inspiring story of the duo through our press and social media communication. Before the trip, we initiated communication and continued it during the journey by sharing real-time photos, involving our followers in the experience. Overall, we reached 1.4 million social media users.

"All Ages Fund"

In 2021, we established the "All Ages Fund" under the coordination of the Support Foundation for Civil Society in order to support the work of Civil Society Organisations that are active in aging and age-related issues in Türkiye.

Since 2021, we have provided 1.5 million TL grant support to 7 non-governmental organisations and 12 projects within the scope of the "All Ages Fund". In the 2023 period of the fund, we provided a total of 800 thousand TL grant support to 4 NGOs that support the well-being of the elderly affected by the earthquakes after the earthquakes on 6 February, and carry out activities in the fields of old age and aging and in the fields surrounding this field such as women, health and education.

Meryem Women's Cooperative, Dem Association Turkish Alzheimer Association, Foundation for Promoting Guidance and Training Counselors in Higher Education which we support within the scope of "All Ages Fund", continue their work in the earthquake zone to complete their projects.

Turkish Alzheimer Association: "We Haven't Forgotten Earthquake Victims" Project aims to assess the health and mental well-being of elderly residents in tent cities established in the earthquake-affected areas. The association has started to regularly monitor the health conditions of the elderly and refer those at risk

to appropriate healthcare facilities. The project, which will continue until December 2024, includes planned psychosocial interventions to support the well-being of both the elderly and their caregivers.

Dem Association: "Can Anyone Hear Me?" (Sesimi Duyan Var mı?) project aims to reach people in need of hearing aids, especially the elderly with hearing loss, by visiting tent and container cities in Gaziantep, Adıyaman and Kahramanmaraş. The project has reached 134 individuals, and the needs of those with hearing loss have been identified. The project is expected to continue until June 2024.

Meryem Women's Cooperative (Meryem Kadın Girişimi Üretim ve İşletme Kooperatifi): "We Are Here" (Biz de Varız) project aims to address issues faced by 20 women aged 65 and older, who reside in Adana and were affected by the earthquake. These issues include lack of access to education, difficulty in employment, and exclusion from social life. Under this project, support has been provided to 100 women aged 65 and above to enhance their socio-economic, cultural, and legal capacities, including technology training and personal care services. The project is expected to continue until June 2024.

YÖRET: "Post-Disaster Elderly Support" targets individuals over the age of 65 who were affected by the Kahramanmaraş earthquakes. With the project, it is aimed to determine the bio-psycho-social needs of the elderly affected by earthquakes, to plan and carry out services for the elderly in disasters with the trainings to be prepared to meet these needs. To date, face-to-face trainings of 18 professionals have been held and the bio-psycho-social needs of the elderly have been determined. The project will continue until 2024 November.



Community Investments

We are working to enhance social benefit and create lasting impact through our volunteer activities and social responsibility projects.

Hope for the Future Project (Geleceğe Umutla)

As part of the Sabancı Republic Mobilisation, one of the most widely participated social responsibility projects in Türkiye, we implemented the Hope for the Future project in cooperation with Nirengi Association and Aksigorta. We contributed to the well-being of children affected by the earthquake by supporting the "Children Activity and Psychosocial Support Centre" in Serinyol, Hatay. Within the scope of the project, the support centre supported the well-being of children from different age groups with psychoeducation and play therapies 6 days a week. At the same time, it was aimed to improve their social skills by organising workshops in different fields such as hobbies, sports, music and creative drama. 130 AgeSA volunteers also contributed by participating in the activities one day a week. Within the scope of the project, we organised

a total of 367 activities during the year with both field and remote assistance activities (in-kind donations, workshops) and reached approximately 400 children.

Volunteer Activities

- In order to support sustainable agriculture and local economy, we participated in the strawberry harvest in cooperation with Doğa Benim Adventure and Outdoor Sports Club.
- In order to contribute to environmental cleanliness and recycling of waste, we collected 504 kg from Sarıyer Kısırkaya Beach and 2.5 bags of garbage and 1.5 bags of waste from Büyükdada.
- In cooperation with Devri Daim-Sustainable Economy Institute, we made bracelets from fabric waste and presented them to children in the earthquake region and contributed to waste upcycling.
- We have prepared the Anti-Discrimination Glossary to contribute to the vision of a fair, equitable and inclusive world for all.
- In line with our efforts to ensure full and equal participation of people with disabilities in social life, we participated in the Dialogue Museum's "Dialogue in Darkness" and "Silence" events to draw attention to the problems of disabled people within the scope of 3 December World Disability Day.
- In collaboration with Boğaziçi University's Technology and Education Laboratory for the Visually Impaired (GETEM), we contributed to the online library created for the visually impaired individuals by providing voice recordings for books.
- By participating in the "Don't Waste, Donate!" project of the Educational Volunteers Foundation of Türkiye (TEGV), we not only helped reduce the environmental damage caused by electronic waste, but also contributed to providing quality education to more children.



- On Eid, we donated to the Turkish Education Foundation AgeSA Scholarship Fund on behalf of our employees and covered the one-year education expenses of 9 young girls in the 2022-2023 academic year. We have contributed to providing equal educational opportunities to 43 young girls who, until now, have been unable to access adequate education due to financial constraints.
- On 10 October World Homeless Day, we worked with the Çorbada Tuzun Olsun Association to draw attention to the increasing housing problem in the world for many reasons and to provide social benefit. We distributed hot meals to individuals with housing problems.

- As part of 4 October World Animal Protection Day, we visited the dog shelters in Çatalca and Silivri together with volunteer employees and supported them with two tons of dog food through Mutlu Patiler Association.
- During Earth Hour, organized by the World Wildlife Fund (WWF) to draw attention to the climate crisis and the loss of nature, we joined the call to commemorate our earthquake losses and to build a future in harmony with nature, starting with our earthquake-hit regions, and supported the Green Recovery movement.
- We organised a Puppet Making Workshop with the children of AgeSA employees and supported children being treated for their illnesses with Gülmek İyileştirir Association.

Impact-Focused Organisation

We adopt low-carbon and stakeholder-oriented economic growth as our business model.



Environmental Performance

In line with our 2050 net zero emission target, we have set a 69% reduction target for the sum of Scope 1 and 2 emissions by 2030 compared to the level in 2019.



According to the World Economic Forum's (WEF) 2024 Global Risks Report, environmental risks continue to be at the forefront this year as they were last year. Extreme weather events associated with climate change, critical changes in world systems, loss of biodiversity and collapse of ecosystems, natural resource scarcity and pollution constitute five of the top ten risks expected to be faced in the next decade.

However, participants prioritise environmental risks in different ways, particularly with regard to biodiversity loss and collapse of ecosystems and critical changes in Earth systems. Younger participants place more importance on these risks and prioritise them in the shorter term than older age groups. The private sector, on the other hand, prioritises these risks as among the greatest risks in the long term.

The climate crisis has a profound impact on the insurance industry, forcing the sector to transform. Accordingly, insurance companies are taking proactive steps to adapt to changing climate conditions, develop new risk management strategies and achieve sustainability goals. The challenges brought about by the climate crisis also offer opportunities for innovative solutions and business models in the sector. In this process, the insurance sector both manages risks and continues to play a critical role in increasing social resilience.

We aim to support the transition to a low-carbon economy and protect against disasters caused by climate change through portfolio adjustments and policy contents. Lighting, heating and cooling, computers, printers and photocopiers stand out as in-office operations that can have a positive impact on global climate change and create emission reductions. We endeavour to prevent greenhouse gas emissions from both our in-office and out-of-office operations. We measure direct and indirect greenhouse gas emissions from our operations and work to minimise our environmental footprint through effective energy, water and waste management in office areas.

The Intergovernmental Panel on Climate Change (IPCC) warns that global average temperatures must be kept below the 1.5 °C threshold. The 1.5 °C limit is critical to the security and sustainability of the world's ecosystems and the life that depends on them.

In this direction, international co-operation and joint action have become an inevitable necessity to carry out an effective fight against the climate crisis. As AgeSA, we focus on positive impact both in the products we develop and in our services and operations. As we leave behind the last year of the three-year roadmap we developed, our sustainability strategy, sustainability management, stakeholder engagement, performance, reporting and communication activities are progressing in line with our business strategy. Within the scope of Phase 1 studies in line with our 2050 net zero emission target, we conducted a detailed analysis of our Scope 1, 2 and 3 emissions. In line with

Sabancı Holding's focus on taking pioneering steps to solve the climate emergency, we set a 69% reduction target for our Scope 1 and 2 emissions between 2019 and 2030.

As a result of the current situation and sectoral analyses conducted within the scope of our Phase 1 studies, we have determined that Scope 3 emissions are mainly caused by investment processes.

In the Phase 2 of our work, we are focusing on developing an implementation plan under the Portfolio Coverage methodology, one of the approaches recommended by the Science Based Targets initiative (SBTi) for the financial services sector. Our efforts to set targets and decarbonize Scope 3 emissions are ongoing. Once we finalize the target-setting and decarbonization roadmap for Scope 3, we will proceed with the SBTi application.

In line with [Sabancı Holding Responsible Investment Policy](#), we prioritised climate change for investment processes. In the upcoming period, we aim to start financial due diligence in risky areas.

[You can find our explanations on climate risks and opportunities in the Climate-Related Risks and Opportunities section of the report.](#)

You can access the AgeSA 2022 TCFD Report, which includes all of our climate-related statements, [here](#).

Environmental Performance

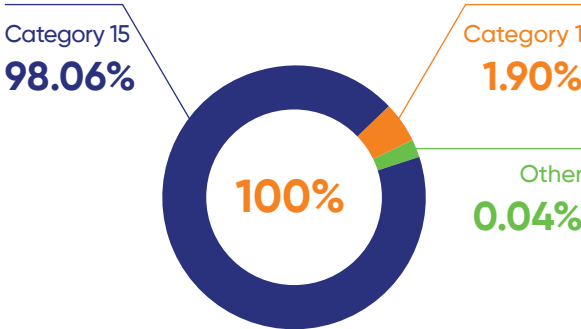
98% of our Scope 3 emissions are attributed to investment-related emissions, calculated using the PCAF methodology.

Energy and Emission Management

Targets

- Becoming a net zero company by 2050

Kapsam 3 Emisyon Kategorileri Dağılımı



Energy and emission management is at the centre of our environmental impact management and efforts to combat climate change. As AgeSA, in order to reduce our impact on climate and environment, we calculate the energy we consume and the resulting greenhouse gas emissions within the scope of our activities in line with our 2050 net zero target and work towards reducing them. We perform greenhouse gas calculations in accordance with the greenhouse gas emission factors published by EIE and IPCC and the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard Methodology. In addition, we take PCAF (Partnership for Carbon Accounting Financials) methodologies as a basis for investment and insurance related emissions.

Greenhouse Gas Emissions	Unit	2021	2022	2023
Scope 1	tons CO ₂ e	513	958	1,062
Scope 2	tons CO ₂ e	385	181	198.9
Scope 3	tons CO ₂ e	657,757	925,186	1,209,502

*Scope 3 emissions include Category 1: Purchased goods and services; Category 5: Waste; Category 6: Business travel; Category 7: Employee transport; and Category 15: Investments.

2023 AgeSA Emission Data Breakdown

Emission Source	Unit	Scope 1	Scope 2	Scope 3
Natural Gas	tons CO ₂ e	181.7		
Company Vehicles	tons CO ₂ e	880.2		
Electricity	tons CO ₂ e		198.9	
Category 1	tons CO ₂ e			23,006
Category 5	tons CO ₂ e			28.39
Category 6	tons CO ₂ e			450.39
Category 7	tons CO ₂ e			42.95
Category 15	tons CO ₂ e			1,185,974

Environmental Performance

As AgeSA, we have begun sourcing all of our electricity from renewable sources and have strengthened our commitment to renewable energy use with the I-REC renewable energy certificate we obtained.

In order to minimise the energy we use in our operations, we consider criteria such as energy saving, water efficiency, sound insulation, material selection and indoor environment quality in our offices. Our main energy consumption comes from our building activities.

According to 2023 year-end data, with the projects we implemented, we reduced the amount of carbon emissions resulting from the fuel consumption of company vehicles, natural gas consumption of offices and electricity use by 841 tons compared to 2019. Starting in 2021, the Energy Team continued its awareness-raising activities.

As a result of the efforts at AgeSA Head Office, we have achieved a 10% energy performance improvement compared to the reference building defined in the ASHRAE 90.1-2010 Standard. At the same time, the fresh air ratios we provide inside the buildings were kept above the ASHRAE 62.1.2010 Standard. Thus, it was aimed for the building users to work in a healthy and comfortable environment.

We optimise our working spaces and vehicle park to prevent greenhouse gas emissions from both in-office and out-of-office operations. In 2021, we replaced the vehicles used in AgeSA with hybrid vehicles. **We aim to replace 50% of company vehicles with electric vehicles by 2030.**

LEED Gold Green Office Certificate

In 2022, we completed the necessary transformation works in our Head Office and received the LEED Gold Green Office certificate. According to AgeSA's 2023 year-end data, the total of Scope 1 emissions from the fuel consumption of company vehicles and natural gas consumption of offices and Scope 2 emissions from electricity use decreased by 841 tons (44%) compared to 2019 data.

REDUCTION IN
ENERGY CONSUMPTION
COMPARED TO 2019

33.5%

REDUCTION IN
GREENHOUSE GAS EMISSIONS
COMPARED TO 2019

841 TONS

REDUCTION RATE

44%



Environmental Performance

We reduced our paper consumption by 34% in 2023 compared to 2022.

Since 2022, we have eliminated the consumption of single-use plastics.

Waste Management

Targets

- **Becoming a zero waste company by 2050**

Waste management is important to reduce greenhouse gas emissions, save energy and resources and prevent environmental pollution. In this respect, rapidly developing technology offers many opportunities to improve our environmental impact in the sector we serve. We closely follow digitalisation technologies to minimise waste consumption in our operational processes.

Our total waste amount, which was 45 tons in 2022, decreased by 35.5% to 29.1 tons in 2023.

Paper stands out as the material with the highest usage in our operations. In addition to our digitalization efforts aimed at reducing paper consumption, we have eliminated the use of single-use plastics since 2022. We adopt the principles of avoiding unnecessary use and saving in paper and plastic consumption. In this direction:

- Within the scope of KVK, we recycled 2 tons of documents in approximately 185 boxes in the archive.
- In order to minimise the use of paper/plastic in the office, we posted reminders and informative notes on television screens and computer interfaces in common areas within the office.
- In 2021, in line with the ban on single-use plastics in the European Union and the targets set by the United Nations in 2022 for a global plastics agreement by 2024, we have phased out single-use straws, plastic forks/spoons/knives, plastic cups, plastic stirrers and plastic plates. The use of plastic cups / forks / spoons and plates was not encouraged and purchased in accordance with zero plastic in the activities carried out in the café and forum area.
- Thanks to our digital transformation activities such as mobile application, biometric signature, voice approval and remote sales applications, we prevented the printing of approximately 27 million papers and the cutting of 1220 trees in sales processes.

As a result of all these efforts, our total paper consumption, which was 43.8 in 2022, was 28.9 in 2023.

The onset of remote working, distance learning, and online sales operations during the pandemic has supported our transition to more customer- and environmentally-friendly practices. We supported the reduction of greenhouse gas emissions, saving water and preventing the cutting down of trees with our processes that were moved to digital platforms, such as the application-approval process, as well as the verbal approval opportunity we offer as part of our Next Generation Call Centre service.

Water Management

Increasing population, rapid urbanisation and climate change are putting great pressure on water resources. All scientific data show that a water crisis is imminent both on a global scale and for Türkiye. We carry out saving activities with the awareness that water resources are limited. The basis of our water consumption activities is our in-office use. We carry out efforts to reduce the amount of water consumed, reuse it and prevent environmental pollution caused by wastewater.

As a result of the works efforts at AgeSA Head Office, we have made improvements towards our target of 50% reduction in water consumption compared to the reference building defined in ASHRAE 90.1-2010 Standard. **Since 2019, we have reduced the water we consume by 77% and achieved 82% savings in water consumption per person despite the increase in the number of employees.**

In 2023, our total water consumption was 2,649 m³. We will continue our improvement efforts for the efficient use of water.



Sustainable Products and Services

In 2023, we developed 5 new SDG-linked products and services, increasing the total number of sustainable insurance products and services to 18.

As AgeSA, we develop products and services to help accelerate the transition to a low-carbon economy and increase social welfare. SKA-linked products and services support our transition to a more sustainable business model, enabling us to enhance the value proposition we offer to our customers.

In 2023, we developed 5 new SDG-linked products and services, bringing the total number of sustainable insurance products and services to 18.

In 2023, the ratio of revenue from SDG-linked products and services to total revenue reached 31%.



Video Calling with Sign Language for Hearing Impaired Customers

As part of our commitment to customer focus and inclusivity, we aim to make our products, services, and information accessible to all our customers. After successfully introducing voice guidance services for visually impaired customers via AgeSA Mobile to provide an accessible digital experience, we have once again set a precedent by offering video calling and fund advisory services in sign language for our hearing-impaired customers. Thanks to this service, our hearing-impaired customers can easily carry out all their insurance transactions and communicate their suggestions, requests, and complaints in sign language.



Kredim G vende

Anticipating the changes in customer expectations, we added a new guarantee to the existing guarantees of our "Kredim G vende" product, which we offer to customers through Akbank channels in credit-linked form. With the new "Critical Illness Coverage" we added to the product in September, we have increased the value we offer by offering a wider range of options in line with the needs and expectations of our customers.

Long-term unemployment coverage, one of the guarantees of the "Kredim G vende" product, protects our customers against economic difficulties that may arise from the risk of unemployment. Our total credit life insurance production has increased by 138% since last year.

Targets

- Developing new SDG-linked products/ services/practices every year
- Expanding the Sustainability Fund and ensuring a 30% increase in the fund by the end of 2023
- 25% of revenues to come from SDG-linked products by the end of 2024



Sustainable Products and Services

As of the end of 2023, the sustainability fund offered 59% net return to its investors and the size of assets under management reached TL 1.2 billion.



Addition of the Sustainability Fund to the New Proposal Packages of FonPro

Our application FonPro, which supports the development of financial literacy, plays a role in helping our customers easily manage their savings. We support our private pension customers who have different needs or demands regarding fund management with our digital fund advisor application FonPro, which offers three different options according to their financial literacy levels, enabling them to easily select their funds and manage their savings.

Customers who only want to receive advice on fund selection or who want to leave fund management entirely to experts can easily save by choosing one of three different fund advisory services, whether or not they have knowledge about financial markets and funds.

Our customers can easily manage their savings by choosing the most suitable one from the three

different FundPro services we offer in fund advisory.

1. **With the "FonPro Delegate to the Expert" option,** we offer our customers with low financial literacy a service that will provide a stable return on their savings by providing regular information with expert fund management without the need to follow the financial markets. In this way, we protect their investments and help them better understand the potential and options offered to them. For our participants who cannot decide which fund to choose during market fluctuations, we offer "fund basket" options managed by professional investment processes and comprehensive financial models, which they can choose according to their age and risk perception. In addition, we regularly inform our customers about fund management and returns, enabling them to monitor their savings.
2. **With the "FonPro Get Recommendations" option,** we offer a service that will make it easier for our customers who want their savings to grow steadily

but do not have the time to manage their funds. We get to know them and provide personalised information and guidance, recommend fund packages that are suitable for their investment characteristics and updated according to market conditions, and leave the decision to change funds to them. We encouraged our customers to diversify their investments without concentrating on a single asset class and ensured that they are minimally affected by market fluctuations with our fund allocation recommendations that differentiate in line with their risk approach.

3. **With the "FonPro Manage Yourself" option,** we offer our customers who closely follow the markets and want to make their own investment choices the opportunity to manage their savings to ensure that they achieve returns in line with their expectations by offering high-performance expert fund management, up-to-date market information and a wide range of funds, and the right to change funds 12 times a year.



With FonPro, our customers are less affected by market fluctuations and can easily follow financial market analyses, individual risk analyses and the most appropriate fund allocation recommendations on AgeSA Mobile. By the end of 2023, 250 thousand customer stakeholders experienced this feature. Within the scope of the same platform, 188,865 customers viewed portfolio performance analyses during the reporting period.

In 2023, we revised the fund allocations recommended in FonPro, and with the new recommendation packages created, we directed a certain portion of the equity allocation to the sustainability fund, enabling the fund to grow and become widespread.

Sustainable Products and Services

With a focus on sustainability and customer needs, AgeSA is transforming insurance experiences to be more accessible, adaptable, and environmentally conscious.



Investment in Life Insurance (Hayata Yatırım Sigortası)

With the completion of the first year of our Investment in Life Insurance product, which we launched in the last operating year and which offers our customers the opportunity to save while protecting them, we completed our work on the flexibilities provided to our customers. With the development we implemented in 2023, our customers can interrupt their payments at any time, borrow from their savings and change the premium paid or the coverage coefficient. Since its launch in August 2022, the product's premium production has reached nearly USD 56 million.



Bright Side of Life Insurance and Endowment Life Insurance

As one of the leading companies in the field of life insurance, we have added a new product to our customer-oriented activities. Based on the question "If everything is possible in life, why shouldn't your life insurance adapt to this?", we launched our "Endowment Life Insurance" product. With our new product, we secure our customers and their loved ones with death, life and optional disability coverage.

With the "Endowment Life Insurance" (API) product, we replaced the old "Bright Side of Life Insurance" product with a new product that is more customer-oriented. Endowment Life Insurance is a life insurance that adapts to the flexibility of life. In addition to Death and Life coverage, the product also includes Disability coverage if desired, and customers who pay all premiums in full at the end of the policy period are entitled to Regular Payment Premium Refund. In addition, we have put into service the infrastructure that allows our customers to increase and decrease premiums.

For our customers who have difficulties in making payments, we provide the option to reinstate their products by adding the unpaid maturities to the expiry date of their policies without paying any amount, and the option to reduce the premium once during the policy term and increase the premium afterwards in the Bright Side of Life Insurance and Endowment Life Insurance products.



Sustainability Features of Our Products

Barrier-Free Insurance Experience

- Within the scope of this service, we offer sign language video call service to hearing impaired customers. We provide audio guidance services to visually impaired customers. We also provide fund counselling services to these customers. These services improve the insurance experience of disabled customers and offer a more inclusive service.

Critical Illness Coverage

- With our Kredim GÜvende product, we offer dangerous diseases coverage that will provide long-term protection to our customers. With this coverage, our customers are secured against 12 critical illnesses.

Flexibilities Provided to Our Customers

Customers benefit from flexibilities such as borrowing from their savings, pausing payments, reducing savings premiums/death benefit coefficients, and adding unpaid periods to the end of the policy term. With the right to pause premium payments, customers are offered the option to make premium payments in a lump sum or extend the paused period to the end of the policy term according to the policy's special conditions. This feature of our product provides flexibility to customers experiencing payment difficulties.

- **Additional Benefit Services:** In connection with our personal accident insurance product, we offer additional benefits including check-up services, health packages, home care packages, and child packages that include preventive measures.

- **Involuntary Unemployment Coverage:** With this coverage, which is offered together with our Kredim GÜvende product, we offer long-term involuntary unemployment coverage to our loan customers. This guarantee provides financial assurance in the amounts determined in the contract for the loan instalments of the customers during periods of unemployment and helps to protect their living standards.

Paperless Insurance Experience

- A paperless insurance experience is provided by using the PPS Mobile application and biometric signature. This application offers an environmentally friendly and sustainable insurance experience.

Sustainable Equity Pension Fund

- Investments are made in the shares of companies included in the BIST Sustainability Index or other generally accepted sustainability indices. This investment instrument is available in 9 pension plans with the largest fund size and number of participants. The fund allocations recommended in our digital fund management tool are directed to the sustainability fund and contribute to the growth of this fund.

Digital Fund Management Service (FonPro)

- We offer 3 different FonPro services to meet clients' fund advisory needs. We provide expert fund management for clients with low financial literacy. Thus, clients do not need to follow financial markets. This service is customised according to clients' different financial risk levels.

Sustainable Products and Services

In 2023, AgeSA Mobil was awarded the first prize (Gold) in the Smart-i Awards-Positive Social Impact category thanks to its BlindLook cooperation.



AgeSA Mobile

Our "AgeSA Mobile" application, which is actively used by approximately 420 thousand customers and business partners, designed and developed with the understanding of "excellent customer experience" in line with the needs and expectations of our customers, has completed its 5th year and started to be used as our main self-service application.

Aiming to continuously increase the usage of AgeSA Mobile, we are improving our self-service competences day by day. We are working hard to improve our application with our vision of being the industry's leading mobile application that contributes to our company's financials by providing a better user experience. AgeSA Mobile, which we positioned as the main customer platform in order to provide fast and secure service and which we continuously improve with feedback to make our customers' lives easier, reached 420 thousand active users in 2023. Additional contribution payments made through the application increased to TL 800 million, and the APE we generated from contribution change transactions increased to TL 750 million.

In 2022, we launched the "Complete with PPS Mobile" process to prevent the use of paper. AgeSA Mobile, which reached approximately 2.5 million downloads by the end of 2023, continues to make life easier for our customers with its variety of functions and ease of use. Our application crowns this success with the awards it has won on international platforms. Accordingly, in 2023, it was awarded the first prize (Gold) in the Smart-i Awards-Positive Social Impact category thanks to BlindLook cooperation.

Bi'Tikla Online Sales Application

We are now transferring our PPS products to our Bi'Tikla platform, which we previously completed and launched the Savings Life Insurance product developments and which hosts innovative technologies and has won many awards. With this approach, we aim to start the PPS sales process on mobile devices for new customers and on the Bi'Tikla platform for existing customers, and to design it end-to-end so that it is completed on mobile for all our customers. In this way, we will ensure that applications are received faster, sales are made in a digital environment by eliminating the use of printed forms, and sales are duly realised through system controls in accordance with the legislation. Thus, while offering new technological opportunities to our sales team, we continue to make life easier for our customers.

In addition to all these products and services, we regularly follow up our existing customers who have suspended their premium payments and take actions to increase the portfolio's activity with the flexibilities we provide. We offer customers who have suspended their payments the option to reactivate their products without any additional fees by extending the unpaid periods to the end of the policy term.

Corporate Projects

As the Corporate Projects channel, we place great importance on conveying to both our customers and teams that we are committed to being a part of sustainability. We put sustainability at the centre of our business strategies and processes.

By transforming our Group Life and Group Personal Accident insurance products into the Employee Benefits package, we simplified the offer processes and provided coverage and price optimisation to facilitate customer decision-making.

These products helped to reduce the workload of many departments within AgeSA such as UW and Actuary. In a short period of 1.5 months, we sold Group Insurance products to 83 companies with these products.

While contributing to financial literacy through online and offline meetings held in our existing groups, we ensure that the mobile application is more preferred. We continue to support inclusiveness with our group products for spouses and children.

Sustainable Products and Services

In 2023, our 9 pension plans with the largest fund size and number of participants delivered a 59% net return to investors by the end of the year.

Responsible Investments

As AgeSA, we adhere to Sabancı Holding's Responsible Investment Policy throughout our business processes, which was established to guide Sabancı Holding's capital allocation and investment decisions and to ensure the sustainability of the value chain. We also create action plans for compliance with the Policy.

This policy sets minimum standards across our value chain in the areas of Environmental, Social, Ethical, Governance and Human Rights. It contributes positively to the Sustainable Development Goals, improves ESG performance across the entire value chain and contributes to our activities by considering environmental and social contribution.

In line with our policy compliance processes, we prioritised climate change for investment processes and completed the financial due diligence study in risky areas. Additionally, we started to monitor and calculate our emissions from investments. You can find detailed information in this context in the [Environmental Performance section](#) of the report.



Sustainability Equity Pension Fund

In 2021, we established the Sustainability Equity Pension Mutual Fund, another action that aims to benefit the environment and society. With the fund, we started to provide financial support and resources to companies investing in this field while offering a new investment opportunity to private pension participants. The fund, which was offered for sale in our 9 PPS plans with the largest fund size and number of participants in 2023, offered 59% net return to its investors by the end of the year.

The size of assets entrusted to the management of the fund reached TL 1.2 billion. The fund mainly invests in companies with high performance in environmental, social and corporate governance issues within the scope of the Sustainability Index, aiming for growth and high real return performance in the medium and long term.

At least 80% of the amount collected in the Sustainability Equity Pension Fund is invested in the BIST Sustainability Index, in the partnership shares of domestic and foreign companies included in generally accepted sustainability indexes abroad, in American and global depositary receipts, and in the participation shares of exchange-traded funds tracking domestic sustainability indexes.



Customer Experience and Satisfaction

The number of our customers reached 4.2 million in 2023.

Our NPS score at the end of 2023 was 64, making us the company with the highest percentage of participants giving a 9 or 10 among pension companies.

As AgeSA, we are aware that, by being in direct contact with individuals in the individual retirement and life insurance sector, we create a significant impact on people's lives. We continue to work with the focus of creating a strong and positive impact on the lives of our customers. **Within the framework of our customer-oriented insurance perspective, we always prioritise the customer experience and provide a comprehensive experience that will achieve high satisfaction.**

In 2023, with a customer-oriented perspective, we continued our efforts across all channels where we interact with our customers, offering products, services, and personalized experiences. We significantly increased our operational efficiency and customer satisfaction by improving our service model. We continued to provide services to our customers through the most effective channels and increase our customer value through our mass channels by creating our value and behaviour segmentation in the most efficient way. We outperformed our top 3 competitors by 5.6%. Our rNPS ratio was 105.6%. Among PPS companies, we had the highest rate of participants

giving 9-10 points. 2023 Year-end NPS score was 64.

In order to respond to the constantly changing needs and expectations, we have continuously developed our holistic customer experience model. With this model, we aim to be a company that knows its customers closely, offers segment-based and personalized experiences, communicates through the most effective channels at the right time, and builds emotional connections with customers. By approaching the customer journey holistically and focusing on layered service experiences, we are making a difference in the industry with this model.

PPS

We are the leader in voluntary Private Pension System (PPS) fund size among private companies. While the number of participants in the PPS increased by 121,891 in 2023, the total fund size, including state contribution, exceeded TL 756.4 billion (PPS: TL 703.2 billion - AES: TL 53.2 billion), proving its strength. The total number of participants in the PPS and Automatic Enrolment System reached 18 million (PPS: 8.7 million - AES: 9.3 million) by the end of the year. In 2023, we

had a 19.4% market share in the private pension market excluding Auto-Enrolment with a fund size of TL 137 billion. The amount of funds in the Auto-Enrolment System (AES) increased to TL 4.8 billion.

Life and Accident

The earthquake disaster in 2023, which caused one of the biggest devastations in our history, led to an increase in insurance awareness in the society. While insurance products that support individuals financially and stand by them in their difficult moments have come to the fore, sector actors have also accelerated their efforts to further increase awareness of life insurance. According to the Türkiye Insurance Association, life and personal accident insurance premium production reached TL 7.5 billion in 2023, representing an increase of 101% compared to the previous year. With total life and accident premium production, we achieved a 12.7% market share in the direct premium production market of pension and/or life insurance companies.

We are committed to perfecting the customer experience across all channels where we interact with our customers. We conducted customer and market research in order to respond to the needs of our customers on the basis of PPS, Life Insurance, Personal Accident Insurance and Savings Life product groups, to ensure benefit-price balance and to further improve our product portfolio from a customer perspective every day.

We say "We exist to provide the goodness at the core of our business, aiming to foster a society characterized by trust and happy individuals," and offer innovative products in the fields of "private pension", "life insurance" and "personal accident insurance" to our 4.2 million customers.

Targets

- Higher NPS than the average of our competitors
- Creation of AgeSA Memorial Forest



Customer Experience and Satisfaction

We grew 95% in life insurance premium production and 86% in private pension funds. In 2024, we aim to focus on new customer acquisition in PPS and increase fund diversity.

Customer Distribution Rate by Gender	
Women	33%
Men	67%

Customer Distribution Rate by Age Group	
Generation Z (22 years and under)	10%
Generation Y (23–41 years)	61%
Generation X (42–59 years)	24%
Baby Boomers (60 years and older)	5%

Customer Distribution Rate by Product Group	
PPS	43.4%
Life Insurance	51.3%
PAI	5.2%

Customer Distribution Rate According to Education Level	
Associate Degree	34.4%
Bachelor’s Degree and above	41.6%

- The winners of this year’s 16th Türkiye Call Center Awards organised by IMI Conferences have been announced. AgeSA, which makes customer-oriented approach a fundamental culture in all its activities and ensures that its customers are at the main focus of all its activities, was awarded the first prize in 4 categories at the Türkiye Contact Centre Awards.
- We came out on top in the “Customer Experience Index” survey based on more than 1.5 million survey data, organised by Şikayetvar for the 8th time this year. We won the Diamond Award, which is given to the best in the sector in the “Pension and Life Insurance” category, as one of the 113 institutions that received awards. With this award, we became the sector leader in the field of “Customer Satisfaction”.

At AgeSA, we fully implement our values under 5 components within the scope of ISO 10002 Customer Satisfaction Management System.

1- Do the Right Thing:

Give me transparent, clear information. Keep your promises, create trust.

2- Facilitate Simplicity:

Create processes and services that are easily accessible, fast, consistent and simple for me.

3- Get to Know Me:

Make me feel special, understand me and and foster a sense of connection with me.

4- Empower/ Equip Me:

Provide me with your expertise, guide me, and lead me.

5- Surprise / Fascinate Me:

Recognize my needs and exhibit empathy towards me.

Customer Experience and Satisfaction

Our online loyalty platform The World of Gladly, which we launched in 2023, was visited by approximately 10 thousand AgeSA customers.

AgeSA's "The World of Gladly"

In order to maximise the satisfaction of our customers and ensure their loyalty, we launched our online loyalty platform "World of Thank Goodness" in 2023, which can only be used by AgeSA customers. This platform offers many prestigious privileges and surprise gifts such as airport transfers, video doctor service, free car maintenance, international education consultancy, culture and art events, and healthy living services in line with customer expectations and needs.

Our customers can access "World of Thank Goodness" via AgeSA Mobile application or AgeSA.com.tr. "World of Thank Goodness" has been visited by approximately 10 thousand AgeSA customers to date.

We continue our efforts in line with the road map we have created in order to ensure that all our employees adopt a customer-oriented mindset within the company and to embed this mindset in all our business processes.

In this direction, we have ensured that the voice of the customer is heard more in all channels and processes within the Company through cultural transformation efforts specific to customer orientation. We have continued our efforts to ensure that projects are designed in accordance with our five main customer expectations from the outset and that all these expectations are internalised.

In addition to programmes such as Customer Experience Champions Competition, Customer Week, Conversations with Customer Experience Professionals, which is aimed at spreading customer expectations and focus, while also providing tools to help employees internalize the importance of experience, we continue to share the "Customer Guru Experience Bulletin".

Voice of the Customers

As AgeSA, in 2023, we carried out net recommendation score (NPS) and satisfaction measurements in all the end-to-end journeys of our customers and at the contact points in these processes. By prioritising our customer-oriented approach, we integrated these metrics into the KPIs of our company and teams. With 12 different surveys specially designed for 12 different journeys and touchpoints, we aimed to understand the real expectations of our customers and meet their needs. We regularly reported all measurements and brought the results together in the Pulse report.



We have prepared our long-term plans by evaluating the data we obtained. To view our position in the industry from our customers' perspectives, assess the performance of our company and competitors across various business factors, journeys, and touchpoints, understand the elements that create satisfaction and dissatisfaction, measure the Net Promoter Score (NPS), identify our strengths and weaknesses, determine actions, examine the tendency to repurchase, and improve our service quality, we conducted the RNPS (Recommender Net Promoter Score) research twice a year, reaching 1,400 samples each period, including competitor customers. As a result, we were pleased to see that our NPS score was 67 in the first half of 2023. **According to year-end data, we performed 5.6% better than our top 3 competitors. We became the company with the highest percentage of participants giving 9-10 points among PPS firms.**

We also carry out our Customer Satisfaction activities every year. In order to make more accurate comparisons, we measure the satisfaction of AgeSA participants with both AgeSA and the Private Pension System. In the 2023 evaluations, the satisfaction rate of AgeSA was measured as 90%, while the satisfaction rate of the Private Pension System was measured as 86%.

In order to hear the voice of our customers more better, we have taken a new step and started to integrate the Journey Analytics Tool into our systems in order to automate and accelerate our processes, take instant actions and reach more customers. We aim to complete the integration in 2024 and listen to the voice of our customers from all our channels.

Customer Experience and Satisfaction

We continuously enhance the customer experience through our customer-focused projects and digitalization initiatives.

Mapping Customer Journeys

With the implementation of our 100% AgeSA Customer Experience methodology in 2022, we conducted journey projects more quickly, at lower costs, and with greater agility. During this process, leveraging our company's experience and involving our own employees, we developed solutions that provide cost advantages for the organization. By standardizing our customer experience efforts, we aim to increase customer satisfaction.

With our partner Ageas, we have started to standardise the customer experience offered in all countries with the "Impact 24" programme, which covers preparations for 2024. In this context, we aim to carry out customer experience under a single format and organisation by following a standard methodology by making use of global teachings at AgeSA. Within the scope of this programme, we have implemented customer experience maturity level, customer journey prioritisation activities and detailed experience designs and started new journey activities.

Customer Complaint Management

As AgeSA, we care about our customers' complaints as much as their appreciation and we carry out an effective customer complaint management process. Our customers can convey their complaints to us in many ways such as telephone, social media, e-mail, our complaint management system, website contact forms, fax, letter.

We have evaluated and resolved all of 5,182 notifications received by us in 2023.

Customer Orientated Projects

Welcome Calls

Since 2019, we have enriched the content of our regular welcome calls with our PPS customers according to different products and customer profiles.

With welcome calls, we provide our customers with detailed information about the products and services they have, aim to understand their expectations for the future and establish a strong bond with them on the first day of their long-term journey with us.

Private Customers Team

In the special service function established within our Head Office in 2020, we switched to a structure where advisors were segmented as of 2023. We started to offer privileged services to our high segment clients with the best advisors of our company. We make prestige calls to our clients at certain periods; we continue to continuously increase the value of our clients by providing support for fund consultancy, requests and transactions, and priority in transactions. With the NPS surveys conducted after the Private Client Team meetings, we increased the NPS rate from 20% to 50%.

In 2023, we made 196 thousand customer calls in order to establish a more sustainable bond with our customers.

Digital Reference Management Process

With our new reference management process, we fully automate the product request process of our existing and potential customers coming through our digital channels and ensure that these requests are responded to in the fastest way and the most accurate product is offered to our customers.

With our updated reference management process, we are improving the customer experience and process efficiency by enabling the tracking of product requests from our website and AgeSA Mobile, including social media, through a single system.

Fund Meetings

We organised the first AgeSA Economy Summit and Fund Meetings, which was attended by a record number of participants, with great interest and participation of our customers. In this live broadcast, where we brought together our customers and Türkiye's most distinguished economists, valuable information was shared on economic developments in the world and in our country, as well as questions about PPS funds. By focusing on improving the financial literacy of our customers, this event aimed to raise their economic awareness and enable them to take more solid steps in their financial future. Participants were equipped with the necessary knowledge and tools to make informed decisions when investing. We also aimed to reach a wider audience by publishing the answers given by our experts to the questions asked by our customers during our live broadcast on our website. In this way, even our customers with low financial literacy had the opportunity to manage their investments more effectively.

Customer Experience and Satisfaction

With the Speech Analytics programme, we analyse approximately 2.5 million calls per year.

50 participants from 10 countries met in Türkiye with Ageas CX Forum Organisation!

Together with all countries, we had an intensive two-day programme with the participation of expert speakers on customer experience. We discussed how the use of data and technology affects the efforts to improve customer experience and shared our future plans with each other.

Closer to Our Customers with OCEAN-CRM Applications

By increasing the interaction between our RM platform Ocean, the field and our Head Office, we make customer communication and loyalty sustainable and facilitate business processes. We continue to develop our Customer Management Platform in line with the expectations of our users and customers and the strategies of our Company, and we are transforming it into a format that will enable more target-oriented actions to be planned by including insights about our customers.

We are developing our list of tasks that our field employees can use in customer communications and can quickly reach potential customers on issues such as recovery and collective payment. In addition, improvements in the platform continue to improve the Lead processes and ensure that our customers can access the information they need as soon as possible. In addition to customer-oriented efforts, we listen to our users and continue to improve processes through regular user surveys and interviews.

In 2022, we launched our Ocean mobile application, enabling our on-the-go sales teams to access customer information, manage their agenda and reach potential customers from anywhere at any time.

Close Monitoring of Client Fund Returns: Internal Rate of Return (IRR)

AgeSA customers can perform portfolio fund return performance analyses via the "AgeSA Mobile" application with the Internal Return Rate (IRR) calculation, a performance indicator that compares returns against the inflation rate, and compare the returns and gains of their savings against inflation.

Speech Analytics

With our Bi'lyiLig Yap project, in which we record the calls received by our call centre with Speech Analytics program and turn them into gamification, we increase customer satisfaction and ensure that our teams have fun, win awards and increase their motivation. Our customer representatives earn points for each positive feedback coming from our customers during the call, these accumulated points are collected at the end of the competition and the top scorer customer representatives and the top

scorer team are determined, and both our customer representatives and the first team win attractive prizes.

With our project, we have seen that our customers are heard more and our representatives are more committed to taking ownership of calls and assisting our customers. Additionally, we observed that the motivation of our employees increased and that they showed dedication to provide the best service to our customers, and that they ran to this goal with excitement as a team. We also use the Speech Analytics application as a customer alarm system, and we ensure that customer calls are reported, classified and analysed using speech to text technology. By analysing the experience of our customers during the sales and after-sales service processes, we provide fast and regional interventions to pain points.

In addition, in order to contribute to the "Green Footprint of the World", we continued to donate saplings on behalf of our customers who got married, had a child or started a new job using the Speech Analytics application in cooperation with TEMA. In 2023, we donated saplings on behalf of 100 customers with this project.

AgeSA Memorial Forest

In collaboration with TEMA, we launched the AgeSA Memorial Forest project to honor the memory of our deceased customers. We donated 10,000 saplings to the forest located in Sivas – Karşıyaka. Through the trees planted in the AgeSA Memorial Forest, we keep the memory of our deceased customers alive and contribute to a greener future.



Customer Experience and Satisfaction

With our customer-focused digital solutions, we speed up claims processes and take the insurance experience to the next level.

Customer Service Management

As AgeSA, we see the future of our industry on the foundations of “customer orientation” and “digitalisation”. We shape our investments in line with this understanding and prioritise continuous development in these two areas.

In 2023, our main focus was to contribute to the rapid recovery from the devastating earthquake without compromising the needs and expectations of our customers. In this period, we met the requests of our customers with voice approval without documents and wet signatures. In both our Call Centre and Customer Service Management channels, our priority was to meet the information and transaction requests of our customers at the first point of contact.

New Generation Call Centre

We embraced the Next Generation Call Centre Project in order to both monitor our environmental impact and improve the customer experience. In the light of the legislative regulations and in many areas, especially the exit requests of our customers, we started new applications with the flexibility of “paperless transactions”. Within the scope of the Next Generation Call Centre project, we have implemented improvements to enable our customers to carry out all transactions that can be carried out without documents in accordance with the legislation through the Next Generation Call Centre application with verbal approval.

With our New Generation Call Centre project, which we completed in the first quarter of 2023, we aimed to improve the service and customer experience our customers receive from the call centre and to meet their demands at the first contact. We undertook significant efforts to enhance customer satisfaction and streamline the operational activities of our call center representatives.

Service for Customers with Hearing Impairments

On October 12, we launched a new service channel that allows our hearing-impaired customers to communicate with us easily using sign language through our mobile application.

Holistic Health Information

s part of our commitment to informing customers about health risks and promoting healthy living, we share information on all aspects of well-being through the holistic health section (<https://heryasta.org/butunsel-saglik/>) on the website of our “All Ages” project.

Long Term Care

We are developing a business model through a digital platform that combines elderly care services in one place. Within the scope of the project, we have completed market research, identified our short and long-term priorities, and are working on the transition to the MVP validation phase.

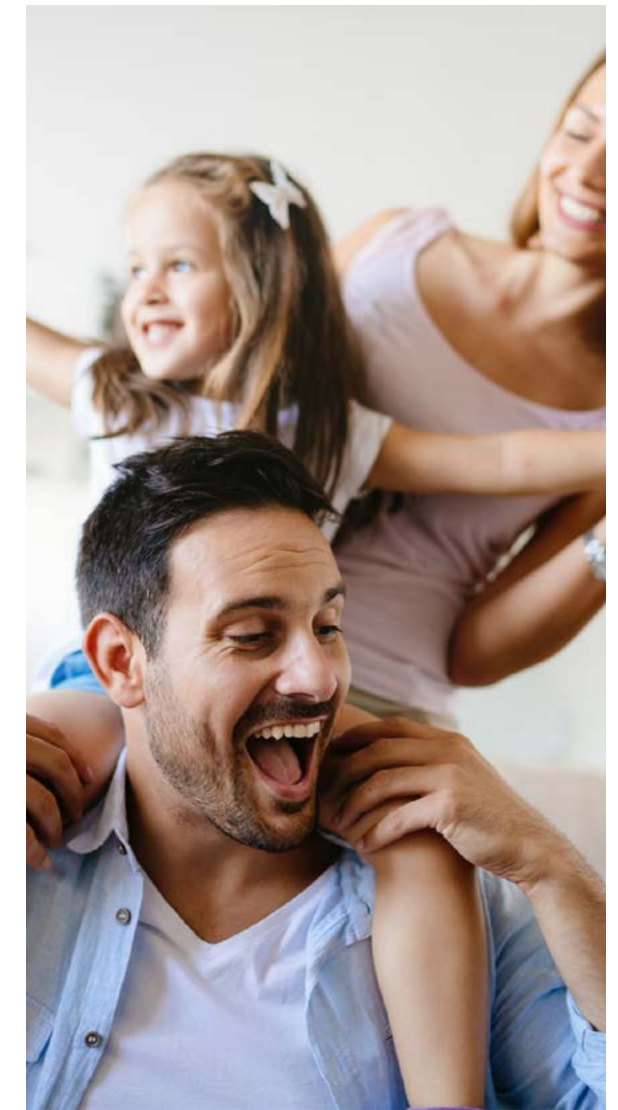
Indemnity Unit

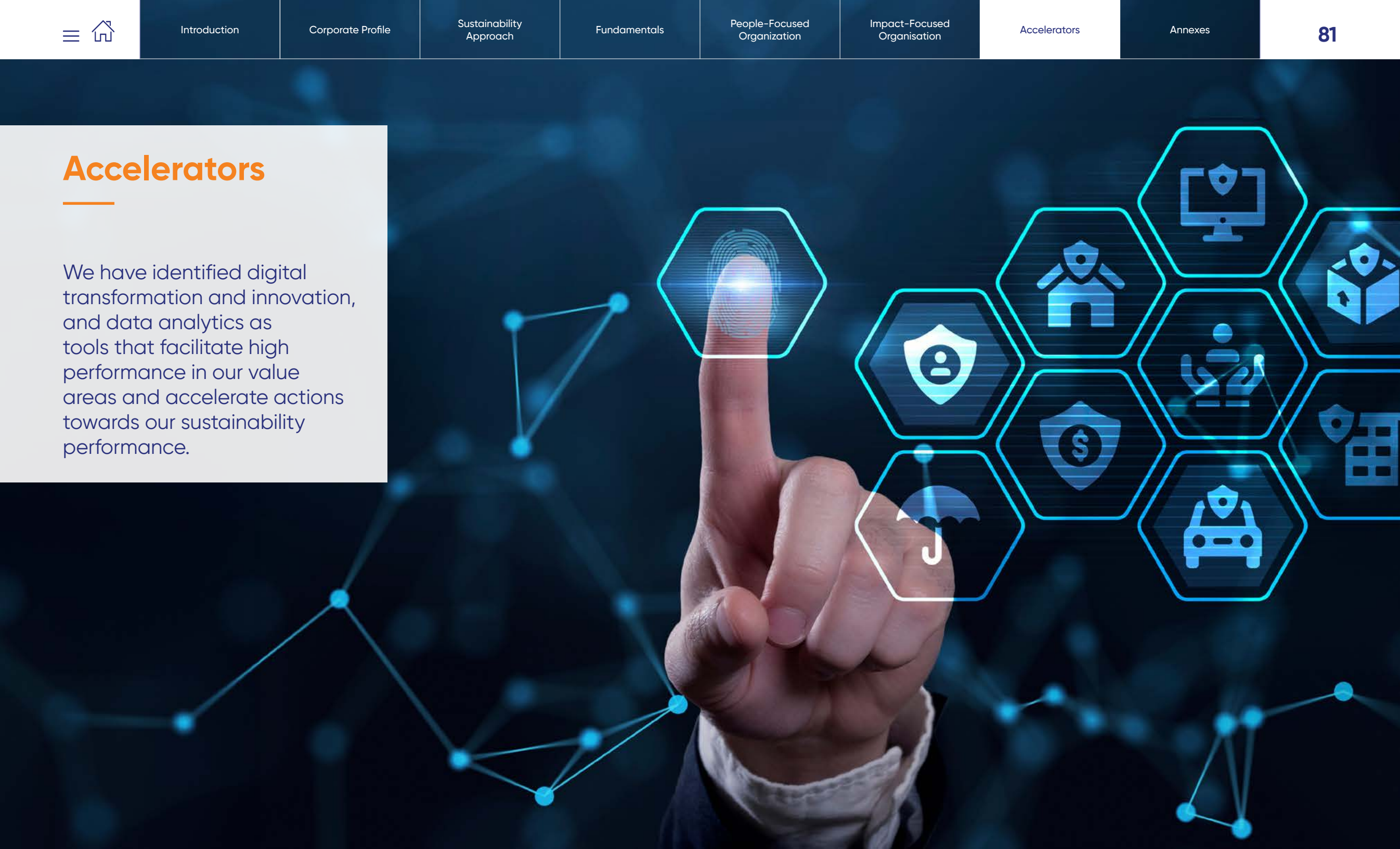
We manage our indemnity processes with an insurance approach that is prepared to provide sincere support to our customers in times of need, with proactive solutions. In 2023, we made a total of 346 million TL in indemnity payments, touching the lives of 8,093 policyholders or their loved ones during difficult times. Once our customers completed the necessary documents for their claims, their indemnities were paid within an average of 2.8 days.

To increase our indemnity payment rates, we conducted detailed analyses on the indemnities we had to reject, and based on these findings, we revised our indemnity policies in favor of our customers. Additionally, we took various actions related to our underwriting and product policies and expanded our product coverage. As a result, our indemnity payment rate for finalized claims in 2023 was 86%. Excluding unemployment indemnities, this rate was 94%.

We continuously listened to our customers whose indemnities were finalized by conducting satisfaction surveys each month, gathering their feedback, and monitoring the results. During the reporting period, our NPS score for indemnity processes showed a significant increase compared

to the previous year. We continue to analyze the results and implement corrective actions to improve customer satisfaction by refining customer documents, indemnity policies, and processes.





Digital Transformation and Innovation

At AgeSA, we integrate digitalization and innovation into our business processes, increasing our efficiency through artificial intelligence and data analytics.

We have prepared our new digital roadmap covering a three-year period in 2023.

We recognize that digitalization, technology, and innovation are crucial tools on the path to sustainable development. In this regard, as AgeSA, we are enhancing the efficiency of our business processes through artificial intelligence and data analytics. We are exploring opportunities and making investments to implement digital technologies and promote innovation across all our business processes, starting with our products and services.

The R&D and Innovation Centre team lists the objectives in the focus of digital transformation and innovation as follows:

- Monitor New Technologies and Trends
- Explore New Opportunities with Start-Ups
- Support Start-Ups through Mentorship
- Foster Innovation within AgeSA's Business Technologies
- Transform AgeSA's Business Technologies into an Innovation Hub

You can find detailed information on our digitalization applications in the [Talent Management](#) section of the report.

AgeSA Digital Roadmap

As AgeSA, as we entered a new era in our digitalisation journey, we prepared our new three-year roadmap in this area at the beginning of 2023 with the participation of all our units and stakeholders.

In the roadmap study conducted by external consultants, global and local best practices, new technological trends and their impact on the insurance sector, changing customer needs and the expectations of all our stakeholders were analysed in detail. In addition, the competences of our resources and the capacity plans of our business and information technology units were also taken into

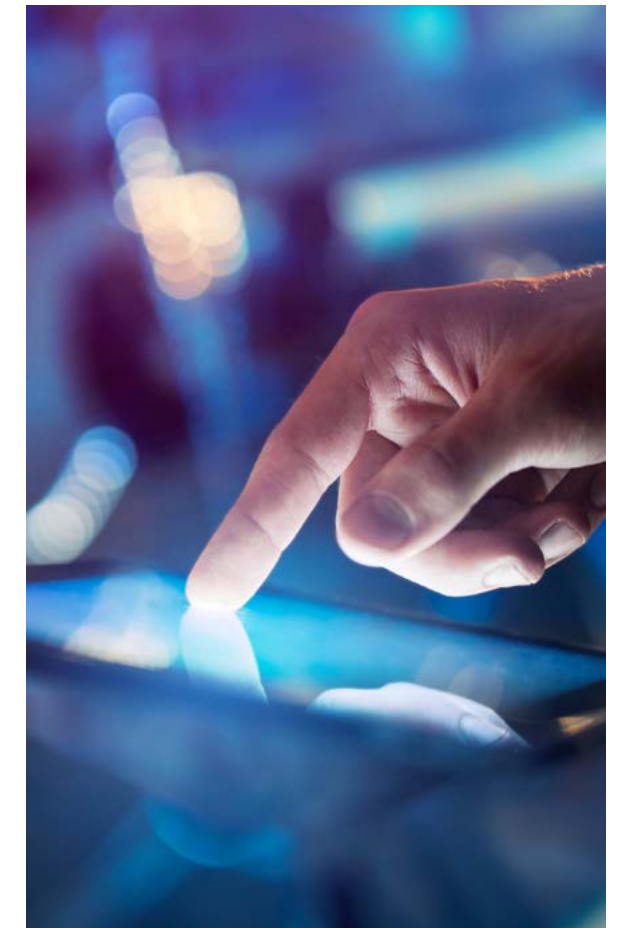
consideration in the study, which lasted approximately 4 months. A total of 11 main initiatives were identified, grouped into three main categories—"Enhancing Digital Sales Capabilities," "Automating After-Sales Services & Expanding Self-Service Applications," and "Supporting Customer Experience with Digital Solutions"—and scheduled within a three-year timeline.

In order to take our digital development journey to the next stage with our new roadmap, we also completed our "Digital Maturity Index" study with the participation of all our employees in 2023. In cooperation with an external consultant, we made evaluations in governance, customer, innovation, operations, technology and human dimensions (6 main dimensions). In this way, we finalised our digital transformation roadmap and established our measurement and evaluation base. We will continue to carry out this measurement annually in the coming period in order to measure the effectiveness of our efforts and monitor our digital maturity. We aim to manage our projects in a healthier way with in-house project-based consultancy business models and to be a part of the growing and developing digital ecosystem with the right investments we make in digitalisation.

Data Migration Project

Our main goals are to carry out the necessary infrastructure transformation in accordance with AgeSA's digital transformation roadmap and to determine the capacity needs depending on the increasing number of customers. With the data migration project, we will take an important step towards business continuity and prevent interruptions that may arise from the data centre. At the same time, we will gain cost advantage by preventing

unnecessary capacity utilisation through effective capacity increase/decrease management thanks to cloud infrastructure. We will minimise costs with the "pay-as-you-use" method by increasing capacity in accordance with increasing customer traffic, especially during periods such as sales campaigns, and reducing capacity after the campaign.



Digital Transformation and Innovation

In 2023, we started providing video call support to our hearing-impaired customers with our employees who know sign language.

Innovative Steps in Digital Sales Journey: "Complete with Mobile" & "Akbank Self Service PPS Sales"

In 2023, within the scope of the "Increasing Digital Sales Competencies" programme, which was launched as the first target of our new digital roadmap, we started to move towards structures where customers can buy self-service products in order to move sales processes to digital and paperless environments with the devoted efforts of both AgeSA and Akbank teams. Thanks to the "Finish with Mobile" feature, applications for Individual PPS, Refundable Life Insurance and Savings Life Insurance products started to be completed digitally. Our video call service, which we determined as the first and most important step

to gain self-service sales competence through the AgeSA Mobile application, went live in 2023. This service includes video call support for hearing-impaired customers, allowing them to interact with employees fluent in sign language..

Robotics Technologies

As AgeSA, our advancements in robotic technologies and automation significantly contribute to our goals of cost savings, customer satisfaction, and operational efficiency. We are focusing on two main functions in the area of robotics and automation, aligned with our strategy: process automation (RPA) and innovation through technology. In 2023, 58 processes across 17 different units in 6 departments were transitioned to TechBot, our robotic colleague. This move led to cost savings, increased customer and employee satisfaction, and reduced error rates. Additionally, we have made significant strides toward the future with the integration of artificial intelligence technology.

In the field of conversational artificial intelligence, our three virtual assistants support our employees and field teams, operating with a 94% accuracy rate to enhance staff effectiveness. Additionally, we have begun feasibility studies for end-to-end automated process solutions by integrating two of our service areas, with plans to implement these projects next year. With our technology-focused agile approach and strong team, we continue to uphold quality standards in software processes. In line with our digital transformation roadmap, we are identifying and making the necessary investments for infrastructure upgrades and capacity needs.

Innovation and Entrepreneurship Ecosystem Accelerating its efforts in the field of "Sustainable Innovation" in 2023, AgeSA continued to create value for the industry with its local and global partners while working on the implementation of innovative technologies within the Company. It continued to develop high value-added solutions for both its employees and customers by prioritising innovation efforts in the fields of Generative AI, Embedded Insurance and AI-supported chatbot & webchat.

İTÜ Çekirdek Support

At AgeSA, we recognize that healthy and well-being issues are key areas of activity within the insurance sector. This year, we continued our role as a main stakeholder in İTÜ Çekirdek, supporting entrepreneurs from the idea stage to market entry, contributing to the development of national initiatives and ventures, and increasing the number of firms with high export potential. As a main sponsor of Türkiye's largest incubation program, İTÜ Çekirdek Big Bang, we provide support in areas such as grant funding, mentoring, and partnerships. Sustainability is a key criterion in our grant selection process, and this year we allocated 150,000 TL in support for sustainability initiatives. Our employees participating in İTÜ Çekirdek's mentoring program continue to offer start-up mentorship.

SUSTAINABILITY-FOCUSED
GRANT SUPPORT

150,000
TL



Digital Transformation and Innovation

Through our Innovation Committee, we interact with the entrepreneurial ecosystem and conduct open innovation activities.

Our digital transformation efforts have saved 6 million TL over the past 1.5 years by digitizing regulatory submissions.

Under the Innovation Committee, which we initiated in 2022, we maintain interactions with the entrepreneur ecosystem and conduct open innovation activities. Throughout the year, we engaged in discussions to integrate optimal solutions aligned with our business strategy into AgeSA's digital competencies. As a result of the activities begun in 2022, video conferencing technology has become one of our core competencies, making us a pioneer in providing video financial consulting and services for hearing-impaired customers through our mobile app. As a company dedicated to addressing industry issues, contributing to collaborative platforms, and striving for sectoral advancement, we also continue to lead as a strategic member of the Blockchain Türkiye Platform and the TRAI Insurance and Artificial Intelligence Working Group, both established under the leadership of the Turkish Informatics Foundation (TBV).

In addition to all our projects, our digital transformation efforts have led to significant cost savings, with the digitization of regulatory submissions resulting in a savings of 6 million TL over the past 1.5 years. We have also initiated the Digital Business Card Project, which replaces printed business cards with digital versions. This project not only eliminates the cost of card printing but also supports responsible resource usage by making it easier for employees to share their information.

Digitalisation in Human Resources Processes

Human Resources System Transformation Project

AgeSA's new human resources system project aims to transform the existing system into a platform that is more flexible, includes a mobile version and is compatible with new software technologies.

We have transformed our Human Resources system into a more comprehensive, faster, and user-friendly structure that easily integrates with surrounding applications and stores more data compared to the old system. Additionally, we transitioned to a more flexible reporting module, allowing all users to generate the reports they need from the system. We completed the second phase of this system transformation in 2023, following the start of the first phase in 2022.

IDM (Identity Management) - Identity and Access Management

We use Bi'Kimlik - Identity and Access Management system to ensure centralised management of user authorisation and access in accordance with roles. In 2023, we completed the integration of the targeted applications for authorisation and access management with Bi'Kimlik and role-based studies. We have completed the preliminary preparations for outsourcing employees to be included in position and role-based automatic authorisation management by improving the existing user and authorisation management method.

We reviewed the authorisations in the content of the roles they have with the role owners on the system for the applications that are authorisation managed with Bi'Kimlik and made the necessary improvements. We will continue our current work and the integration and role studies for the applications to be newly included in Bi'Kimlik in 2024.

BroBot - Chatbot Application

BroBot is a chatbot application that we have developed specifically for Human Resources using open source codes and internal resources. With this application, AgeSA employees can access answers to their questions regarding Human Resources whenever they want by using BroBot.

Digital Archive

We have completed the project we initiated to scan and upload all printed documents stored in the personnel files of employees to the digital archive system. In this way, we can easily access digital copies of the relevant documents and save paper by working with digital copies instead of printed documents.

In 2024, we will continue our efforts to support our main goals, and we will continue our efforts to provide our customers with the services they need through new and different channels with innovative approaches. We aim for our digital investments to both enhance internal innovation capabilities and create opportunities for new collaborations.

Data Analytics

We track our AI and analytical modeling efforts in an end-to-end structure, from understanding our customers to offering them the most accurate service and product recommendations.

At AgeSA, data analytics plays a critical role in the insurance industry to support our strategic decisions and increase operational efficiency. In line with our strategy of **"becoming a data-driven company", we are accelerating our investments in our analytical competences.** With our work in data and analytical modelling, we both strengthen our existing infrastructure and develop actions that will enable us to provide the most accurate guidance for our customers.

With the solutions we offer in digital channels, we make our customers' lives easier and enable them to access the personalised services offered to them in the fastest way possible. Since 2016, the "Analytical Excellence" and "Digital Development" roadmaps, which we have been constantly updating with new technologies and developments, not only impact our financial performance, but also continue to offer

an exponentially increasing added value for our customers. In this context, we are investing in new technologies and building expert teams in data analytics to strengthen our data analytics capabilities.

We take pioneering steps in data analytics and artificial intelligence using the latest technologies offered by the Big Data world. We produce solutions that add value to our company with trending technologies such as Python, Airflow, Notebooks, Hadoop, NOSql and Machine Learning. We design analytical processes quickly and effectively with Agile methodology, and we carry our analytical solutions further with the MLOPS approach. To this end, we track our end-to-end artificial intelligence and analytical modeling work across four programs, from understanding our customers to providing them with the most accurate service and product recommendations:

1-Customer Segmentation Model (Accurate Identification, Accurate Service): In 2023, we developed our three-tier segmentation model to better identify the needs and expectations of our customers. This model allows us to provide personalised service based on the value created by customers, future potential and savings/protection behaviour. We continue to produce customised solutions for each customer group through micro-segmentation studies.

2- Customer Retention Assistant (Retention Engine): In 2023, we further developed the "Customer Retention Assistant" to increase the retention period of our PPS customers. We created early warning and exit prevention systems with predictive analytical models supported by artificial intelligence. With the micro-segmentation structure and exit reasons monitoring

competence, we better understand customers in critical segments and take actions in line with customer behaviour. We also regularly update our churn model using deep learning algorithms.

3- Product and Service Suggestions Tailored to the Needs of Our Customers (Next Best Offer): In 2023, we focused on increasing the product range of our existing customers in line with their needs through our data analytics efforts. Using machine learning algorithms, we offer appropriate product recommendations to the right customer at the right time. We conducted target audience analyses on our new products and different sales channels within the scope of the "Next Best Offer" programme. We have created a continuously developing machine learning cycle by regularly feeding our models with the acceptance or rejection of suggestions. We will continue to carry out target audience studies for our new products that will enter our lives in 2024 and the products in our existing portfolio that we have started to offer to our customers through different sales/distribution channels within the scope of "Next Best Offer".

4- Transition from Mass Actions to Personalised Actions (Next Best Action): In 2023, we used analytical methods and artificial intelligence to optimise customer communication and interactions as part of our "Next Best Action" programme. We updated our churn model and optimised our cross-selling models to strengthen customer loyalty. We also completed behavioural segmentation updates to analyse customer behaviour more effectively. These improvement efforts further strengthened our customer-oriented vision. In 2024, we will continue to leverage machine learning algorithms and provide more accurate and timely

recommendations to our customers with our recommendation assistant.

In addition to all these efforts, we continue to reinforce our decision support mechanisms with data and data analytics. We created four new decision support dashboards focused on our company's strategic priorities, enabling the tracking of specified metrics, in-depth analysis, and the identification of areas for improvement and action. In order to strengthen our customer management structures, we have developed two new dashboards where we can monitor the critical metrics of our customers from the first meeting with AgeSA to exit or retirement, a dashboard to identify and track the strategic goals of our field teams in customer management processes, and a dashboard to monitor the performance of our "AgeSA Mobile" application.

We transform the insights gained from analytical modeling into clear analyses for our sales and Head Office teams. We regularly monitor and report these analyses and support them with campaigns to increase customer retention. The Analytical CRM and Campaign team ensures that more efficient actions are taken with the right effort in sales and service channels. In 2023, within this framework, we delivered over 200,000 smart offers to 120,000 customers via our sales teams, using our CRM system and call center.

In line with our vision of becoming a data-driven company, we are recognize the importance of continuous improvement in our analytical competencies. In the coming period, we will continue to implement pioneering practices in the insurance sector by creating decision-making processes supported by data analytics and artificial intelligence.

Annexes



Stakeholder Communication

In order to develop sustainable solutions for future uncertainties faced by companies and societies, it is thought that the problems within the system should be addressed within the system. In line with this, the World Economic Forum (WEF) advocates for companies to create value that encompasses the local communities, environment, and all other stakeholders where they operate, through the concepts of stakeholder capitalism and stakeholder economy.

At AgeSA, we value the involvement of our stakeholders at all stages, from the identification of our priorities to the creation of our strategy. We aim to create a collective impact for the world through the participation of all our stakeholders. In this context, we establish appropriate communication methods with each stakeholder group, meet regularly, and implement corrective actions based on their feedback.

Stakeholder Group	Communication Method	Communication Frequency
Customers	Sustainability Assessment Survey	When sustainability strategy evaluation is required
	Customer Satisfaction Survey	Twice a year
	Email and SMS	As needed
Employees	Sustainability Assessment Survey	When sustainability strategy evaluation is required
	Bi'Dünya (internal social platform)	Daily
	CEO Communication Meetings	Monthly
	Senior Management Communication Meetings	Quarterly
	Employee Gatherings (events with majority participation)	3-4 times a year
	Clubs for top-performing sales teams (Winners Clubs)	3 times a year
	Special Day Events	5-6 times a year
	Bi'Happy Events	At least once a month
	Coordination management team culture camps	Twice a year
	Employee Engagement Survey	Annually
	Mid-year engagement survey	Twice a year
	Sabancı Holding Newsletter	Weekly
Shareholders and Investors	Sustainability Assessment Survey	When sustainability strategy evaluation is required
	KAP Disclosures	Quarterly
	Annual Report	Annually
	BIST Sustainability Index	Annually
Business Partners (Akbank, Aksigorta, Acıbadem Sigorta, Ak Portföy)	Sustainability Assessment Survey	When sustainability strategy evaluation is required
	Email, Phone, Face-to-Face and Online Meetings	As needed
All Stakeholders	Social Media Accounts (Instagram, YouTube, Facebook, Twitter, LinkedIn)	2-3 times a week
	Written and Online Press, TV Broadcasts	20-30 times a year
	TV, Radio, Outdoor, Internet Advertisements	As needed
	AgeSA.com.tr and heryasta.org	Daily
	Meetings, Events, Sponsorships	As needed
	Sustainability Report	Annually

Memberships and Collaborations

Memberships

- Corporate Governance Association of Türkiye
- International Investors Association
- People Management Association of Türkiye
- Insurance Association of Türkiye
- SDG Map Türkiye– Action Map of Brands
- SKD Türkiye
- UN Global Compact
- TÜSİAD Environment and Climate Change Working Group
- Women's Empowerment Principles (WEP)

Collaborations

- ITÜ ARI Teknokent Incubation Centre
- Bahçeşehir University
- Support Foundation for Civil Society
- Blindlook
- Tema Foundation
- Devri Daim – Institute for Sustainable Economy
- Boğaziçi University Technology and Education Laboratory for the Visually Impaired (GETEM)

AgeSA Sustainability Policy

INTRODUCTION

AgeSA's approach to sustainability is informed by corporate governance principles and is mindful of the company's social, environmental, and economic responsibilities. The most fundamental goal of that approach is to create value for all key stakeholders.

All strategically important issues are managed in light of the requirements of laws and regulations while also taking into account internationally-recognized best practices and key stakeholders' expectations.

In the conduct of its operational processes, AgeSA regards assessment, continuous improvement, and development of the social, economic, and environmental dimensions of its products and services as core elements of its business strategy.

OBJECT & SCOPE

The aims of this AgeSA Sustainability Policy are to provide a framework for developing sustainable business models, to define the sustainability principles which inform company activities & operations, to set out guidelines applicable to the implementation of those principles throughout AgeSA's value chain, and to keep all stakeholders informed about such matters. This policy applies equally to all goods and services procurements, to all direct operations, and to all products and services supplied to customers.

ROLES & RESPONSIBILITIES

The AgeSA Sustainability Committee is responsible for reviewing this policy in light of recent and ongoing developments, of suggestions and complaints made by employees during the year, and of global and sectoral developments. The AgeSA Sustainability Committee conducts such reviews at least once a year and makes such changes in the policy as are deemed to be necessary.

The AgeSA Sustainability Committee is also responsible for identifying AgeSA's sustainability strategies, policies, and objectives and for developing plans to realize them accordingly; for monitoring, improving, and developing policy implementation and practices; for identifying sustainability-related risks and opportunities. AgeSA's general manager, acting in concert with relevant business-function managers, is responsible for the fulfillment of sustainability strategies, policies, and objectives. The AgeSA Internal Audit Department is responsible for the supervision of sustainability strategies, policies, and objectives.

The AgeSA Board of Directors is responsible for approving all material structural changes in this policy.

PRINCIPLES

Social Principles

Recognizing that people are its most precious asset and the focal point of all of its operations, AgeSA's avowed aim is to mindfully engage in activities that are beneficial to people and society within the framework of the principle of sustainability.

To this end, AgeSA:

- Is mindful of satisfying customers' needs, of social benefit, and of improving social life in the conduct of all of its operations;
- Insures its customers against life's expected and unexpected risks through the products and services that it offers;
- Helps foster financial literacy throughout society at large;
- Behaves in accordance with human rights when dealing with stakeholders and encourages them to do the same;
- Engages in no activity that adversely affects human rights;
- Is mindful of such issues as providing decent working conditions & hours, ensuring transparency, supporting gender equality, safeguarding occupational health & safety, refraining from employing child labor, and recognizing unionization & association rights and refraining from any act of a deterrent nature that is repressive, retaliatory, or otherwise prejudicial to those rights throughout its value chain;
- Tolerates no discrimination or harassment whatsoever based on language, race, skin color, creed, age, gender identity, culture, nationality, ethnicity, disability, economic status, political views, religious beliefs, or any other reason of a similar nature;
- Provides a workplace environment in which ethical values are vigorously espoused, mutual trust is ensured, responsibilities are embraced, achievements are recognized, opinions & expectations are taken into account, training is tailored and provided according to different needs, and a worklife/private-life balance is observed.

Environmental Principles

In order to help preserve natural balances and ensure that a livable world is handed on to future generations, AgeSA seeks to minimize any adverse environmental impact of its activities & operations, to continuously improve its environmental-protection efforts, and to promote such attitudes as a universal way of life.

To this end, AgeSA:

- Makes efficient use of depletable natural resources such as energy and water;
- Develops at-source methods for preventing pollution;
- Ensures that all waste is maximally recycled/recovered;
- Engages in efforts to reduce greenhouse gas and other emissions;
- Acknowledges that protecting the environment is the shared responsibility of everyone, and therefore engages in efforts to increase environmental awareness among its employees and all other key stakeholders;
- Supports environmentally responsible use of its own products and services.

AgeSA Sustainability Policy

Economic Principles

AgeSA seeks to achieve sustainable growth through the creation of economic value that is beneficial to social development.

- Engages in efforts to develop innovation-focused sustainable products;
- Develops products and services which are compatible with customers' financial wellbeing and which minimize the impact that extraordinary events may have on their financial circumstances;
- Develops sustainable business models to come up with solutions that address society's changing needs;
- Creates conditions necessary for customers to make sustainable choices, and supplies products and services that make a positive contribution to sustainable development;
- Strives to develop products and services for uninsured or insufficiently insured individuals;
- Prioritizes working with other agencies and organizations throughout its value chain in dealing with such issues as ethical behavior, transparency, human rights, climate change, and environmental health;

- Supplies no products or services to any sector or endeavor whose impact on climate change, ecosystems, and/or social wellbeing and safety is detrimental, insofar as their detrimental effects cannot be mitigated; procures nothing from any vendor that supplies goods or services to such sectors or endeavors; undertakes no investments associated with such sectors or endeavors; identifies such sectors and endeavors and determines the scope and nature of its interactions with them on the basis of Sabancı Holding's Responsible Investment Policy.

Corporate Governance Principles

AgeSA seeks to foster a corporate culture and environment that is nourished by interaction with its stakeholders, is rooted in stakeholder engagement, and inspires stakeholder confidence.

To this end, AgeSA:

- Abides by an ethical, fair, transparent, and accountable governance approach in the conduct of its business;
- Engages in efforts to promote sustainability as the shared responsibility of everyone;
- Monitors the conduct of environmental, social, and corporate governance principle-compliance due-diligence processes of its key value-chain stakeholders;

- Joins business world and sustainability platforms and supports national and international initiatives concerned with environmental and social issues; communicates with NGOs, universities, public agencies & organizations and other stakeholders and integrates global and sectoral developments into its own operations.

Antibribery & anti-corruption, money-laundering & terrorism-financing principles

In line with its Antibribery & Anti-Corruption Policy and its Corporate Policy on Prevention of the Laundering of Proceeds of Crime & Terrorism Financing, AgeSA under no circumstances condones the commission of any financial crime, including but not limited to money-laundering, terrorism-financing, embezzlement, bribery, corrupt practices, tax evasion, and/or market manipulation; it terminates any and all business relationships with anyone that does not abide by those policies.

To this end, AgeSA:

- Seeks to contribute to the realization of UN Sustainable Development Goals;
- Assesses environmental, social, economic & governance-related risks & opportunities and takes such measures as may be necessary to counter or minimize such risks;
- Continuously improves its sustainability performance efforts;
- Fosters a corporate culture that supports continuous improvement & development;

- Reviews systems, processes, and communication channels and revises them in line with needs;
- Takes environmental, social and economic sustainability issues into account when improving business processes so as to best fulfill its responsibilities for such matters;
- Keeps its sustainability-related management, measurement, assessment, and reporting systems in compliance with internationally-recognized principles and standards.

ENTRY INTO FORCE

This policy goes into effect as of the date on which it is published with the approval with the AgeSA Board of Directors; it remains in effect so long as it is publicly disclosed.

You can access our AgeSA Sustainability Policy [here](#).

Environmental Performance Indicators

Energy Consumption	Unit	2021	2022	2023
Total energy consumption	MWh	2,998	4,692	4,801 ✓
Renewable energy consumption	MWh	-	-	452 ✓
Share of renewable energy consumption in total energy consumption	%	-	-	9.4 ✓
Energy intensity	MWh/Million TL Revenues	0.00117	1.26238	0.63567 ✓
Natural gas consumption	m³	6,716	102,311	93,559 ✓
Electricity consumption	MWh	842,5	410,7	452 ✓
Diesel consumption (Company vehicles)	lt	19,056	4,854	3,777 ✓
Petrol consumption (Company vehicles)	lt	198,218	329,255	383,623 ✓

Greenhouse Gas Emissions	Unit	2021	2022	2023
Scope 1	tons CO ₂ e	513	958	1,062 ✓
Scope 2	tons CO ₂ e	385	181	198.9* ✓
Scope 3	tons CO ₂ e	197	317	1,209,502** ✓
Total greenhouse gas emissions	tons CO ₂ e	1,095	1,456	1,210,564 ✓
Greenhouse gas intensity	tons CO ₂ e / Million TL Revenues	0.44	0.4	160*** ✓

* Within the scope of our Scope 2 emissions, we have certified that the electricity we consume with I-REC is supplied from renewable sources.

**We measured our emissions from investments in 2023.

***In 2023, an increase in greenhouse gas intensity was noted compared to previous years due to the inclusion of Scope 3 emissions (Categories 1, 5, 6, 7, 15) in the intensity calculations.

Scope 3 Emissions Categories	Unit	2023
Category 1	tons CO ₂ e	23,006 ✓
Category 5	tons CO ₂ e	28.39 ✓
Category 6	tons CO ₂ e	450.39 ✓
Category 7	tons CO ₂ e	42.95 ✓
Category 15	tons CO ₂ e	1,185,974 ✓

Water Management	Unit	2021	2022	2023
Water withdrawal by source	m³	727	1,850	2,648.63 ✓
Total amount of discharged water	m³	727	1,850	2,648.63 ✓
Water consumption	m³	0	0	0 ✓

Waste Management*	Unit	2021	2022	2023
Recycled waste	tons	5.44	42.75	4.62
Recycled waste	%	7.87	0.95	16 ✓
Total plastic consumption	tons			0.2 ✓
Total non-hazardous waste	tons		45.0	29 ✓
Total hazardous waste (batteries)	tons		0	0.02 ✓
Total waste	tons	69.1	45.0	29 ✓

* Since ash waste does not alter the total amount of waste, all waste data remains the same whether ash is included or excluded.

Social Performance Indicators

Employee Demographics

Employees by Gender and Category	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
White-collar	1,045	530	1,115	597	1,216	626
Blue-collar	0	0	0	0	0	0
Total number of employees	1,575		1,712		1,842	

Employees by Category	2021		2022		2023	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
White-collar	1,575	0	1,712	0	1,842	0
Blue-collar	0	0	0	0	0	0

Employees by Age	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30 years old	259	100	245	129	327	173
30-50 years old	770	410	849	444	868	430
50 years and over	16	20	21	24	21	23

Employees by Duration of Employment	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
0-5 years	574	281	611	348	753	392
5-10 years	300	140	298	135	217	107
10 years and over	171	109	206	114	235	118

Managers by Age and Gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30 years old	1	0	1	0	2	0
30-50 years old	89	89	78	82	101	91
50 years and over	3	8	4	9	5	13

Managers by Seniority	2022		2023	
	Female	Male	Female	Male
First level managers (N-4)	48	53	38	22
Mid-level managers (N-2 and N-3)	19	20	66	75
Senior managers (N-1)	4	6	4	6

Subcontractors by Duration of Employment	2021		2022		2023	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Subcontractors	746	73	0	0	737	87

Other Equal Opportunity and Diversity Indicators	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Distribution of employees in revenue-generating roles	62%	38%	58%	42%	62%	38%
Distribution of managers in revenue-generating functions					64%	36%
Distribution of employees in STEM roles	42%	48%	41%	59%	42%	58%

Social Performance Indicators

Recruitment

Number of Employees Hired by Gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Number of employees hired	235	135	230	166	274	146

Number of Employees Hired by Age	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30 years old	122	70	107	80	153	92
30-50 years old	113	63	123	85	120	54
50 years and older	0	2	0	1	1	0

Number of Employees Hired by Executive Level	2021	2022	2023	
			Female	Male
N-4	2	4	2	0
N-2 and N-3	3	10	0	2
N-1	0	1	0	0

Employee Turnover

Number of Employees Left by Gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Number of employees left	171	122	175	127	237	168

Number of Employees Left by Age	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30 years old	130		106		119	91
30-50 years old	161		190		117	76
50 years and older	2		6		1	1

Number of Employees Left by Executive Level	2021	2022	2023	
			Female	Male
N-4	4	3	1	2
N-2 and N-3	4	14	3	1
N-1	2	1	0	0
Total	10	18	4	3

Employees leaving voluntarily by gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Total number of employees leaving voluntarily	109	82	125	116	116	125
Volunteer employee turnover rate (%)					15.5%	

Employee Turnover Rate	2021	2022	2023
Total turnover rates	15%	18%	22%

Turnover Rates by Gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Turnover Rates	16%	23%	16%	21%	19%	27%

Social Performance Indicators

Employee Turnover Rate by Age (%)	2021	2022	2023
Under 30 years old	36%	28%	42% ✓
30-50 years old	14%	15%	15% ✓
50 years and older	6%	13%	5% ✓

Employee Turnover Rate by Executive Level (%)	2021	2022	2023
N-4	6.56%	3%	5% ✓
N-2 ve N-3	3.33%	36%	3% ✓
N-1	22.22%	10%	0% ✓

Leaves

Maternity Leave	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Number of employees on maternity/ paternity leave	53	25	45	25	65 ✓	29 ✓
Total Number of Employees Returned to Work After the Maternity/ Paternity Leave	50	21	42	23	59 ✓	29 ✓
Return to work rate after maternity/ paternity leave (%)	94	84	93	92	83 ✓	100 ✓

Trainings & Performance

Employee Trainings by Gender (person*hour)	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Total hours of trainings	1,637	2,665	4,807	2,872	43,138 ✓	25,235 ✓
Average annual training hours per employee	2,73		4,5		37 ✓	


Total Hours of Trainings by Age (person*hour)	2021	2022	2023
Under 30 years old	1,651	1,915.3	25,209 ✓
30-50 years old	2,614	5,681.8	42,496 ✓
50 years and older	37	81	668 ✓

Total Hours of Trainings by Executive Level (person*hour)	2021	2022	2023
First level (N-4)	7	459.6	4,292 ✓
Mid-level (N-2 and N-3)	106	765.7	5,149 ✓
Senior Level (N-1)	4	18.3	209 ✓


Training Costs	2021	2022	2023
Total training cost (TL)	4,013,526	8,986,535	19,700,287 ✓
Average training cost per employee (TL)	2,548	5,249	10,695 ✓

Training Types and Hours	2021	2022	2023	
			Female	Male
Hours of training on ethics	263	597	306 ✓	162 ✓
Hours of training on anti-bribery and anti-corruption	399	710	2,124 ✓	1,100 ✓
Hours of training on equality, diversity and inclusion	-	-	42 ✓	0 ✓
Hours of training on sustainability and environment	-	-	166 ✓	102 ✓

Social Performance Indicators

Performance Management	2021		2022		2023	
Number of employees undergoing regular performance evaluation	1,575		1,712		1,842	
Employee Engagement						
Employee Engagement by Gender	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Engagement score	81	83	81	83	78	83
Employee Engagement by Executive Level						
Employee Engagement by Executive Level	2021		2022		2023	
First level (N-4)	85		94		87	
Mid-level (N-2 and N-3)	80		82		90	
Senior Level (N-1)	100		100		100	
Inclusion Programs						
People reached through inclusion programs in reporting period			2023			
			197,504 			

Occupational Health and Safety

OHS Performance	2021	2022	2023
Occupational disease rate	0	0	0 
Number of fatalities	0	0	0 
Injury-related absenteeism	54	28	90 
Lost day rate	2.73	1.42	4.87 
Number of incidents (with or without lost days including all accidents)	5	16	10 
Number of incidents with lost time	3	7	1
Accident frequency rate	0.035	4.10	2.91
Total OHS training hours	3,640	3,608	10,160 
Total working hours in fiscal year			3,698,736

Economic Performance Indicators

Economic and Operational Indicators (TL million)	2021	2022	2023
Net profit	448	875	1,425
Operational expenses	1,147.4	2,039.4	2,731
Employee development expenditure	242	445	1,217
Dividend amount (payments to shareholders)	220	0	300
Payments to charitable organizations	36	52.5	90.4
Corporate social responsibility expenditures	1.2	1.3	12.6

Sustainable Business Model	Unit	2021	2022	2023
SDG-linked product and service	Quantity	19	13	18 ✓
Mitigation	Quantity	-	-	0 ✓
Transition	Quantity	-	-	0 ✓
Enabler	Quantity	-	-	8 ✓
Positive social benefit	Quantity	-	-	10 ✓
SDG-linked product and service revenue	Million TL	515	760	2,370 ✓
Mitigation	Million TL	-	-	0 ✓
Transition	Million TL	-	-	0 ✓
Enabler	Million TL	-	-	1,906.3 ✓
Positive social impact	Million TL	-	-	463.7 ✓
Ratio of SKA-linked product and services to total revenue	%	26	20	31 ✓

R&D and Innovation Investments

Sustainability-focused R&D and innovation investments	TL	-	-	150,000 ✓
Ratio of sustainability-focused R&D and innovation investments	%	-	-	50 ✓

Environmental Investments and Expenditures

Environmental investments (Mitigation)	TL	-	-	11,892,534 ✓
Environmental investments (Transition)	TL	-	-	0 ✓
Environmental investments (Enabler)	TL	-	-	1,339,678 ✓

Environmental expenditures

Environmental expenditures (legally required)	TL	-	-	29,147 ✓
Environmental expenditures (not legally required)	TL	-	-	8,518,736 ✓

Benefits from Environmental Investments & Activities

Environmental benefit (reduction)	sm ³			268,510 ✓
Environmental benefit (tCO ₂)	tCO ₂			502 ✓
Social benefit	TL			5,228,657 ✓
Financial savings	Million TL	2.4	8.5	1.92 ✓

GRI Content Index

STATEMENT OF USE	AgeSA Hayat ve Emeklilik A.Ş. has reported in accordance with the GRI Standards for the period 01.01.2023–31.12.2023.
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	N/A

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GENERAL DISCLOSURES		
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	About AgeSA, Page: 12 AgeSA'nın Ortaklık Yapısı, Page: 13 https://www.agesa.com.tr/en/about-us/ageas-pension-and-life/about-us
	2-2 Entities included in the organization's sustainability reporting	About the Report, Page: 8
	2-3 Reporting period, frequency and contact point	About the Report, Page: 8 Annually Contact Person: Begüm Hacıyusufoğlu Begum.Haciyusufoglu@agesa.com.tr
	2-4 Restatements of information	There is no statement readjusted based on information provided in previous reports.
	2-5 External assurance	Limited Assurance Report, Page: 111
	2-6 Activities, value chain and other business relationships	About AgeSA, Page: 12-13 https://www.agesa.com.tr/en
	2-7 Employees	People-Focused Organization, Page: 46–64 Social Performance Indicators, Page: 92–95
	2-8 Workers who are not employees	People-Focused Organization, Page: 46–64 Social Performance Indicators, Page: 92–95

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GRI 2: GENERAL DISCLOSURES 2021	2-9 Governance structure and composition	Ethical and Responsible Management, Page: 38–41 Board of Directors Executive Team
	2-10 Nomination and selection of the highest governance body	Ethical and Responsible Management, Page: 38–41 https://www.agesa.com.tr/i/Assets/pdf/agesa-annual-report-2023.pdf (2023 Annual Report 94–97)
	2-11 Chair of the highest governance body	Ethical and Responsible Management, Page: 38–41
	2-12 Role of the highest governance body in overseeing the management of impacts	Ethical and Responsible Management, Page: 38 Sustainability Management, Page: 23–24 Risk Management: 42–43
	2-13 Delegation of responsibility for managing impacts	Ethical and Responsible Management, Page: 38 Sustainability Management, Page: 23–24 Risk Management: 42–43 Corporate Governance Committee Regulation
	2-14 Role of the highest governance body in sustainability reporting	Ethical and Responsible Management, Page: 38 Sustainability Management, Page: 23–24 Risk Management: 42–43 Corporate Governance Committee Regulation
	2-15 Conflicts of interest	Business Ethics and Compliance, Page: 39 https://www.agesa.com.tr/kurumsal-yonetim/is-etigi-kurallari
	2-16 Communication of critical concerns	Business Ethics and Compliance, Page: 39 https://www.agesa.com.tr/kurumsal-yonetim/is-etigi-kurallari
	2-17 Collective knowledge of the highest governance body	Ethical and Responsible Management, Page: 38–39 Board of Directors Executive Team
	2-18 Evaluation of the performance of the highest governance body	Ethical and Responsible Management, Page: 38–39 Board of Directors Executive Team

GRI Content Index

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GRI 2: GENERAL DISCLOSURES 2021	2-19 Remuneration policies	Employee Rights and Satisfaction , Page: 58-59 Remunation Policy For Members of Board of Directors and Executives
	2-20 Process to determine remuneration	Employee Rights and Satisfaction , Page: 58-59 Remunation Policy For Members of Board of Directors and Executives
	2-21 Annual total compensation ratio	Remunation Policy For Members of Board of Directors and Executives
	2-22 Statement on sustainable development strategy	Sustainability Targets, Page: 28-30
	2-23 Policy commitments	AgeSA Sustainability Policy, Page: 89-90 Audit Committee Regulation https://www.agesa.com.tr/i/assets/pdf/sustainability-policy-2022.pdf
	2-24 Embedding policy commitments	Audit Committee Regulation
	2-25 Processes to remediate negative impacts	Climate-Related Risks and Opportunities, Page: 32-36 Risk Management, Page: 44 https://www.agesa.com.tr/i/assets/pdf/tcf-report-2024.pdf
	2-26 Mechanisms for seeking advice and raising concerns	Human Rights, Page: 50 Customer Experience and Satisfaction, Page: 75-80
	2-27 Compliance with laws and regulations	Business Ethics and Compliance, Page: 39
	2-28 Membership associations	Memberships and Collaborations, Page: 88
	2-29 Approach to stakeholder engagement	Stakeholder Analysis, Page: 26 Stakeholder Communication, Page: 87
	2-30 Collective bargaining agreements	There is no collective bargaining agreement at AgeSA.

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Materiality Analysis, Page: 26
	3-2 List of material topics	Materiality Analysis, Page:26
EQUALITY, DIVERSITY AND INCLUSION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Equality, Diversity and Inclusion, Page: 48
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	Prominent Developments in 2023, Page: 17-18 Employee Demographics, Page: 47 Equality, Diversity and Inclusion, Page: 48 Social Performance Indicators, Page: 92-95
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	There were no incidents of discrimination during the reporting period.
SUSTAINABLE PRODUCTS AND SERVICES		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page:28 Sustainable Products and Services, Page: 70-74
HUMAN RIGHTS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Targets, Page:29 Human Rights, Page: 51
GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	There is no child labor at AgeSA.

GRI Content Index

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	There were no incidents of forced or compulsory labor during the reporting period.
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1 New suppliers that were screened using social criteria	Supply Chain, Page: 40
	414-2 Negative social impacts in the supply chain and actions taken	There were no significant actual or potential negative human rights impacts in the supply chain during the reporting period.
CUSTOMER EXPERIENCE AND SATISFACTION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page:29 Customer Experience and Satisfaction, Page: 75-80
GRI 417: MARKETING AND LABELING 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	There were no incidents of non-compliance concerning product and service information and labeling during the reporting period.
	417-3 Incidents of non-compliance concerning marketing communications	There were no incidents of non-compliance with marketing communications during the reporting period.
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy and losses of customer data during the reporting period.
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page:29 Environmental Performance, Page: 66-69

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
ENVIRONMENTAL PERFORMANCE		
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	302-2 Energy consumption outside of the organization	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	302-3 Energy intensity	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	302-4 Reduction of energy consumption	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	302-5 Reductions in energy requirements of products and services	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	303-2 Management of water discharge-related impacts	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	303-3 Water withdrawal	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	303-4 Water discharge	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	303-5 Water consumption	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91

GRI Content Index

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	305-4 GHG emissions intensity	Environmental Performance Indicators, Page: 91
	305-5 Reduction of GHG emissions	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	306-2 Management of significant waste-related impacts	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	306-3 Waste generated	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	306-4 Waste diverted from disposal	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
	306-5 Waste directed to disposal	Environmental Performance, Page: 66-69 Environmental Performance Indicators, Page: 91
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain, Page: 40
	308-2 Negative environmental impacts in the supply chain and actions taken	There were no significant actual or potential negative environmental impacts in the supply chain during the reporting period.

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
EMPLOYEE RIGHTS AND SATISFACTION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page: 29 Employee Rights and Satisfaction, Page: 58-59
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	Employee Rights and Satisfaction, Page: 58-59 Social Performance Indicators, Page: 92-95
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	There are no benefits provided to full-time employees at AgeSA that are not provided to temporary or part- time employees.
	401-3 Parental leave	Social Performance Indicators, Page: 92-95
EMPLOYEE HEALTH AND SECURITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page: 30 Employee Health and Security, Page: 60-61
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Employee Health and Security, Page: 60-61
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Security, Page: 60-61
	403-3 Occupational health services	Employee Health and Security, Page: 60-61

GRI Content Index

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Security, Page: 60-61
	403-5 Worker training on occupational health and safety	Employee Health and Security, Page: 60-61 Social Performance Indicators, Page: 95
	403-9 Work-related injuries	Social Performance Indicators, Page: 95
	403-10 Work-related ill health	Social Performance Indicators, Page: 95
TALENT MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page: 30 Talent Management, Page: 51-57
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Talent Management, Page: 51-57 Social Performance Indicators, Page: 92-95
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management, Page: 51-57 Social Performance Indicators, Page: 92-95
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management, Page: 51-57 Social Performance Indicators, Page: 92-95

GRI STANDARD	DISCLOSURE	RELEVANT PAGE NUMBERS AND/OR EXPLANATIONS
COMMUNITY INVESTMENTS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Materiality Analysis, Page:26 Sustainability Strategy, Page:27 Sustainability Targets, Page: 30 Community Investments, Page: 62-64
DIGITAL TRANSFORMATION AND INNOVATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Letter from the CEO, Page: 10 Materiality Analysis, Page: 24 Sustainability Strategy, Page:27
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	Digital Transformation and Innovation, Page: 82-84
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	Digital Transformation and Innovation, Page: 82-84
	306-2 Management of significant waste-related impacts	Digital Transformation and Innovation, Page: 82-84
ETHICAL AND RESPONSIBLE MANAGEMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Letter from the CEO, Page: 10 Materiality Analysis, Page: 24 Sustainability Strategy, Page:27 https://www.agesa.com.tr/kurumsal-yonetim/is-etigi-kurallari
GRI 205: ANTI CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	Since no cases of corruption were detected during the reporting period, there was no need to take any precautions or make an evaluation on this issue.

Reporting Principles

This reporting principles (the “Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Agesa Hayat ve Emeklilik A.Ş.’s (the “Agesa” or “Company”) Appendix 1: Agesa 2023 Data Table (“Data Table”). The indicators include social indicators, environmental indicators and economic indicators. It is the responsibility of the Company management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Principles.

The data included in this guideline is for the FY 23 (1 January – 31 December 2023), fiscal year ended December 31, 2023, and as detailed in the “Key Definitions and Reporting Scope”.

General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

Key Definitions and Reporting Scope

For the purpose of this report, the Company defines:

Type	Indicator	Scope
Social Indicators	Occupational Health and Safety	
	Total OHS Training Hours (h)	This indicator refers to the total number of hours of mandatory or non-mandatory Occupational Health and Safety training provided by the Company to its employees according to the hazard class within the scope of the Occupational Health and Safety Law No. 6331, which is tracked through the Company's Training Portal during the reporting period.
	Number of Incidents (#)	This indicator refers to the total number of accidents which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Fatalities (#)	This indicator refers to the number of fatal accidents resulted in deaths which occurred during a work-related activity of the employee and monitored through notifications made to the Social Security Institution during the reporting period.
	Number of Occupational Diseases (#)	This indicator refers to the total number of occupational diseases that refer to temporary or permanent illness, physical or mental disability, which occur due to the nature of the work, or the operating conditions of the business. This is followed up through notifications made to the Social Security Institution during the reporting period.
	Injury-related Absenteeism (#)	This indicator refers to absenteeism as a result of accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, resulting loss of working days and followed up through notifications made to the Social Security Institution during the reporting period.
	Lost Day Rate (%)	This indicator means the rate of lost workdays due to work accidents that are machine/equipment collision, uncontrolled material movement, cutting with blades, getting stuck between machine equipment, falling/sliding/ tripping, car crashes, landings, rubbing, getting stuck between car and equipment, and monitored through notifications made to the Social Security Institution during the reporting period.

Reporting Principles

Type	Indicator	Scope
Social Indicators	Total Number of Employees	
	Total Number of Employees (#)	This indicator refers to the total number of female and male employees of the Company who are monitored through Human Resources and reported to the Social Security Institution. It is tracked with the breakdowns of gender and age.
	Distribution of Female Managers in Revenue-Generating Functions (%)	This indicator refers to the ratio of the female managers worked in the roles that have an impact on the Company revenue directly. Revenue-generating roles defined as the roles that when vacant, no revenue is generated.
	Distribution of Female Employees in STEM Roles (%)	This indicator refers to the ratio of female employees worked in STEM (Science, Technology, Engineering, Mathematics) roles and tracked by Human Resources of the Company during the reporting period.
	Leaves	
	Number of Employees on Maternity/Paternity Leave (#)	This indicator refers to the number of female and male employees on maternity/paternity leave within the periods specified in the regulation and tracked by Human Resources of the Company during the reporting period.
	Total Number of Employees Returned to Work After the Maternity/Paternity Leave (#)	This indicator refers to the number of female and male employees returned to work after maternity/paternity leave and tracked by Human Resources of the Company during the reporting period.
	Return to Work Rate After Maternity/Paternity Leave (%)	This indicator refers to the ratio of the female and male employees returned to work after maternity/paternity leave to the total number of female and male employees took maternity/paternity leave during the reporting period and tracked by Human Resources of the Company.

Type	Indicator	Scope
Social Indicators	Trainings & Performance	
	Total Hours of Trainings by Gender (h)	This indicator refers to the total hours of training provided to employees that is monitored through the training tracking platform of Human Resources during the reporting period.
	Average Annual Training Hours per Employee (h)	This indicator refers to the average number of hours of training provided per employee to employees tracked through the Human Resources training tracking platform during the reporting period. It is calculated by dividing the total number of hours of training by the total number of employees.
	Total Hours of Trainings by Age (h)	This indicator refers to the total hours of training provided to the employees that is monitored through the training tracking platform of Human Resources during the reporting period. It is tracked by age categories as under 30, between 30 and 50, and over 50.
	Total Hours of Trainings by Executive Level (h)	This indicator refers to the total hours of training provided to the managers that is monitored through the training tracking platform of Human Resources during the reporting period. It is tracked by executive levels as N-1, N-2 & N-3, and N-4.
	Average Annual Training Hours by Executive Level (h)	This indicator represents the average number of hours of training provided per employee to employees tracked through the Human Resources training tracking platform during the reporting period. It is calculated by dividing the total number of hours of training by the total number of employees. It is tracked by executive levels as N-1, N-2 & N-3, and N-4.
	Training Types and Hours (h)	This indicator refers to the total hours of training provided to the employees that is monitored through the training tracking platform of Human Resources during the reporting period. It is tracked by training categories of "ethics", "equality, diversity and inclusion", "sustainability and environment" and "anti-bribery and anti-corruption".

Reporting Principles

Type	Indicator	Scope
Social Indicators	Total Training Cost (TL)	This indicator refers to the total costs of the trainings provided to the employees that is monitored through the training tracking platform of Human Resources during the reporting period.
	Average Training Cost per Employee (TL)	This indicator refers to the average training costs per employee during the reporting period.
	Inclusion Programs	
	People Reached Through Inclusion Programs in Reporting Period	This indicator refers to the total number of individuals reached through inclusion programs carried out by the Company during the reporting period.
	Recruitment	
	Number of Employees Hired by Gender (#)	This indicator refers to the total number of female and male employees hired and declared to the Social Security Institution with the Employment Declaration during the reporting period.
	Number of Employees Hired by Age (#)	This indicator refers to the total number of employees hired and declared to the Social Security Institution with the Employment Declaration during the reporting period. It is tracked by age categories as under 30, between 30 and 50, and over 50.
	Number of Employees Hired by Executive Level (#)	This indicator refers to the total number of managers hired and declared to the Social Security Institution with the Employment Declaration during the reporting period. It is tracked by the executive levels as N-1, N-2 & N-3, and N-4.

Type	Indicator	Scope
Social Indicators	Employee Turnover	
	Number of Employees Left by Gender (#)	This indicator refers to the total number of female and male employees left and declared to the Social Security Institution of the Company with the Declaration of Leaving Employment during the reporting period.
	Number of Employees Left by Age (#)	This indicator refers to the total number of female and male employees left and declared to the Social Security Institution of the Company with the Declaration of Leaving Employment during the reporting period. It is tracked by age groups as under 30, between 30 and 50, and over 50.
	Number of Employees Left by Executive Level (#)	This indicator refers to the total number of managers left and declared to the Social Security Institution of the Company with the Declaration of Leaving Employment during the reporting period. It is tracked by executive levels as N-1, N-2 & N-3, and N-4.
	Turnover Rates by Gender (%)	This indicator refers to the ratio of the number of employees who quit their jobs and declared by the Company to the Social Security Institution with the Declaration of Leaving Work to the total number of employees within the reporting period. It is monitored in gender breakdown.
	Employee Turnover Rate by Age (%)	This indicator refers to the ratio of the number of employees aged 50 and above, between 30-50, and under 30, as declared by the Company to the Social Security Institution with the Job Resignation Declaration during the reporting year, and tracked in the Number of Employees at the Age Group breakdown, to the total number of employees during the reporting period.
	Employee Turnover Rate by Executive Level (%)	This indicator refers to the ratio of the number of employees who left their jobs, declared by the Company to the Social Security Institution with the Job Resignation Declaration during the reporting period, to the total number of employees. It is tracked by executive levels as N-1, N-2 & N-3, and N-4.

Reporting Principles

Type	Indicator	Scope
Environmental Indicators	Energy Consumption	
	Total Energy Consumption (MWh)	This indicator refers to the total amount of Direct Energy Consumption and Indirect Energy Consumption consumed by the Company in the reporting period in MWh.
	Renewable Energy Consumption (MWh)	This indicator refers to the Company renewable energy consumption figures by the end of the reporting period.
	Share of Renewable Energy Consumption in Total Energy Consumption	This indicator refers to the ratio of the Company's purchased renewable energy sourced electricity consumption to the total energy consumption during the reporting period.
	Energy Intensity (MWh/TL Revenues)	This indicator refers to the energy consumption per revenue (TL) within the reporting period.
	Natural Gas Consumption (m ³)	This indicator refers to the total purchased natural gas (volume – m ³) consumption used for heating, cooking and other business operations that require natural gas, at the relevant locations of the Company during the reporting period. It is reported in MWh when included in the total energy consumption.
	Electricity Consumption (MWh)	This indicator refers to the total purchased electricity consumption used for air conditioning, lighting, electrical equipment uses and other business operations that require electricity, at the relevant locations of the Company during the reporting period.
	Diesel Consumption (MWh)	This indicator refers to the total purchased diesel (volume – l) consumption used for generators and company-owned cars at the relevant locations of the Company during the reporting period.
	Petrol Consumption (MWh)	This indicator refers to the total purchased gasoline (volume – l) consumption used for company-owned cars at the relevant locations of the Company during the reporting period.

Type	Indicator	Scope
Environmental Indicators	Greenhouse Gas Emissions	
	Scope 1 (tons CO ₂ e)	This indicator refers to the emissions of greenhouse gases due to the use of natural gas, diesel, and gasoline consumption of the Company during the reporting period.
	Scope 2 (Market-based) (tons CO ₂ e)	This indicator refers to the emissions of greenhouse gases due to the use of purchased electricity of the Company during the reporting period.
	Scope 3 (tons CO ₂ e)	This indicator refers to the emissions of greenhouse gases due to purchased goods and services, waste generated in operations, business travels, employee commuting, and equity investments during the reporting period.
	Total Greenhouse Gas Emissions (tons CO ₂ e)	This indicator refers to the total of the Company's Scope 1, Scope 2 and Scope 3 Greenhouse Gas Emissions in the reporting period.
	Greenhouse Gas Emission Intensity (tons CO ₂ e/TL Revenues)	This indicator refers to the greenhouse gas emissions per revenue-million TL within the reporting period.
	Water Management	
	Water Withdrawal by Source (m ³)	This indicator refers to the total amount of mains water in m ³ that was monitored monthly (12 months) and billed by third-party service providers during the reporting period.
	Total Amount of Discharged Water (m ³)	This indicator refers to the total amount of discharged wastewater, which is tracked with monthly usage documents, assuming that 100% of the total amount of Mains Water invoiced by the Company's third-party service providers during the reporting period is wastewater.
	Water Consumption (m ³)	This indicator refers to the amount of water consumed within the facility and not discharged directly to nature. It is calculated by subtracting the total amount of water discharged from the total amount of water withdrawn by the Company during the reporting period.

Reporting Principles

Type	Indicator	Scope
Environmental Indicators	Waste Management	
	Total Non-Hazardous Waste (ton)	This indicator refers to the amount of non-hazardous waste where the Company operations take place during the reporting period.
	Total Hazardous Waste (Batteries) (ton)	This indicator refers to the amount of hazardous waste where the Company operations take place during the reporting period.
	Total Waste (ton)	This indicator refers to the sum of the Company's Total Hazardous Waste amount and Total Non-Hazardous Waste amount in the reporting period.
	Recycled Waste (%)	This indicator refers to the amount of recycled waste declared to the Ministry of Environment, Urbanization and Climate Change that the Company has been subject to recycling process, which is monitored with the weighbridge receipt & delivery note documents received from the licensed waste processing company during the reporting period.
	Total Plastic consumption (ton)	This indicator refers to the total amount of single-use plastic consumption of the Company during the reporting period.
Economic Indicators	Environmental Expenditures	
	Environmental Expenditures (Not Legally Required) (TL)	This indicator refers to the non-legally required expenses of the Company during the reporting period, which can be mapped with financial reporting systems and tracked from invoices in accounting records.
	Environmental Expenditures (Legally Required) (TL)	This indicator refers to the legally required expenses of the Company during the reporting period, which can be mapped with financial reporting systems and tracked from invoices in accounting records.

Type	Indicator	Scope
Economic Indicators	Environmental Investments and Expenditures	
	Environmental Investments (Mitigation)	This indicator refers to the Mitigation (products and activities that directly reduce carbon emissions) Investments made by the Company during the reporting period.
	Environmental Investments (Transition)	This indicator refers to the Transition (products that are not inherently sustainable but produced with sustainable methods) Investments made by the Company during the reporting period.
	Environmental Investments (Enabler)	This indicator refers to the Enabler (which do not directly contribute to carbon emission reduction but have the effect of accelerating the sustainability of the product) Investments made by the Company during the reporting period.
	Sustainable Business Model	
	SDG-linked Product and Service (#)	This indicator refers to the number of products and services in the categories of Mitigation, Transition, Enabler and Positive Social Benefit offered by the Company during the reporting period.
	SDG-linked Product and Service Revenue (TL)	This indicator refers to the total income obtained from the products and services in the categories of Mitigation, Enabler and Positive Social Impact offered by the Company during the reporting period, which can be mapped with financial reporting systems.
	Ratio of SDG-linked Product and Services to Total Revenue (%)	This indicator refers to the ratio of the income generated by the Company from sustainable products and services to its total income during the reporting period.

Reporting Principles

Type	Indicator	Scope
Economic Indicators	R&D and Innovation Investments	
	Sustainability-Focused R&D and Innovation Investments (TL)	This indicator refers to the sustainability-oriented R&D and innovation investments of the Company made during the reporting period.
	Ratio of Sustainability-Focused R&D and Innovation Investments (%)	This indicator refers to the ratio of sustainability-linked R&D and innovation investments in the Company investment budget to total R&D and innovation investments during the reporting period.
	Benefits from Environmental Investments & Activities	
	Environmental Benefit (sm ³)	This indicator refers to the environmental benefits (reduction) in sm ³ , realized through environmental investments and/or activities during the reporting period.
	Environmental Benefit (tCO ₂)	This indicator refers to the environmental benefits in tCO ₂ , realized through sustainable investments and/or activities during the reporting period.
	Social Benefit (TL)	This indicator refers to the social benefit in TL, realized through sustainable investments and/or activities during the reporting period.
	Financial Savings (Million TL)	This indicator refers to the financial savings in TL realized through environmental investments and/or activities during the reporting period.

Data Preparation

1. Social Indicators

Occupational Health and Safety (OHS) Indicators

The number of accidents and the number of fatal cases is followed by the tables that list the Social Security Institution declarations.

The following definitions and formulas are used in the calculation of occupational health and safety indicators.

Formula:

Lost Day Rate = Injury-related Absenteeism / Total Working Hours * 200,000

Distribution of Female Managers in Revenue-Generating Functions (%)

Revenue-generating functions defined as the roles that when vacant, no revenue is generated.

Formula:

Distribution of Female Managers in Revenue-Generating Functions = Number of female managers in revenue-generating functions / Total number of managers in revenue-generating functions

Distribution of Female Employees in STEM Roles (%)

Formula:

Distribution of Female Employees in STEM Roles = Number of female employees in STEM roles / Total number of employees in STEM roles

Parental Leaves

Parental leaves include maternity and paternity leaves during the reporting period.

Formulas:

Ratio of the Employees who Returned to Work After Maternity Leave = Number of employees returned from maternity leave / Number of employees left due to maternity leave

Ratio of the Employees who Returned to Work After Paternity Leave = Number of employees returned from paternity leave / Number of employees left due to paternity leave

Reporting Principles

Trainings

It represents the trainings provided to the employees during the reporting period. Total training hours is divided into four sub-categories. Total training hours by gender (female and male), by age (under 30, between 30 and 50, over 50), by executive levels (N-1, N-2 & N-3, and N-4), by training types (ethics, diversity and inclusion, sustainability and environment, and anti-bribery and anti-corruption).

Total cost of the trainings represents the total cost of all the trainings provided by the Company to their employees.

Formulas:

Average Training Costs per Employee = Total cost of all the trainings / Total number of employees

People Reached Through Inclusion Programs in Reporting Period

It refers to the number of people of the sensitive groups (old, youth, women, and disabled people, etc.) reached by the Company through inclusion programs.

Sensitive groups reached in 2023 include aid to people over the age of 65. These people were reached within the scope of "Her Yaşta" project that was realized in cooperation with the Non-Governmental Organization. Another sensitive group reached by Agesa is young people. The number of people represents the support for the education of 9 female students made to the Turkish Education Foundation AgeSA Scholarship Fund. Another group was children who were reached through the Company's "Geleceğe Umutla" project. Additionally, 100 women are also included in the sensitive group reached through a project that was carried out with five different NGOs. Other groups reached include visually and hearing-impaired people. Within the framework of its cooperation with BlindLook, AgeSA provides voice guidance services to its visually impaired customers in their digital applications and sign language support for its hearing-impaired customers, enabling them to perform all insurance transactions on their own without assistance. In the 2023 reporting period, 6,927 visually impaired and 769 hearing-impaired users entered through digital channels. Another sensitive group includes 134 people with hearing loss reached through the Company's "Sesimi Duyan Var mı?" project, which was carried out in a total of 30 tent cities in Adıyaman, Gazintep and Kahramanmaraş. Lastly, sensitive groups include 188,865 people reached through financial literacy projects carried out by Agesa.

Turnover Rates

Formulas:

Turnover rates by gender:

- Number of female employees left / Total number of female employees
- Number of male employees left / Total number of male employees

Turnover rates by age:

- Number of employees under 30 left / Total number of employees under 30
- Number of employees between 30 and 50 left / Total number of employees between 30 and 50
- Number of employees over 50 left / Total number of employees over 50

Turnover rates by executive level:

- Number of managers (N-1) left / Total number of managers (N-1)
- Number of managers (N-2 & N-3) left / Total number of managers (N-2 & N-3)
- Number of managers (N-4) left / Total number of managers (N-4)

Environmental Indicators

Energy Consumption by Fuel Type

- Within the scope of energy consumption data for Agesa, natural gas, diesel, gasoline, and electricity are reported. The data is obtained with the meter, invoice, receipt, and maintenance-repair forms of the service providers.
- The following conversion factors were used in the subheadings that constitute energy consumption:

Electricity

1 kWh = 0.001 MWh

Natural gas

1 m³ = 0.011 MWh

Gasoline

1 Lt = 0.010 MWh

Diesel

1 Lt = 0.010 MWh

Reporting Principles

Share of Renewable Energy Consumption in Total Energy Consumption (%)

Formula:

Renewable Energy Consumption (MWh) / Total Energy Consumption (MWh)

Energy Intensity (MWh/TL revenues)

Formula:

Total Energy Consumption (MWh) / Total revenue (TL)

Total Revenue (TL) refers to the revenue of the Company given in annual report.

Scope 1, 2 and 3 Emissions

Scope 1 and Scope 2 emissions have been calculated in accordance with ISO 14064-1, with the principle of operational control within the framework of the "Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard".

In the calculations, CO₂ equivalent factors consisting of CO₂, CH₄, N₂O, HFCs (SF₆ and refrigerant gas) CO₂ equivalent emission factors were used. The emission sources are detailed in the table below. Global Warming Potential (GWP) coefficients are from 5th Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) (https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf) and Greenhouse Gas Protocol (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>) and the resultant ton CO₂-e value is calculated by multiplying with the appropriate coefficients.

Emission Sources – Scope 1	Emission Calculation Methodology
Stationary	Emission factors from IPCC 2006 guidelines and DEFRA 2023, fuel NCV and density values are from regulations published by Energy Ministry, DEFRA 2023 and IPCC 2006. IPCC GWP coefficients are from 5th & 6th assessment Report.
Mobile	Emission factors from IPCC 2006 guidelines and DEFRA 2023, fuel NCV and density values are from regulations published by Energy Ministry, DEFRA 2023 and IPCC 2006. IPCC GWP coefficients are from 5th & 6th assessment Report.
Fugitive	Global Warming Potential (GWP) values are from IPCC 5th & 6th assessment Report and DEFRA 2023.
Processes	Emission factors from IPCC 2006 guidelines and DEFRA 2023, Global Cement and Concrete Association – Cement CO ₂ and Energy Protocol V3.1, Cement Sustainability Initiative.
Emission Sources – Scope 2	Ton CO ₂ -e/MWh
Turkey Electricity (from grid)	IEA Emissions Factors 2022 and TEIAS 2022 published data for electricity generation.
Emission Sources – Scope 3	Emission Factor References
Purchased Goods and Services	EXIOBASE Emission Factors 2023 (Turkey)
Waste Generated in Operations	DEFRA 2023 GHG conversion factors.
Business Travels	DEFRA 2023 GHG conversion factors.
Employee Commuting	DEFRA 2023 GHG conversion factors.
Equity Investments	EXIOBASE Emission Factors 2023 (Turkey)

Water Management

Consumption data for the total water withdrawal and discharges are obtained from meters, invoices, field consumption reports, and assumptions based on the Turkish Statistical Institute.

Formula:

Water Consumption (m³) = Water withdrawal by source (m³) – Total amount of discharged water (m³)

Reporting Principles

Waste Management

Hazardous wastes are defined as wastes containing substances that are dangerous for human health and the environment and that have the potential to be harmful, while non-hazardous wastes are defined as wastes that do not cause any harm to human health and the environment. The total amount of hazardous waste and non-hazardous waste is tracked through the waste declaration forms shared by the suppliers.

The amount of recycled waste refers to the amount of waste that goes to the Company's landfill/solid waste site or is recycled by itself or another organization, recovered for energy purposes and reused. It is followed through the waste declaration forms shared by the providers.

Formulas:

Recycled Waste Ratio = Amount of Recycled Waste / (Total Hazardous Waste + Total Non-Hazardous Waste)

Economic Indicators

The following definitions and formulas are used in the calculation of economic indicators.

Sustainable Business Model

Products and services identified as sustainable are;

- Products and services that provide benefits related to the direct reduction of environmental resources / carbon emissions (mitigation),
- Products and services related to the reduction of environmental resource use / carbon emissions in technologies and activities that are not considered sustainable in nature (transition),
- Products and services that are not considered as direct source / carbon emission reduction activities, but facilitate the dissemination of related technologies (enabler)
- Products and services that create positive social benefit.

Revenues from products and services were obtained through product-based sales lists, and total revenue from related product types was reported within the scope of this indicator.

Within the scope of the ratio of SDG-linked product and service revenues to total revenues, total TL revenues represent the total revenues of the Company as of the end of the reporting year, which are stated in the annual reports published as of 31 December 2023 or in the financial reports subject to independent audit.

The total amount reported within the scope of R&D and innovation investment consists of the investments made within the approved budget of the Company. Amounts reported under R&D and innovation investments represent the total revenue figures of the Company stated in the annual reports published as of 31 December 2023 or in the financial reports subject to independent audit. The total amount reported within the scope of sustainability-oriented R&D and innovation investment represents the sustainability-oriented investments included in the Company approved R&D and innovation investment budget.

The number of SDG-related products and services consists of a total of 18 SDG-related products and services, 8 of which are Enabler and 10 of which create Positive Social Benefit. These 18 products and services include Good Possibilities Insurance, VIP Life, My Credit is Safe, Every Possibility Insurance, Life Investment Insurance, Advantage Plus Personal Accident, Akbank Personal Accident Insurance, Express Personal Accident Insurance, Accumulating Future Plan, Accumulating VIP Plan, Sabancı Employee Security Plan, Retirement Investment Plan, Fast Retirement Plan, Retirement Income Plan.

Formulas:

Ratio of SDG-linked Product and Services to Total Revenue = SDG-linked Products and Services Revenue (TL) / Total Revenue (TL)

Ratio of Sustainability-Focused R&D and Innovation Investments = Sustainability-Focused R&D and Innovation Investments (TL) / Total Revenue (TL)

Environmental Investments and Expenditures

It covers the environmental investments and expenditures of the Company during the reporting period. Environmental investments are reported as Mitigation and Enabler investments. The total amount reported in this indicator is composed of the expenditures made within the approved budget of the Company. Environmental expenditures are monitored through the receipts issued for Agesa and include legally required and not legally required environmental expenditures.

Restatement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

Limited Assurance Report

Limited Assurance Report to the Board of Directors of Agesa Hayat ve Emeklilik A.Ş

We have been engaged by the Board of Directors of Agesa Hayat ve Emeklilik A.Ş (the "Agesa" or "Company") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Agesa 2023 Sustainability Report ("2023 Sustainability Report") for the year ended 31 December 2023 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2023, which is subject to our limited assurance work, set out in the pages 91, 92, 93, 94, 95 and 96 of the 2023 Sustainability Report with the sign "✓" is summarized below:

Environmental Indicators

- Total Energy Consumption (MWh)
- Renewable Energy Consumption (MWh)
- Share of Renewable Energy Consumption in Total Energy Consumption
- Energy Intensity (MWh/TL Revenues)
- Natural Gas Consumption (m³)
- Electricity Consumption (MWh)
- Diesel Consumption (MWh)
- Petrol Consumption (MWh)
- Scope 1 (tons CO₂e)
- Scope 2 (Market-based) (tons CO₂e)
- Scope 3 (tons CO₂e)
- Total Greenhouse Gas Emissions (tons CO₂e)
- Greenhouse Gas Emission Intensity (tons CO₂e/TL Revenues)
- Water Withdrawal by Source (m³)
- Total Amount of Discharged Water (m³)
- Water Consumption (m³)
- Total Non-Hazardous Waste (ton)
- Total Hazardous Waste (Batteries) (ton)
- Total Waste (ton)
- Recycled Waste (%)
- Total Plastic consumption (ton)

Social Indicators

- Total OHS Training Hours (h)
- Number of Incidents (#)
- Number of Fatalities (#)
- Number of Occupational Diseases (#)
- Injury-related Absenteeism (#)
- Lost Day Rate (%)
- Total Number of Employees (#)
- Distribution of Female Managers in Revenue-Generating Functions (%)
- Distribution of Female Employees in STEM Roles (%)
- Number of Employees on Maternity/Paternity Leave (#)
- Total Number of Employees Returned to Work After the Maternity/Paternity Leave (#)
- Return to Work Rate After Maternity/Paternity Leave (%)
- Total Hours of Trainings by Gender (h)
- Average Annual Training Hours per Employee (h)
- Total Hours of Trainings by Age (h)
- Total Hours of Trainings by Executive Level (h)
- Average Annual Training Hours by Executive Level (h)
- Training Types and Hours (h)
- Total Training Cost (TL)
- Average Training Cost per Employee (TL)
- People Reached Through Inclusion Programs in Reporting Period (#)
- Number of Employees Hired by Gender (#)
- Number of Employees Hired by Age (#)
- Number of Employees Hired by Executive Level (#)
- Number of Employees Left by Gender (#)
- Number of Employees Left by Age (#)
- Number of Employees Left by Executive Level (#)
- Turnover Rates by Gender (%)
- Employee Turnover Rate by Age (%)
- Employee Turnover Rate by Executive Level (%)

Limited Assurance Report

Economic Indicators

- Environmental Expenditures (Not Legally Required) (TL)
- Environmental Expenditures (Legally Required) (TL)
- Environmental Investments (Mitigation)
- Environmental Investments (Transition)
- Environmental Investments (Enabler)
- SDG-linked Product and Service (#)
- SDG-linked Product and Service Revenue (TL)
- Ratio of SDG-linked Product and Services to Total Revenue (%)
- Sustainability-Focused R&D and Innovation Investments (TL)
- Ratio of Sustainability-Focused R&D and Innovation Investments (%)
- Environmental Benefit (sm³)
- Environmental Benefit (tCO₂)
- Social Benefit (TL)
- Financial Savings (Million TL)

Our assurance was with respect to the Selected Information marked with "✓" in the in the 2023 Sustainability Report, and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "✓" in the 2023 Sustainability Report and, any other elements included in the 2023 Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section Agesa 2023 Sustainability Report – Reporting Principles (the "Reporting Principles") on pages 98, 99, 100, 101, 102, 103, 104, 105 and 106 of the 2023 Sustainability Report.

The Company's Responsibility

The Company is responsible for the content of the 2023 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Principles.

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work did not include examination of the derivation of those factors and other third-party information.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Limited Assurance Report

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Principles. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information', and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (Revised) and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and
- undertook analytical procedures over the reported data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Company's Selected Information for the year ended 31 December 2023, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Company's performance and activities related to the Selected Information. We permit the disclosure of this report within the 2023 Sustainability Report for the year ended 31 December 2023, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Agesa Hayat ve Emeklilik A.Ş as a body and Agesa Hayat ve Emeklilik A.Ş for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.



Ali Yörük, SMMM Independent Auditor
Istanbul, 30 September 2024

IMPRINT

Reporting Consultant

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Design Consultant

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