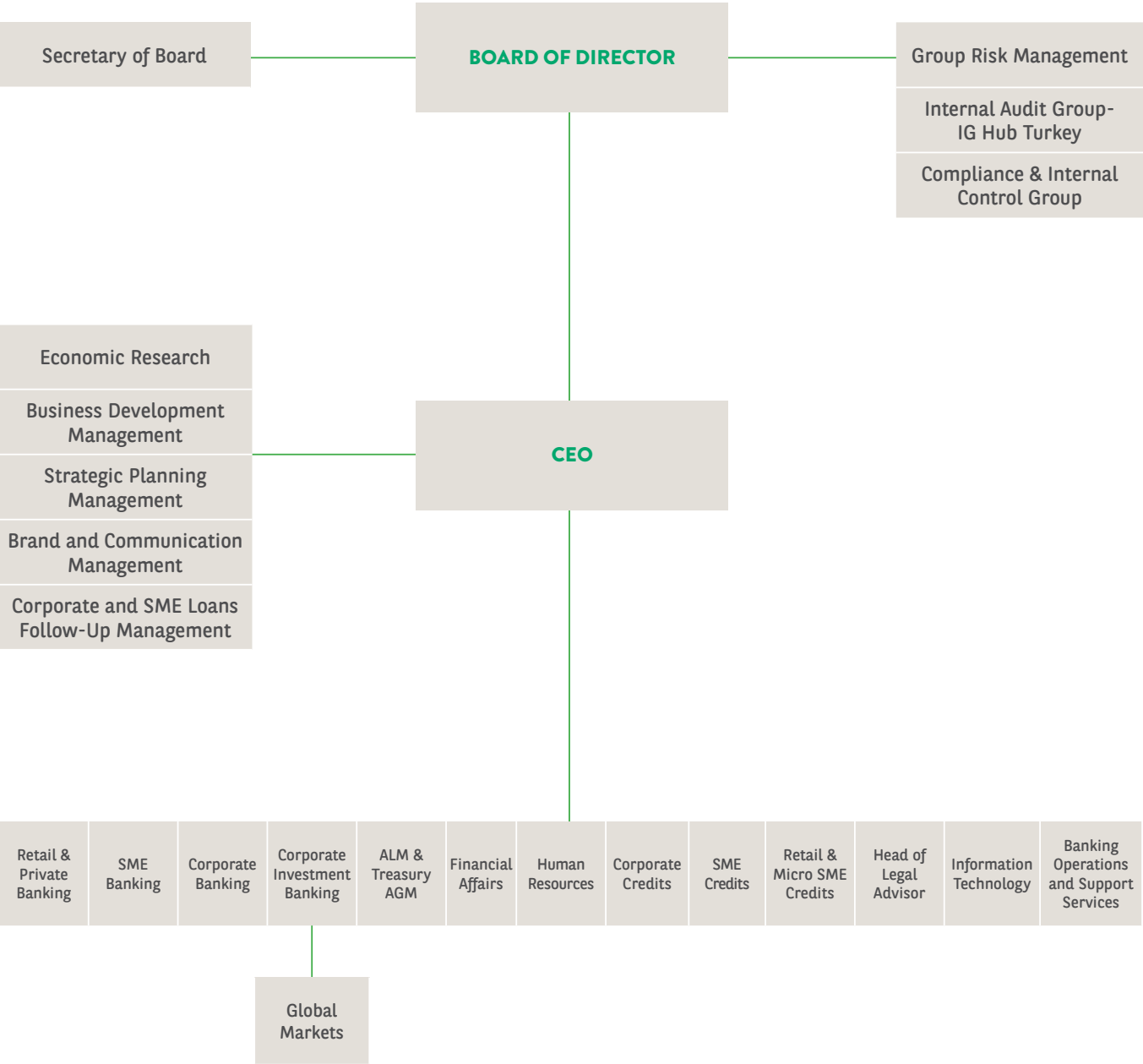


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WE CONTINUE GROWTH
WITH OUR INNOVATIVE AND
DYNAMIC STRUCTURE

HEAD OFFICE ORGANIZATION CHART



BOARD OF DIRECTORS

Chairman and Members of the Board of Directors

Name-Surname	Title
Yavuz Canevi	Chairman
Dr. Akın Akbaygil	Deputy Chairman
Ümit Leblebici	Executive Member and CEO
Nicolas de Baudinet de Courcelles	Board Member and Chairman of the Audit Committee
Ayşe Aşardağ	Board Member and Deputy Chairman of the Audit Committee
Yvan L.A.M. DeCock (***)	Board Member
Sabri Davaz	Board Member and Member of the Audit Committee
Özden Odabaşı	Board Member
Xavier Henri Jean Guilmineau	Board Member
François Andre Jesualdo Benaroya (**)	Deputy Chairman
Hans Wilfried J. Broucke	Board Member
Sandrine Ferdane (*)	Board Member

(*) Jean Paul Sabet, Deputy Chairman, resigned from his duty on 22 September 2021. Sandrine Ferdane has been appointed as a member of the Board of Directors as of the same date to fill the vacant membership in the Board of Directors due to this resignation.

(**) François Andre Jesualdo Benaroya, Board Member, has been appointed as the Deputy Chairman as of 22 September 2021.

(***) Yvan L.A.M De Cock, Board Member, resigned from the Audit Committee membership as of 30 November 2021.

Yavuz Canevi, Chairman	
2015-2021	TSKB, Board Member
2012-2015	FERB Turkish-French Business Forum, Vice President
2010-2015	FERB Turkish-Holland Business Forum, Board Member
2009-present	Global Relations Forum/Auditor
2004-2010	NETAŞ, Board Member
1996-present	TEB A.Ş., Chairman of the Board of Directors
1995-2019	İKV, Member of the Board
2001-2013	TEB Holding A.Ş., Board Member
2001-2010	Hedef Alliance A.Ş., Member of the Board
1993-2012	TSKB, Member of the Board
1989-present	FNSS Savunma Sistemleri A.Ş., Chairman of the Board
1991-1994	TÜSiAD, Member of the Board
1989-present	TÜSiAD, Member of High Advisory Council
1998-2011	TEB N.V. Holland, Chairman of the Board of Directors
1993-2005	Istanbul Stock Exchange, Deputy Chairman and Board Member
1989-2005	EUROTURK BANK Member of the Board
1987-1989	Türk Eximbank Chairman of the Board of Directors
1986-1989	Undersecretary of Treasury and Foreign Trade, Republic of Turkey Prime Ministry
1984-1986	Central Bank of Turkey, Governor
1980-1984	Central Bank of Turkey, Vice Governor
1979-1980	T. Garanti Bankası, Assistant General Manager in Charge of International Relations
1976-1979	Central Bank of Turkey, CEO of Foreign Exchange
1960-1975	Auditor, Ministry of Finance Georgia State University, USA, Faculty Member
1966-1969	University of Southern California (USC), USA, MA Economics
1956-1960	Ankara University, Faculty of Political Science, Department of Public Finance and Economics (Bachelor’s Degree)

BOARD OF DIRECTORS

Dr. Akın Akbaygil, Deputy Chairman	
1988-present	TEB A.Ş., Deputy Chairman
1986-present	TEB A.Ş., Credit Committee Chairman
2017-2019	Ekonomi Yatırımlar Ltd. Board Member
March 2011-present	TEB Holding A.Ş., CEO
2005-present	TEB Faktoring A.Ş., Chairman
March 2011-March 2017	TEB Holding A.Ş. Board Member-CEO
February 2005-March 2017	TEB Mali Yatırımlar A.Ş. Board Member-CEO
April 2008-March 2017	TEB A.Ş., Audit Committee Deputy Chairman
March 2013-March 2016	TEB A.Ş., Independent Board Member
2011-April 2014	TEB N.V., Chairman
1999-2013	Ekonomi Bank IBU Ltd., Deputy Chairman
2011-2012	TEB Yatırım Menkul Değerler A.Ş., Chairman
2011-2011	Fortis Yatırım Menkul Değerler A.Ş., Board Member
1998-2011	TEB N.V., Deputy Chairman
October 2003-March 2011	TEB Mali Yatırımlar A.Ş. General Manager
2005-2010	TEB Finansal Kiralama A.Ş., Chairman
July 1998-February 2005	TEB Mali Yatırımlar A.Ş. Deputy Chairman
2004-2007	TEB Portföy Yönetimi A.Ş., Chairman
1997-2005	TEB Sigorta A.Ş., Chairman TEB Faktoring, Board Member
1996-2005	TEB Finansal Kiralama A.Ş., Board Member
February 1988-October 2003	TEB A.Ş. Deputy Chairman-CEO
2001-2002	Banks Association of Turkey, Deputy Chairman
1994-2001	Banks Association of Turkey, Board Member
April 1988-July 1988	İlkesan Yat. ve Gel. A.Ş., Deputy Chairman
March 1986-April 1988	İlkesan Yat. ve Gel. A.Ş., Board Member
June 1983-February 1988	TEB A.Ş., Board Member, CEO
May 1982-June 1983	TEB A.Ş., Board Member
1965-1982	Akbank T.A.Ş. Director of Foreign Affairs

1969-1973	Istanbul University, Faculty of Economics, Ph.D.
1967-1968	Istanbul University, Faculty of Economics, MBA
1962-1967	Istanbul University, Faculty of Economics, Bachelor's Degree
Ümit Leblebici, Executive Member and CEO	
July 2020-present	TEB ARF Teknoloji A.Ş., Chairman
July 2017-present	FERB Board Member
May 2014-present	Banks Association of Turkey, Deputy Chairman
September 2013-present	TEB A.Ş., Executive Board Member and CEO
February 2013-September 2013	TEB A.Ş., Deputy CEO
2002-2013	TEB A.Ş. Assistant General Manager, ALM and Treasury Group
April 2013 -September 2013	TEB Yatırım Menkul Değerler A.Ş., Chairman
2012-December 2014	TEB Portföy Yönetimi A.Ş., Chairman
2011-2012	TEB Portföy Yönetimi A.Ş., Board Member
1999-2002	TEB A.Ş. Director, Treasury Group
1997-1999	Ottoman Bank, Treasury Manager
March 1997 -July 1997	Ulusal Bank, Treasury Manager
1991-1997	Midland Bank, Treasury Manager
1988-1994	Istanbul University, MBA at Finance Major
1984-1988	Istanbul University, Faculty of Business Administration
Nicolas de Baudinet de Courcelles, Member and Chairman of the Audit Committee	
July 2019-present	TEB A.Ş., Chairman of the Audit Committee and Chairman of the Compliance Committee
February 2019-present	BNPP Yatırımlar Holding A.Ş., Board Member
February 2019-present	BNPP Fortis Yatırımlar Holding A.Ş., Board Member
January 2019-present	TEB A.Ş., Board Member
2018-2019	TEB ARVAL Araç Filo Kiralama A.Ş., Deputy Chairman
December 2018-present	TEB Faktoring A.Ş., Board Member and Chairman of the Audit Committee
December 2018-present	TEB Yatırım Menkul Değerler A.Ş., Board Member and Chairman of the Audit Committee

2013-2019	BNP PARIBAS Compliance Group Corporate and Investment Banking Financial Security Chairman
1986-2012	BNP PARIBAS Corporate and Investment Banking
1981-1984	Sciences Po Paris/Economics and Finance
Ayşe Aşardağ, Member and Deputy Chairman of the Audit Committee	
May 2021-present	TEB Faktoring A.Ş., Board Member
March 2020-present	TEB Sh.A. (Kosovo), Deputy Chairman
March 2017-present	TEB A.Ş., Deputy Chairman of the Audit Committee
2016-March 2021	TEB Faktoring A.Ş., Deputy Chairman
2016-2017	TEB ARVAL Araç Filo Kiralama A.Ş., Board Member
2012-2017	Ekonomi Yatırımlar Ltd., Board Member TEB Yatırım Menkul Değerler A.Ş., Deputy Chairman
2012-present	TEB Finansman A.Ş., Deputy Chairman TEB Faktoring A.Ş., Board Member The Economy Bank N.V., Board Member
2011-2016	TEB Portföy Yönetimi A.Ş., Board Member
2011-December 2014	TEB Portföy Yönetimi A.Ş., Board Member
2010-present	TEB A.Ş., Board Member
2009-2020	TEB Sh.A. (Kosovo), Board Member
2003-2013	Ekonomi Bank Offshore Ltd. Board Member
2001-present	TEB Holding A.Ş., Budget and Financial Control Coordinator
2010-2011	Fortis Bank A.Ş., Board Member
2009-2010	TEB ARVAL Araç Filo Kiralama A.Ş., Board Member
2008-2009	TEB ARVAL Araç Filo Kiralama A.Ş., Deputy Chairman, Etkin Temizlik Hizmetleri A.Ş. Chairman
2007-2010	TEB Tüketici Finansman A.Ş., Deputy Chairman
2007-2009	TEB Sh.A. (Kosovo), Deputy Chairman TEB Sigorta A.Ş. Chairman TEB İletişim ve Yayıncılık Hizmetleri A.Ş. Chairman Etkin Personel Taşımacılık Hizmetleri A.Ş. Chairman Etkin Temizlik Hizmetleri A.Ş. Chairman TEB Tüketici Finansman A.Ş. Board Member TEB ARVAL Araç Filo Kiralama A.Ş. Board Member
2007-2010	TEB UCB Konut Danışmanlık A.Ş., Chairman
2004-2010	Ege Turizm ve İnşaat A.Ş., Deputy Chairman

2001-2009	TEB Finansal Kiralama A.Ş. Auditor TEB Faktoring A.Ş. Auditor TEB Yatırım Menkul Değerler A.Ş. Auditor
2001-2010	TEB A.Ş., Auditor
2001-2007	TEB Sigorta A.Ş., Board Member TEB Portföy Yönetimi A.Ş., Auditor
1995-2001	TEB A.Ş., Budget and Financial Control Director
1994-1995	University of Glamorgan, Lecturer in Accounting
1987-1994	Price Waterhouse, Istanbul, London, Audit Unit
1992	Institute of Chartered Accountants in England and Wales, ACA
1982-1987	Boğaziçi University, Faculty of Administrative Sciences, Business Administration Department, BS
Yvan L.A.M. De Cock, Member	
June 2019-present	Bank Degroof Petercam, Independent Board Member
June 2018-present	IFTHEA B.V./Brussels-CEO
2016-2018	BNP Paribas Fortis, Advisor to the CEO
May 2013-present	BNP Paribas Yatırımlar Holding A.Ş., Board Member BNPP Fortis Yatırımlar Holding A.Ş., Board Member
February 2013-November 2021	TEB A.Ş., Audit Committee Member
December 2012-present	TEB A.Ş., Board Member
2011-September 2016	BNP Paribas Fortis, Head of Corporate and Public Banking
2012-2019 May	BNP Paribas Fortis Factoring Director
2011-2013	TEB Holding A.Ş., Board Member
2011-2017	Fortis Private Equity Belgium Director
2006-2011	CEO Fortis Bank Turkey
2002-2006	CEO Fortis Bank UK
1999-2002	Head of Global Corporate Banking at Fortis Bank
1994-1999	Head of Corporate Banking North Centre Area, Belgium, Générale de Banque
1988-1994	Head of Trade Finance Group, Générale de Banque
1984-1988	Export Finance Manager, Générale de Banque
1982-1984	Legal Adviser, Nat. DelcredereDienst
1978-1982	Lawyer at Winderickx and Associates
1983-1986	HUB-EHSAL, Master of Finance
1974-1977	Katholieke Universiteit Leuven, Master of Law

BOARD OF DIRECTORS

Sabri Davaz, Member and Member of the Audit Committee	
2017-2019	TEB Sh.A., Board Member and Chairman of the Audit Committee
2013-present	TEB A.Ş., Audit Committee Member
2013-2016	TEB Sh.A., Board Member, Audit Committee Member
2012-present	TEB A.Ş., Board Member
2011-present	TEB Holding A.Ş., Chief Advisor to the Chairman
2000-2011	BRSA Chief Sworn Bank Auditor BRSA Vice Chairman BRSA Consultant
1997-1998	Undersecretariat of Treasury, Vice President of the Board of Sworn Bank Auditors
1989-1997	Undersecretariat of Treasury, Sworn Bank Auditor
1985-1989	Undersecretariat of Treasury, Assistant of Sworn Bank Auditor
1998-2000	Boston University, Financial Economics Master
1980-1984	Ankara University, The Faculty of Political Science
Hans Wilfried J. Broucke, Member	
August 2020-present	TEB A.Ş. Board Member
October 2017-present	Ukrsibbank Ukraine/Head of Corporate Banking
2012-2017	BNP Paribas Bulgaria CEO/Country Head
2010-2012	BNP Paribas Czech Republic/Country Head
2005-2010	BNP Paribas Czech Republic/General Manager
1985-1987	Applied Economics-Catholic University of Louvain-Belgium, Master's Degree
1983-1985	Economical, Political and Social Sciences-UFSAL-Brussels-Belgium, Bachelor's Degree

Özden Odabaşı, Member	
March 2021-present	TEB Faktoring A.Ş., Deputy Chairman
March 2017-present	TEB A.Ş., Board Member
1998-2016	The Economy Bank N.V., CEO
1997-1998	FB Finansbank Suisse S.A., CEO
1994-1997	Finansbank Holland N.V.
1987-1993	Finansbank A.Ş., Marketing Director/ Assistant General Manager
1986-1987	BNP-Akbank A.Ş., Marketing Manager
1984-1986	Citibank N.A. İstanbul, Customer Representative/Marketing Manager
1983-1984	Mobil Oil Türk A.Ş., Internal Control Assistant Manager
1981-1982	Northern Illinois University, MBA
1980-1981	Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Master's Degree
1976-1980	Middle East Technical University, Faculty of Administrative Sciences, Department of Business Administration, Bachelor's Degree

Xavier Henri Jean Guilmineau, Member	
December 2018-present	BNP Paribas IRB Head of Retail and SME Banking
January 2018-December 2018	TEB Arval Deputy Chairman
January 2016-present	BNP Yatırımlar Holding A.Ş. Board Member BNP Paribas Fortis Yatırımlar Holding A.Ş. Board Member
January 2016-December 2018	TEB Faktoring A.Ş. Board Member TEB Yatırım Menkul Değerler A.Ş. Board Member
December 2015-present	TEB A.Ş., Board Member
October 2015-December 2015	TEB A.Ş., Advisor
2009-2015	CEO Asia BNP Paribas Cardif
2013-2015	BNP Paribas Cardif, Executive Committee Member
2009-2015	Paris Management Consultant-Taiwan, Chairman of the Board of Directors
2009-2015	Bank of Beijing Cardif Life JV-China, Vice Chairman of Board of Directors
2009-2015	BNP Paribas Cardif TCB Life Insurance JV-Taiwan, Member of the Board of Directors
2009-2015	BNP Paribas Cardif Life Insurance JV-Korea, Member of the Board of Directors
2005-2008	Head of Central and Eastern Europe, BNP Paribas Cardif
2002-2005	Retail Development Manager, Bank of The West (USA)
1998-2002	Head of Mission, General Inspection, BNP Paribas Group
1993-1998	Head of North Agribusiness Center, BNP Paribas France
1996-1997	Lille 1 University, Business Administration, Certificate of Competency, Diploma of Specialized Higher Education
1989-1993	National School of Engineering in Agriculture and Food Industries, BS Degree in Agricultural and Food Industries
1987-1990	Nancy 1 University, Technology University Degree in Applied Food and Biological Industries
1983-1986	Nantes Academy, Secondary School Baccalaureate Diploma in Math and Natural Sciences

François Andre Jesualdo Benaroya, Deputy Chairman	
July 2021-present	TEB Holding A.Ş., Board Member
September 2021-present	TEB A.Ş. Deputy Chairman
January 2018-September 2021	TEB A.Ş., Board Member
October 2021-present	BNP Paribas –IRB Vice President
October 2017-September 2021	BNP Paribas-IRB, Head of Central & Eastern Europe/Turkey
July 2014-September 2017	BGZ BNP Paribas (Poland), Vice Chairman of the Board
November 2011-June 2014	BNP Paribas-IRB, Head of Retail
November 2007-October 2011	UKRSIBBANK BNP Paribas Ukraine, Vice Chairman of the Board
August 1992-January 1994	Republic of France National Institute of Statistics and Economic Studies/National School of Statistics and Economic Administration
September 1989-July 1992	Republic of France Ecole Polytechnique/ Engineering

Sandrine Ferdane, Member	
2020-present	Global Head of Financial Institutions Coverage, Paris
2015-2020	CEO, BNPP Brazil
2007-2015	Head of Corporate Coverage Brazil
2003-2007	Head of Export Finance Latin America, BNPP Paris
1998-2003	Head of Export Finance Brazil, BNPP Brazil
1992-1998	Corporate Banking, BNPP Paris

EXECUTIVE MANAGEMENT

General Manager, Assistant General Managers and Their Responsibilities in the Bank

Ümit Leblebici	Executive Member and CEO	
Gökhan Mendi	Senior Assistant General Manager	Retail and Private Banking Group
Ali Gökhan Cengiz	Assistant General Manager	SME Banking Group
Mustafa Aşkın Dolaştır	Assistant General Manager	Financial Control (Affairs) Group
Bade Sipahioğlu Işık	Assistant General Manager	Human Resources Group
Gökhan Özdil	Assistant General Manager	Corporate Credits Group
Ali İhsan Arıdaşır	Assistant General Manager	SME Credits Group
Osman Durmuş	Assistant General Manager	Retail and Micro SME Credits Group
Melis Coşan Baban	Chief Legal Advisor, Secretary of the Board of Directors	Head of Legal Affairs
Mehmet Ali Cer	Assistant General Manager	Information Technologies Group
Ömer Abidin Yenidoğan	Assistant General Manager	Corporate Investment Banking
Akil Özçay	Assistant General Manager	Global Markets
Tuğrul Özbakan	Assistant General Manager	Treasury & ALM
Gülümser Özgün Henden	Assistant General Manager	Corporate Banking
Orhan Hatipoğlu (*)	Assistant General Manager	Banking Operations and Support Services

Managers of Internal Systems

Hakan Tıraşın	Head of Internal Audit
Nimet Elif Kocaayan	Chief Risk Officer
Birol Deper	Head of Compliance Group and Internal Control Group, Consumer Relations Coordination Officer

(*) Orhan Hatipoğlu has been appointed as the Assistant General Manager responsible for Banking Operations and Support Services Group, effective from 19 July 2021.

Ümit Leblebici, Executive Member and CEO

July 2020-present	TEB ARF Teknoloji A.Ş., Chairman
July 2017-present	FERB Board Member
May 2014-present	Banks Association of Turkey, Board Member
September 2013-present	TEB A.Ş., Executive Board Member and CEO
February 2013-September 2013	TEB A.Ş., Deputy CEO
2002-2013	TEB A.Ş. Assistant General Manager, ALM and Treasury Group
April 2013-September 2013	TEB Yatırım Menkul Değerler A.Ş., Chairman
2012-December 2014	TEB Portföy Yönetimi A.Ş., Chairman
2011-2012	TEB Portföy Yönetimi A.Ş., Board Member
1999-2002	TEB A.Ş. Director, Treasury Group
1997-1999	Osmanlı Bankası, Treasury Manager
March 1997-July 1997	Ulusal Bank, Treasury Manager
1991-1997	Midland Bank, Treasury Manager
1988-1994	Istanbul University, MBA at Finance Major
1984-1988	Istanbul University, Faculty of Business Administration

Gökhan Mendi, Senior Assistant General Manager, Retail and Private Banking

October 2016-present	TEB Yatırım Menkul Değerler A.Ş., Board Member
October 2013-present	TEB A.Ş., Senior Assistant General Manager, Retail and Private Banking
June 2013-present	Interbank Card Center (BKM) Board Member
May 2012-present	Fortis Bank A.Ş., Mensupları Emekli Sandığı Vakfı, Board Member Fortis Bank Personeli Güvenlik Vakfı, Board Member
2011-2013	TEB A.Ş., Assistant General Manager, Retail and Private Banking
2011-March 2016	TEB Yatırım Menkul Değerler A.Ş., Board Member
2011-2014	TEB Portföy Yönetimi A.Ş., Board Member
2011-2012	TEB Tüketici Finansmanı A.Ş., Deputy Chairman
2007-2011	Fortis Bank A.Ş., Head of Retail Banking & Bancassurance, Board Member
2003-2007	Finansbank, Retail Banking Assistant General Manager, Finans Sigorta A.Ş., Finans Portföy & Finans Yatırım, Board Member
2001-2003	Finansbank, NL, Consumer Banking, Assistant General Manager
1999-2001	Citibank Inc. Plc. London, Head of Business Development
1998-1999	Citibank N.A., Istanbul, Credit Cards Marketing Director
1996-1998	Citibank O., Istanbul, Sales & Marketing Manager
1996-1996	Beiersdorf Chemical, Sales & Marketing Manager
1992-1996	British Petroleum Istanbul, Marketing Services & Product Manager
1991-1992	British Petroleum Istanbul, Marketing Services Manager
1990-1991	British Petroleum Istanbul, Assistant of Engineering Manager
2000-2002	London Business School, Executive MBA
1987-1988	Istanbul University, MBA
1983-1987	Istanbul Technical University, Civil Engineering

Mustafa Aşkın Dolaştır, Assistant General Manager, Financial Control Group

December 2020-present	TEB ARF Teknoloji A.Ş., Board Member
March 2019-present	Ekonomi Yatırımlar Ltd., Board Member
March 2018-present	TEB ARVAL Araç Filo Kiralama A.Ş., Board Member
2016-present	BNP Paribas Cardif Emeklilik A.Ş., Board Member
2016-present	BNP Paribas Cardif Sigorta A.Ş., Board Member
2016-present	BNP Paribas Cardif Hayat Sigorta A.Ş., Board Member
2008-present	TEB A.Ş., CFO
2007 February-November	TEB Arval/Factoring/Leasing, CFO
1998-2007	The Economy Bank N.V. Amsterdam, Deputy CEO and Member of the Execution Committee
1994-1998	Finansbank (Holland) N.V., CFO
1992-1994	Commercial Union Hayat Sigorta A.Ş., CFO
1990-1992	Finansbank A.Ş. Istanbul, Group Head, Subsidiaries
1986-1989	Arthur Andersen & Co. Istanbul, Lisbon, London and Cambridge Offices, Senior Auditor
1985-1986	The Central Bank of the Republic of Turkey, Specialist
1984-1985	Istanbul Technical University, Management Engineering Lecturer, Operational Research
1983-1986	Istanbul Technical University, Master Degree in Management Engineering
1979-1983	Istanbul Technical University, Management Engineering

EXECUTIVE MANAGEMENT

Bade Sipahioğlu Işık, Assistant General Manager, Human Resources Group

April 2020-present	TEB A.Ş., Assistant General Manager, Human Resources Group
2014-2017	OGER Telecom, Chief Human Resources Officer
2001-2014	Akbank T.A.Ş. Group Head (Human Resources and Organization), Executive Vice President (Human Resources)
1997-2001	Doğuş Group (Garanti Bank, Humanitas, Ottoman Bank) Vice President (Human Resources and Organization)
1996-1997	Intertech İşlem ve Pazarlama, Human Resources Manager
1994-1995	Institut d'Etudes Politiques de Paris, Master's degree in Business Management and Corporate Social Development
1990-1994	Marmara University Faculty of Economics and Administrative Sciences, Political Sciences (French)

Gökhan Özdil, Assistant General Manager, Corporate Credits Group

September 2017-present	TEB Faktoring A.Ş., Board Member
March 2016-March 2017	TEB Faktoring A.Ş., Board Member
2011-present	TEB A.Ş., Assistant General Manager, Corporate Credits Group
2005-2011	Fortis Bank A.Ş., Corporate and Commercial Banking Credits Assistant General Manager
2008-present	Fortis Bank A.Ş., Mensupları Emekli Sandığı Vakfı, Executive Vice President Fortis Bank Personeli Güvenlik Vakfı, Executive Vice President
2007-2008	Fortis Bank A.Ş., Mensupları Emekli Sandığı Vakfı, Board Member; Fortis Bank Personeli Güvenlik Vakfı, Board Member
2007-2008	Fortis Bank A.Ş., Retail Banking Credits Assistant General Manager
2005-2007	Fortis Bank A.Ş., Credits Group Assistant General Manager
2004-2005	Türk Dış Ticaret Bankası A.Ş., Credits Group Assistant General Manager
1996-2004	Türk Dış Ticaret Bankası A.Ş., Branch Manager
1992-1996	Türk Dış Ticaret Bankası A.Ş., Assistant Branch Manager
1989-1992	Türk Dış Ticaret Bankası A.Ş., Internal Audit Group, Inspector
1987-1989	Türkiye İş Bankası A.Ş., Head Office
1981-1986	Middle East Technical University, Economics

Ali İhsan Arıdaşır, Assistant General Manager-SME Credits Group

March 2019-present	BNP Paribas Finansal Kiralama A.Ş., Board Member
December 2018-present	TEB A.Ş., Assistant General Manager-SME Credits Group
October 2018-December 2018	TEB A.Ş., Credits Advisor
November 2016-October 2018	Anadolu Bank A.Ş., Assistant General Manager, Credits Allocation
January 2008-November 2016	TEB A.Ş., Credits Monitoring Director/ Credits Director/SME Credits Allocation Director
August 2003-December 2007	TEB A.Ş., South Anatolia Commercial Credits and Credits Allocation Supervisor
August 2002-August 2003	TEB A.Ş. Gazipaşa Bulvarı Branch Corporate Banking Branch Manager
June 2002-August 2002	TEB A.Ş., Commercial Banking Marketing and Product Development Manager
June 1996-June 2002	TEB A.Ş. Adana Branch Commercial Marketing Manager
August 1993-May 1996	Pamukbank A.Ş. Corporate Marketing Manager
1987-1992	Boğaziçi University Economics and Administrative Sciences Faculty, Department of Economics

Osman Durmuş, Assistant General Manager-Retail and Micro SME Credits Group

March 2018-present	TEB Yatırım Menkul Değerler A.Ş., Board Member
August 2017-present	TEB Sh. A. Board Member
2008-present	TEB A.Ş., Assistant General Manager, Retail and Small Business Credit Group
1998-2008	HSBC Bank A.Ş./Demirbank T.A.Ş., Head of Retail and Small Business Credit and Risk Group
1997-1998	Yapı Kredi Kart Hizmetleri A.Ş., Head of Credit Cards and Risk
1994-1996	Yapı Kredi Bankası A.Ş., Unit Manager, Retail Banking Accounting Department
1990-1993	Yapı Kredi Bankası A.Ş., Specialist, Retail Banking Accounting Department
1988-1990	Yapı Kredi Bankası A.Ş., Chief Assistant, Accounting Department
1986-1987	Yapı Kredi Bankası A.Ş., Rihtim Branch, Clerk
1982-1986	Marmara University, Faculty of Press and Media, Journalism and Public Relations Department, Bachelor's Degree

Melis Coşan Baban, Chief Legal Advisor, Board General Secretary, Assistant General Manager

2008-present	TEB A.Ş., Assistant General Manager, Legal Affairs
2005-present	TEB A.Ş., Chief Legal Advisor, Board General Secretary
2000-2005	Pekin & Pekin Law Firm, Partner
1998-2000	Pekin & Pekin Law Firm, Senior Lawyer
1993-1998	Postacıoğlu Law Firm, Lawyer
1996-1997	Columbia University, New York, USA, Master of Law (LL.M.)
1989-1995	Istanbul University, Law School, Law Degree

Mehmet Ali Cer, Assistant General Manager, Information Technologies Group

July 2020-present	TEB ARF Teknoloji A.Ş., Deputy Chairman
May 2012-present	Fortis Bank A.Ş., Mensupları Emekli Sandığı Vakfı, Board Member Fortis Bank Personeli Güvenlik Vakfı, Board Member
2011-present	TEB A.Ş., Assistant General Manager, Information Technologies Group
February 2011-November 2011	TEB A.Ş., Infrastructure Management, Group Director
2010-2011	Fortis Bank A.Ş., Information Technologies, Director
2000-2010	TEB A.Ş., Infrastructure Management, Director
1997-2000	Demirbank A.Ş., Software Development, Manager
1995-1997	Metters Industries, Senior Software Engineer
1993-1995	Southern Illinois University, Graduate Assistant
1990-1992	Türkiye Kalkınma Bankası A.Ş., System Analyst
1993-1996	Southern Illinois University, Computer Engineering (Master Degree)
1985-1990	Hacettepe University, Department of Computer Engineering

Ömer Abidin Yenidoğan, Assistant General Manager, Corporate Investment Banking ^(*)

March 2021-present	TEB Yatırım Menkul Değerler A.Ş., Chairman
December 2020-March 2021	TEB Yatırım Menkul Değerler A.Ş., Board Member
October 2014-January 2022	TEB A.Ş., Assistant General Manager, Corporate Investment Banking
2014-2021	TEB Portföy Yönetimi A.Ş., Advisor to the Board
2003-2014	TEB Portföy Yönetimi, CEO
March 2011-March 2018	TEB Yatırım Menkul Değerler A.Ş., Board Member
2013-2015	TKB BNPP IP ISC & LLC (Saint Petersburg-Russian Federation), Board Member
2010-2014	Corporate Governance Association of Turkey, Board Member
2001-2003	TEB Retail Banking, Marketing Director
2000-2001	TEB Portföy Yönetimi A.Ş., Marketing Assistant General Manager
1997-1999	TEB Yatırım Menkul Değerler A.Ş., International Capital Market Assistant Manager
1995-1996	Citibank Turkey, GCB
1994-1995	University of Nottingham, Financial MBA
1989-1994	Marmara University, BA in Political Sciences (French)

(*) Effective from 1 January 2022, the Corporate Banking Group and the Corporate Investment Banking Group were merged under the name of "Corporate and Corporate Investment Banking Group". Accordingly, the title of Ömer Abidin Yenidoğan, Assistant General Manager, Corporate Investment Banking Group was changed to Assistant General Manager, Corporate and Corporate Investment Banking Group.

EXECUTIVE MANAGEMENT

Akil Özçay, Assistant General Manager, Global Markets	
2015-2020	TEB Yatırım Menkul Değerler A.Ş., Board Member
2012-2013	TEB Yatırım Menkul Değerler A.Ş., Chairman of the Board
2012-2013	TEB Portföy Yönetimi A.Ş., Board Member
2011-present	TEB A.Ş., Assistant General Manager, Global Markets
2011-2012	TEB Portföy Yönetimi A.Ş., Chairman of the Board
2011-2012	TEB Yatırım Menkul Değerler A.Ş., Deputy Chairman
2011-2011	Fortis Portföy Yönetimi A.Ş., Chairman of the Board
2009-2013	TEB Sh.A., Board Member
2008-2011	TEB A.Ş., Chief Advisor to the CEO
2007-2008	CBRT Internal Audit, Chief Audit Executive
2005-2007	Rutgers, The State University of New Jersey, Master
2004-2007	CBRT New York Representative Office, Chief Representative
2001-2004	CBRT Markets Department, General Director
1998-2001	CBRT Markets Department, Assistant General Director
1996-1998	CBRT Open Markets Operations, Manager
1995-1996	CBRT Banking Supervision, Manager
1994-1995	CBRT Markets Department, Foreign Exchange Transactions, Manager
1977-1981	Ankara University, Faculty of Political Sciences, Bachelor's Degree
Tuğrul Özbakan, Assistant General Manager, ALM & Treasury	
June 2015-present	TEB A.Ş., Assistant General Manager, ALM & Treasury Group
2013-2015	TEB A.Ş., Group Director, ALM & Treasury Group
2008-2013	TEB A.Ş., Director, ALM
2007-2008	TEB Portföy Yönetimi A.Ş., Assistant General Manager, DPM and Fund Management
June 2007 -July 2007	TEB A.Ş. Financial Markets Director
2005-2006	TEB Portföy Yönetimi A.Ş., Board Member
2005-2006	Varlık Yatırım Ortaklığı A.Ş., Board Member
1996-2006	TEB A.Ş. Director, Financial Markets
2004-2009	Istanbul Marmara University, Ph.D. in EU Economics
1999-2002	Istanbul Bilgi University, Business Administration (MBA)
1991-1995	Stanford University, Palo Alto, USA, BA in Economics

Gülümser Özgün Henden, Assistant General Manager, Corporate Banking^(*)	
March 2021-present	TEB Faktoring A.Ş. Board Member
March 2018-March 2021	BNP Paribas Finansal Kiralama A.Ş., Board Member
November 2015-present	TEB A.Ş., Assistant General Manager, Corporate Banking
2015-November 2015	TEB A.Ş., Group Director, Corporate Businesses
2011-2014	TEB A.Ş., Sales Director, Corporate Banking
2003-2011	TEB A.Ş., Commercial Banking, Sales, Marketing and Product Development Director
2001-2003	Garanti Bankası A.Ş., Senior Manager, Commercial Banking
2000-2001	Osmanlı Bankası A.Ş., Manager, Corporate Banking
1995-2000	Finansbank A.Ş., Manager
1992-1995	Garanti Bankası A.Ş., MT
1987-1992	Middle East Technical University, Business Administration
^(*) Gülümser Özgün Henden, Assistant General Manager responsible for the Corporate Banking Group, resigned from her position as of 31 December 2021 due to her appointment as the General Manager of TEB Faktoring A.Ş., effective from 1 January 2022.	

Hakan Tıraşın, Head of Internal Audit	
2006-present	TEB A.Ş., Head of Internal Audit
2004-2005	TEB A.Ş., Assistant General Manager, Organization, Banknote Markets and Support Services and Secretary General
1992-2004	TEB A.Ş., General Secretary
1989-1992	TEB A.Ş., Internal Audit, Inspector
1973-1989	Akbank, Branch Manager and Inspector
1972-1977	Istanbul Academy of Economics and Business Administration

Birol Deper, Head of Compliance and Internal Control, Consumer Relations Coordination Officer	
May 2021-present	MASAK TEB A.Ş. and TEB A.Ş. Financial Group Compliance Officer
March 2016-present	TEB Sh.A., Board Member
April 2015-present	Banks Association of Turkey-Risk Center, Board Member
September 2013-present	TEB A.Ş., Consumer Relations Coordination Officer
2012-present	TEB A.Ş., Head of Compliance Group and Internal Control Group
2011-April 2013	TEB Portföy Yönetimi A.Ş., Auditor
2010-2012	TEB A.Ş., Compliance and Regulation Director
2008-2012	TEB A.Ş., Banking Regulation Director
2007-April 2013	TEB Cetelem Tüketici Finansmanı A.Ş., Auditor
2006-2008	TEB A.Ş., Banking Regulation Manager
2001-2006	Banking Regulation and Supervision Agency, Certified Bank Auditor
2007-2010	Galatasaray University Institute of Political Sciences-MBA
1996-2000	Ankara University, Faculty of Political Sciences, Department of Business Administration

Nimet Elif Kocaayan, Head of Group Risk Management	
July 2017-present	TEB A.Ş. Head of Group Risk Management
July 2017-present	TEB Yatırım Menkul Değerler A.Ş., Board Member
2010-2017	TEB A.Ş., Credit Risk Director
2003-2010	TEB A.Ş. Operational Risk-BASEL II and Credit Risk Supervisor/Credit Risk Manager
2000-2003	TEB A.Ş. Credit Allocation Supervisor
1995-2000	TEB A.Ş. Internal Audit, Inspector/ Assistant Inspector
1991-1995	Istanbul University, Faculty of Economics, Department of Economics

Ali Gökhan Cengiz, Assistant General Manager, SME Banking	
March 2021-present	BNPP Finansal Kiralama A.Ş. Board Member
March 2019-present	TEB A.Ş., Assistant General Manager, SME Banking
2016-2019	TEB A.Ş., Group Director, Corporate Banking Sales Management
2004-2016	Akbank T.A.Ş. Division Head
2003-2004	Dışbank T.A.Ş. Branch Manager
2001-2003	Citibank A.Ş. Branch Manager
1995-2001	Interbank Branch Deputy Manager
1993	Oklahoma City University MBA
1986-1989	Hacettepe University, Department of Economics

Orhan Hatipoğlu, Assistant General Manager-Banking Operations and Support Services	
July 2021-present	TEB A.Ş. Assistant General Manager-Banking Operations and Support Services
May 2021-present	Bantaş Nakit ve Kıymetli Mal Taşıma ve Güvenlik Hizmetleri A.Ş. Board Member
2020-2021	TEB A.Ş. Core Banking, ADC and Payment Systems Operations Management, Group Director
2017-2019	Fibabanka A.Ş., Assistant General Manager
2012-2016	TEB A.Ş. Core Banking, ADC and Payment Systems Operations Management, Director
February 2012-October 2012	Akbank A.Ş., Director
October 2010-January 2012	Credit Europe Bank Ukraine Kiev, Chief Operating Officer
1988-1992	Boğaziçi University Faculty of Engineering/Computer Engineering

Information on Participation of Board Members and Committee Members in Respective Meetings:

As of 31 December 2021 the Board of Directors has accepted 207 resolutions. The Board Members and Committee Members have participated into respective meetings at sufficient levels.

SENIOR EXECUTIVE COMMITTEE

Responsibilities of the Committee:

Monitoring and surveillance of TEB and TEB Group's operational performance on behalf of TEB's Board of Directors and in accordance with its directions.

Chairman

François Andre Jesualdo BENAROYA, Vice Chairman of the Board of Directors

Deputy Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Members

General Manager

Committee meets as required.

CREDIT COMMITTEE

Responsibilities of the Committee:

The Credit Committee is responsible to evaluate and approve loans within its authorization limits.

Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Members

Özden ODABAŞI, Board Member
Nicolas de BAUDINET de COURCELLES, Board Member
Hans Wilfried J. BROUCKE, Board Member
Ümit LEBLEBİCİ, General Manager

Alternate Members

Sabri Davaz, Board Member
Ayşe Aşardağ, Board Member

Committee meets as required.

RISK COMMITTEE

Responsibilities of the Committee:

To audit and assess risk policies

Chairman

Hans Wilfried J. BROUCKE, Board Member

Deputy Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Committee meets as required.

AUDIT COMMITTEE

Responsibilities of the Committee:

- On behalf of the Board of Directors to supervise the efficiency and adequacy of the Bank's internal systems,
- To supervise compliance with the provisions hereof concerning internal control and with the internal policies and implementation procedures approved by the Board of Directors and to make proposals to the Board of Directors in relation to measures which it is considered necessary to take,
- Together with the top-level management and the independent auditors, to evaluate the results of independent audit, the annual and quarterly financial statements and related documents and the independent audit report,
- To evaluate the independence of the rating institutions, the independent audit institutions, including those which carry out audits of information systems and the valuation institutions with which the Bank will sign contracts and of their presidents, directors, auditors, managers and employees, in their activities related with the Bank and the sufficiency of the resources that are allocated.

Chairman

Nicolas de BAUDINET de COURCELLES, Board Member

Deputy Chairman

Ayşe AŞARDAĞ, Board Member

Members

Sabri DAVAZ, Board Member

Committee meets at least every three months.

OPERATIONAL RISK COMMITTEE

Responsibilities of the Committee:

- To make suggestions for the Operational Risk Management Policy approved by the Board of Directors,
- Based on the results of measurements and management conducted in accordance with the Operational Risk Management Policy;
- To review operations by measuring operational risks and by making general assessments regarding incidents that take place and potential risks aimed at mitigation, and to pass decisions when necessary,
- To follow up the course and development of audit suggestions,
- To oversee the development of key risk indicators identified by the Group Risk Management and to evaluate new indicators based on risk mitigation measures, risk profile and trends,
- To review and evaluate the risk assessment results of service providers within the scope of the Regulation on Procurement of Support Services by Banks and the Regulation on Information Systems of Banks and Electronic Banking Services.

Chairman

Assistant General Manager, Banking Operations and Support Services

Deputy Chairman

Assistant General Manager, Financial Control Group

Members

Senior Assistant General Manager, Retail and Private Banking Group
Assistant General Manager, SME Banking Group
Assistant General Manager, Corporate Credits Group
Assistant General Manager, Corporate Investment Banking
Assistant General Manager, Information Technologies Group
Assistant General Manager, Human Resources Group
Chief Legal Advisor, Secretary of the Board of Directors

Committee meets as monthly.

SELECTION AND COMPENSATION COMMITTEE

Responsibilities of the Committee:

- Establishing a compensation policy that is aligned with the scope and structure of the Bank activities, its strategies, long-term goals and risk management structures, the BRSA's "Regulation Amending the Regulation on the Banks' Corporate Governance Principles" and ""Guide on Best Compensation Practices in Banks" published in the Official Gazette issue 27959 dated 9 June 2011 that prevent taking excessive risks and that contribute to effective risk management.
- Determination, monitoring and supervision of remuneration implementations (including salaries, performance bonuses, premiums, awards, fringe benefits and social benefits).
- Annual submission to the Board of Directors the proposals with respect to the evaluation of remuneration policy and implementations under the risk management.
- Determination of the criteria for payments of performance bonuses based on performances of the employees and announcement of such criteria to the employees and regular review of such criteria according to the determined standards and special duties and responsibilities.
- Determination and approval of organizational structure, norms, job descriptions, appointment, promotion, salary and performance bonuses for Group Director and higher positions.

Chairman

François Andre Jesualdo BENAROYA, Vice Chairman of the Board of Directors

Deputy Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Regular Attendant

General Manager

Committee meets as required.

COMMITTEES OF TÜRK EKONOMİ BANKASI A.Ş.

COMPLIANCE COMMITTEE

Responsibilities of the Committee:

- To supervise of compliance policies and practices.
- To monitor the changes in legislation.

Chairman

Nicolas de BAUDINET de COURCELLES, Board Member

Deputy Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Members

Sabri DAVAZ, Board Member
Yvan L.A.M. DE COCK, Board Member

Committee meets as required.

CORPORATE GOVERNANCE COMMITTEE

Responsibilities of the Committee:

To oversee compliance with corporate governance principles, undertake improvement efforts in this area and submit proposals to the Board of Directors.

Chairman

Dr. Akin AKBAYGİL, Vice Chairman of the Board of Directors

Deputy Chairman

Yavuz CANEVİ, Chairman of the Board of Directors

Members

Hans Wilfried J. BROUCKE, Board Member
Nicolas de BAUDINET de COURCELLES, Board Member
Yvan L.A.M. DE COCK, Board Member
Sabri DAVAZ, Board Member

Committee meets as required.

ASSETS AND LIABILITIES COMMITTEE

Responsibilities of the Committee:

- Regarding TEB Group's Financial Markets activities; evaluation of industry developments and expectations, determination of strategies, evaluation of markets and the strategies to be adopted and the comparison of risk sizes to be taken,
- To review of financial indicator reports,
- To discuss expectations and developments in the domestic and international markets,
- To review of the general presentation of marketing groups,
- To review of ALM's presentation in terms of deposits and credit structure,
- To examine the funding cost and spread improvement for business segments,
- Evaluation of analysis of the Bank's weekly balance-sheet, income and expense, profit and loss statement.

Chairman

General Manager

Deputy Chairman

Assistant General Manager, Assets and Liabilities Management and Treasury

Members

Deputy Head of Corporate Investment Banking
Senior Assistant General Manager, Retail and Private Banking Group
Senior Assistant General Manager, SME Banking Group and Deputy General Manager
Assistant General Manager, Corporate Banking
Assistant General Manager, Financial Control Group
Assistant General Manager, Fixed Income
Assets and Liabilities Management Director
Chief Economist
Chief Investment Advisor

Committee meets bi-weekly or as required.

NEW PRODUCT COMMITTEE

Responsibilities of the Committee:

- Within the scope of the Regulation of New Product, Activity and Organization to make decisions about products, activities and organizations which are defined as “newly”.

Chairman

Head of Compliance Group and Internal Control Group

Deputy Chairman

Assistant General Manager of Product Owner Segment

Members

Data Management Director
Core Banking Operations Director
Information Security and Quality Director
Business Process Director
Business Solutions Director
Head of Legal Affairs, Secretary of the Board
Contracts, Legal Counseling and Projects Director
General Accounting Director
Group Chief Risk Officer (and/or manager delegated according to the role)
Executive Tax Director
Customer and Product Safety Director
Representative of Compliance Division
Customer Rights Coordination Manager
Legislation Manager

Committee meets when the new products, activities and organizational change for customers are on the agenda.

MARKET AND LIQUIDITY RISK COMMITTEE

Responsibilities of the Committee:

- To monitor market risks and derivative risks,
- To review market and customer derivative risk policies and submit to the Board of Directors,
- To examine stress scenarios and if necessary, to make proposal to the Board of Directors for amendment,
- To review market risk limits and recommend to Board of Directors,
- Discussion of necessary topics by Financial Markets, / Treasury, Financial Affairs and Group Risk Management,
- To monitor the liquidity of the Bank; to analyze and follow-up borrowing capacity and other possible funding sources in order to avoid any default risk,
- To analyze and monitor the interest rate exposure of the Bank,
- To review the limits regarding both interest and liquidity risks and recommend to Board of Directors,
- To prepare guidelines and policies for interest rate and liquidity risks and recommend to Risk Policies Committee,
- Recommendation of interest, liquidity, market and counterparty credit risk measurement methods to the Risk Policy Committee.

Chairman

General Manager

Deputy Chairman

Group Chief Risk Officer

Members

ALM & Treasury Assistant General Manager
Financial Affairs Assistant General Manager
Financial Markets Assistant General Manager
Financial Markets Trading Director
ALM Strategies Execution Director
Treasury Director
Market Risk and Operational Risk Director
Capital Markets Mid-Office Director

Committee that meets on a monthly basis or as required.

INFORMATION DISCLOSURE COMMITTEE

Responsibilities of the Committee:

- To determine the general principles for disclosure of information that are in the nature of customer secrets and bank secrets with third parties,
- To undertake the overall coordination of such disclosures; to set the related responsibilities and general rules of operation,
- To evaluate whether demands received for information disclosure are appropriate; to enter these evaluations into record.

Chairman

For one-year terms of office ^(*);

- Head of Compliance Group and Internal Control Group
- Chief Legal Advisor, Secretary of the Board of Directors

^(*) A new Committee Chairman will be assigned as and when the position of Secretary is handed over.

Deputy Chairman

For one-year terms of office ^(*);

- Chief Legal Advisor, Secretary of the Board of Directors
- Head of Compliance Group and Internal Control Group

^(*) A new Committee Vice Chairman will be assigned as and when the position of Secretary is handed over.

Members

Group Chief Risk Officer
Financial Affairs Assistant General Manager
Banking Operations and Support Services Assistant General Manager
Information Technologies Assistant General Manager
Information Security and Quality Director

The committee meets monthly or as required.

INFORMATION ON TRANSACTIONS CONDUCTED WITH RELATED PARTIES

The Bank is involved in various transactions with the risk group to which TEB is included (related parties) and these are carried out for commercial purposes and at market prices. Loan transactions with related-parties and their share in the Bank's total credit risk as of 31 December 2021 and 31 December 2020 were as follows:

%	31.12.2021	31.12.2020
Share in total cash loans	1.22%	1.27%
Share in total non-cash loans	1.35%	2.18%
Share in total cash and non-cash loans	1.25%	1.49%

Detailed information about the risk group to which TEB is included has been prepared in accordance with the “Communiqué on Financial Statements and Related Explanations and Footnotes Announced to the Public by Banks” and published in Section 3, of the “Annual Report” and was also included in the financial statements as of 31 December 2021 and Section 5, Article VII.1 of the Independent Audit Report.

ACTIVITIES FOR WHICH SUPPORT SERVICES ARE RECEIVED AND SUPPLIERS

COMPANY TITLE	SCOPE OF SUPPORT SERVICES TAKEN	EXPLANATION OF THE SERVICE
FU GAYRİMENKUL YATIRIM DANIŞMANLIK A.Ş.	OPERATIONAL SERVICES	OPERATIONAL SUPPORT FOR MORTGAGE PROCESSES
PRONET GÜVENLİK HİZMETLERİ A.Ş.	SECURITY	OFF SITE ATM ALARM SYSTEMS LEASING AND SERVICE AGREEMENT
E-KART ELEKTRONİK KART SİSTEMLERİ SANAYİ VE TİCARET ANONİM ŞİRKETİ	CREDIT CARD PURCHASES	PURCHASING CREDIT CARD PLASTIC AND CHIP AGREEMENT
GENOM BİLİŞİM TEKNOLOJİLERİ DANIŞMANLIK VE TİC. A.Ş.	SOFTWARE (OTHER)	HUMAN RESOURCES UPDATE AND TELEPHONE SUPPORT SERVICE
ECZACIBAŞI BİLİŞİM SAN. VE TİC. A.Ş.	SOFTWARE (BANKING)	ELECTRONIC FORECLOSURE MANAGEMENT SYSTEM SOFTWARE LICENCE AGREEMENT
COLLECTÜRK ALACAK YÖNETİMİ VE DANIŞMANLIK ANONİM ŞİRKETİ	OPERATIONAL SERVICES	LEGAL PROSECUTION COLLECTION SEARCH
ERETİM BİLGİSAYAR HİZMETLERİ VE DANIŞMANLIK LTD. ŞTİ.	SOFTWARE (BANKING)	CAMPAIGN MANAGEMENT TOOL LICENSE AND IMPLEMENTATION AGREEMENT
RİSK YAZILIM TEKNOLOJİLERİ DANIŞMANLIK EĞİT. TİC. LTD.	SOFTWARE	RISKTURK SOFTWARE, PROCUREMENT, WARRANTY AND MAINTENANCE AGREEMENT
ECZACIBAŞI BİLİŞİM SAN. VE TİC. A.Ş.	SOFTWARE (BANKING)	EBIFLOW PAYMENT ORDER SYSTEM LICENCE AND SERVICE AGREEMENT
VERİFONE ELEKTRONİK VE DANIŞMANLIK LTD. ŞTİ.	OPERATIONAL SERVICES	POS REMOTE INSTALLATION AGREEMENT
PAYTEN TEKNOLOJİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	CYBER POS SERVICES
IRON MOUNTAIN ARŞİVLEME HİZMETLERİ ANONİM ŞİRKETİ	ARCHIVING	ARCHIVES SERVICE AGREEMENT
GÜZEL SANATLAR ÇEK BASIM LTD. ŞTİ.	OPERATIONAL SERVICES	CHEQUE PRINTING SERVICES AGREEMENT
DİEBOLD NİXDORF TEKNOLOJİ ANONİM ŞİRKETİ	SOFTWARE (OTHER)	SOFTWARE MAINTENANCE AGREEMENT
ECZACIBAŞI BİLİŞİM SAN. VE TİC. A.Ş.	SOFTWARE (BANKING)	MOBILINK MAINTENANCE AGREEMENT
YNDRYL GLOBAL SERVICES İŞ VE TEKNOLOJİ HİZMETLERİ VE TİCARET LİMİTED ŞİRKETİ	INFORMATION SYSTEMS	EMERGENCY SERVICES
SUPERONLINE İLETİŞİM HİZMETLERİ ANONİM ŞİRKETİ	INFORMATION SYSTEMS	ELECTRONIC COMMUNICATION SERVICE FRAMEWORK AGREEMENT
SİSTAŞ SAYISAL İLETİŞİM SAN. TİC. A.Ş.	SOFTWARE (SYSTEM)	GVP MAINTENANCE AGREEMENT
FINEKSUS BİLİŞİM ÇÖZÜMLERİ TİCARET A.Ş.	SOFTWARE (BANKING)	SWIFT ALLIANCE SYSTEM
PRONET GÜVENLİK HİZMETLERİ A.Ş.	SECURITY	ALARM MONITORING CENTER SUBSCRIPTION AGREEMENT
IRON MOUNTAIN ARŞİVLEME HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	SCAN DATA ENTRY OUTSOURCING
İPOTEKA GAYRİMENKUL YATIRIM DANIŞMANLIK ANONİM ŞİRKETİ	OPERATIONAL SERVICES	OPERATIONAL SERVICE RELATED TO MORTGAGE TRANSACTIONS
KEY YAZILIM ÇÖZÜMLERİ ANONİM ŞİRKETİ	SOFTWARE	APPRAISAL SOFTWARE AGREEMENT
NETAS TELEKOMÜNİKASYON A.Ş.	OPERATIONAL SERVICES	NETWORK MAINTENANCE AGREEMENT
MATRİKS BİLGİ DAĞITIM HİZ. A.Ş.	SOFTWARE	MOBILE PRACTICE DEVELOPMENT AND MAINTENANCE AGREEMENT

ACTIVITIES FOR WHICH SUPPORT SERVICES ARE RECEIVED AND SUPPLIERS

COMPANY TITLE	SCOPE OF SUPPORT SERVICES TAKEN	EXPLANATION OF THE SERVICE
PAYCORE ÖDEME HİZMETLERİ TAKAS VE MUTABAKAT SİSTEMLERİ A.Ş.	OPERATIONAL SERVICES	PRINTING AND ENVELOPING AGREEMENT
FOREKS BİLGİ İLETİŞİM HİZ. A.Ş.	SOFTWARE	SERVICE FACILITATION AGREEMENT
COMMENCİS TEKNOLOJİ ANONİM ŞİRKETİ	SOFTWARE (BANKING)	POZITRON MOBILE BANKING AGREEMENT
ETCBASE YAZILIM VE BİLİŞİM TEKNOLOJİLERİ A.Ş.	SOFTWARE (BANKING)	SOFTWARE
İNNOVA BİLİŞİM ÇÖZÜMLERİ A.Ş.	OPERATIONAL SERVICES	COMPANY OPERATION CENTER SERVICE AGREEMENT
RİSK YAZILIM TEKNOLOJİLERİ DANIŞMANLIK EĞİT. TİC. LTD.	SOFTWARE	SOFTWARE, MARKET RISK REPORTING MODULE AGREEMENT
TEPE SAVUNMA VE GÜVENLİK SİSTEMLERİ SAN. A.Ş.	SECURITY	PRIVATE SAFETY AGREEMENT
SECURITAS GÜVENLİK HİZMETLERİ ANONİM ŞİRKETİ	SECURITY	PRIVATE SAFETY AGREEMENT
NCR BİLİŞİM SİSTEMLERİ LTD. ŞTİ.	OPERATIONAL SERVICES	ATM HARDWARE-SOFTWARE MAINTENANCE AND REPAIRING SERVICES AGREEMENT
MT BİLGİ TEKNOLOJİLERİ VE DIŞ TİCARET A.Ş. KARBİL YAZILIM VE BİLİŞİM TEKNOLOJİLERİ TİC. A.Ş.	OPERATIONAL SERVICES	CASH REGISTER POS AGREEMENT
BNP PARIBAS S.A./FRANCE	SOFTWARE (OTHER)	SOFTWARE DEVELOPMENT, MAINTENANCE AND SUPPORT SERVICE
KARTNET BİLGİSAYAR SANAYİ VE TİCARET ANONİM ŞİRKETİ	OPERATIONAL SERVICES	CAPV 2.1 MAINTENANCE AND REPAIRING SERVICES AGREEMENT
VERİSOFT BİLGİ İŞLEM TİCARET VE SANAYİ ANONİM ŞİRKETİ	SOFTWARE	TEB POS APPLICATION ON CASH REGISTER MACHINES SOFTWARE AGREEMENT
HUGIN YAZILIM TEKNOLOJİLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	CASH REGISTER EQUIPMENT SERVICE AGREEMENT
R2 SERVİS ELEKTRİK ELEKTRONİK VE BİLGİSAYAR TEKNOLOJİLERİ SANAYİ VE TİCARET ANONİM ŞİRKETİ	OPERATIONAL SERVICES	CASH REGISTER EQUIPMENT SERVICE AGREEMENT
POSTA VE TELGRAF TEŞKİLATI ANONİM ŞİRKETİ.	OPERATIONAL SERVICES	CREDIT APPLICATIONS AND REPAYMENTS FROM PTT BRANCHES
TOKEN FİNANSAL TEKNOLOJİLER ANONİM ŞİRKETİ	OPERATIONAL SERVICES	CASH REGISTER POS SLA FIELD SERVICES
D.T.P. BİLGİ İŞLEM İLETİŞİM VE TİCARET A.Ş.	SOFTWARE	E-INVOICE PROJECT
HOBİM ARŞİVLEME VE BASIM HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	PURCHASING CREDIT CARD STATEMENT PRINTING AND ENVELOPING SERVICE
KEYTORC TEKNOLOJİ HİZMETLERİ VE DANIŞMANLIK ANONİM ŞİRKETİ	OPERATIONAL SERVICES	TEST CONSULTANCY SERVICE AGREEMENT
ONUSS ORTAK NOKTA ULUSLARARASI HABERLEŞME SİSTEM SERVİS BİLGİSAYAR YAZILIM DANIŞ. VE DIŞ TİC. LTD. ŞTİ.	SOFTWARE	SOFTWARE
İŞ ZEKASI YAZILIM DANIŞMANLIK HİZMETLERİ TİCARET ANONİM ŞİRKETİ	SOFTWARE	REAL TIME CAMPAIGN MANAGEMENT PROGRAM AGREEMENT
TÜRKKEP KAYITLI ELEKTRONİK POSTA HİZM. SAN. VE TİC. A.Ş.	SOFTWARE	REGISTERED E-MAIL LICENSING SERVICES

COMPANY TITLE	SCOPE OF SUPPORT SERVICES TAKEN	EXPLANATION OF THE SERVICE
KARTNET BİLGİSAYAR SANAYİ VE TİCARET ANONİM ŞİRKETİ	OPERATIONAL SERVICES	POS NETWORK MAINTENANCE AGREEMENT
KURYE NET MOTORLU KURyecİLİK VE DAĞITIM HİZMETLERİ A.Ş.	OPERATIONAL SERVICES	COMMODITY DELIVERY
AGT HIZLI KURYE HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	COMMODITY DELIVERY AGREEMENT
AUSTRIA CARD TURKEY KART OPERASYONLARI A.Ş.	OPERATIONAL SERVICES	PERSONALIZATION OF CARDS WITH CHIP AND MAGNETIC STRIPES
PLASTİKKART AKILLI KART İLETİŞİM SİSTEMLERİ SAN. VE TİC. A.Ş.	OPERATIONAL SERVICES	PERSONALIZATION OF CARDS WITH CHIP AND MAGNETIC STRIPES AND RAW CARD SUPPLY OUTSOURCING AGREEMENT
İNGENİCO ÖDEME SİSTEM ÇÖZÜMLERİ A.Ş.	OPERATIONAL SERVICES	PRACTICE DEVELOPMENT, TECHNICAL SUPPORT, UPDATE AND MAINTENANCE AGREEMENT
VERİFONE ELEKTRONİK VE DANIŞMANLIK LTD. ŞTİ.	OPERATIONAL SERVICES	PRACTICE DEVELOPMENT, TECHNICAL SUPPORT, UPDATE AND MAINTENANCE AGREEMENT
BNP PARIBAS SA/HEAD OFFICE	SOFTWARE (OTHER)	CORTEX
AGT HIZLI KURYE HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	COURIER SERVICES UNDER ROBIN PROJECT
3-D BİLİŞİM TEKNOLOJİLERİ DANIŞMANLIK VE TEKNİK SERVİS ANONİM ŞİRKETİ	SOFTWARE	NICE SOUND RECORDING MAINTENANCE AGREEMENT
SİSTAŞ SAYISAL İLETİŞİM SAN. TİC. A.Ş. SESTEK SES VE İLETİŞİM BİLGİSAYAR TEK. SAN. TİC. A.Ş.	SOFTWARE (SYSTEM)	VOICE-SIGNATURE AND VOICE-GUIDE AGREEMENT FOR CALL CENTER
360 TRADING NETWORKS	SOFTWARE	EXCHANGE TRADING PLATFORM
İNGENİCO ÖDEME SİSTEM ÇÖZÜMLERİ A.Ş.	OPERATIONAL SERVICES	CASH REGISTER MACHINES-FIELD SERVICES
İNFİNA YAZILIM A.Ş.	SOFTWARE (BANKING)	FINBASE MAIL INFLEX MODULE-MAINTENANCE
D.T.P. BİLGİ İŞLEM İLETİŞİM VE TİCARET A.Ş.	SOFTWARE	E-ARCHIVE INTEGRATION
MARO ULUSLARARASI BİLGİ TEKNOLOJİLERİ DANIŞMANLIK GELİŞTİRME DESTEK HİZMETLERİ SANAYİ VE TİCARET ANONİM ŞİRKETİ	SOFTWARE (OTHER)	CONSULTANCY, APPRAISAL AND LABOR AGREEMENT
DATA MARKET BİLGİ HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	HIRING STAFF FOR INFORMATION SYSTEMS
SESTEK SES VE İLETİŞİM BİLGİSAYAR TEK. SAN. TİC. A.Ş.	SOFTWARE	SPEECH ANALYTICS
SİSTAŞ SAYISAL İLETİŞİM SAN. TİC. A.Ş.	SOFTWARE	CALL ME LICENSE & MAINTENANCE PURCHASE
İNFİNA YAZILIM A.Ş.	SOFTWARE	FUND OPERATIONS AND COLLECTIVE CUSTODY AGREEMENT
32 BİT BİLG. HİZM. SAN. VE TİC. LTD. ŞTİ.	SOFTWARE	OTASS INTEGRATION SOFTWARE MAINTENANCE
PANAROMA BİLİŞİM TEKNOLOJİLERİ SANAYİ VE TİCARET A.Ş.	OPERATIONAL SERVICES	CASH REGISTER MACHINES INSTALLATION AND SERVICE AGREEMENT
ARUTE SOLUTIONS YAZILIM ANONİM ŞİRKETİ	SOFTWARE	CASH MANAGEMENT COSTS OPTIMIZATION
BANTAŞ NAKİT VE KIYMETLİ MAL TAŞIMA VE GÜVENLİK HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	SERVICE PROCUREMENT AGREEMENT

ACTIVITIES FOR WHICH SUPPORT SERVICES ARE RECEIVED AND SUPPLIERS

COMPANY TITLE	SCOPE OF SUPPORT SERVICES TAKEN	EXPLANATION OF THE SERVICE
LINK TERA BİLGİ TEKNOLOJİLERİ A.Ş.	OPERATIONAL SERVICES	HIRING STAFF FOR INFORMATION SYSTEMS
ARTGE TEKNOLOJİ MÜHENDİSLİK SANAYİ VE TİCARET A.Ş.	SOFTWARE	FACE RECOGNITION SYSTEM PROJECT
İŞ ZEKASI YAZILIM DANIŞMANLIK HİZMETLERİ TİCARET A.Ş.	OPERATIONAL SERVICES	HIRING STAFF FOR INFORMATION SYSTEMS
PLANİST BİLİŞİM HİZMETLERİ VE DANIŞMANLIK TİC. LTD. ŞTİ.	OPERATIONAL SERVICES	HIRING STAFF FOR INFORMATION SYSTEMS
OBSS TEKNOLOJİ ANONİM ŞİRKETİ	SOFTWARE	SOFTWARE
BNP PARIBAS SECURITIES SERVICES	SOFTWARE	ACETP SOFTWARE AGREEMENT
METAMORFOZ BİLİŞİM TEKNOLOJİLERİ SANAYİ VE TİCARET ANONİM ŞİRKETİ	SOFTWARE	SMART WATCH APPLICATION SOFTWARE AND MAINTENANCE (HCE PHONE AND SMART WATCH)
CREDE DANIŞMANLIK VE DIŞ TİC. A.Ş.	OPERATIONAL SERVICES	LEGAL ENTITY INTELLIGENCE AUTOMATION
WEBHELP ÇAĞRI MERKEZİ VE MÜŞTERİ HİZMETLERİ A.Ş.	CALL CENTER	CALL CENTER OUTGOING CALL SERVICE
MİKROSARAY MİKROBİLGİSAYAR PAZ. VE TİC. A.Ş.	OPERATIONAL SERVICES	CASH REGISTER MACHINES-FIELD SERVICES
RİSK YAZILIM TEKNOLOJİLERİ DAN. EĞ. TİC. LTD. ŞTİ	OPERATIONAL SERVICES	RISKURK SOFTWARE, PROCUREMENT, WARRANTY AND MAINTENANCE AGREEMENT
INGENİCO ÖDEME SİSTEM ÇÖZÜMLERİ A.Ş.	OPERATIONAL SERVICES	SERVICE FOR REMOTE INSTALLING TO POS DEVICES.
IRON MOUNTAIN ARŞİVLEME HİZMETLERİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	DATA INPUT SCANNING OUTSOURCING
AMARIS TEKNOLOJİ İSTANBUL DANIŞMANLIK LTD. ŞTİ.	OPERATIONAL SERVICES	INFORMATION TECHNOLOGIES SERVICE AGREEMENT
TEB ARF TEKNOLOJİ ANONİM ŞİRKETİ	OPERATIONAL SERVICES	INFORMATION TECHNOLOGIES SERVICE AGREEMENT
TTBOOM DİJİTAL İNTERAKTİF MEDYA REKLAM AJANSI VE BİLİŞİM HİZ. A.Ş.	OPERATIONAL SERVICES	SOCIAL MEDIA PAGE FOLLOW-UP AND MANAGEMENT
ASSİSTT REHBERLİK VE MÜŞTERİ HİZMETLERİ A.Ş.	CALL CENTER	CALL CENTER OUTGOING CALL SERVICE AGREEMENT
SUPERONLINE İLETİŞİM HİZMETLERİ A.Ş.	OPERATIONAL SERVICES	DATA FLOW ACCESS SERVICE AGREEMENT
İNNOVA BİLİŞİM ÇÖZÜMLERİ A.Ş.	OPERATIONAL SERVICES	LEGA LEGAL FOLLOW-UP SYSTEM
SERİ BİLGİ TEKNOLOJİLERİ DESTEK HİZ. VE TİC. LTD. ŞTİ.	OPERATIONAL SERVICES	JOINT POS FIELD SERVICES AGREEMENT
TEKNOSER BİLGİSAYAR TEKNİK HİZM. SAN. VE DIŞ TİC. A.Ş.	OPERATIONAL SERVICES	CASH REGISTER MACHINES-FIELD SERVICES

PERFORMANCE BONUSES AND SALES PREMIUMS

Annual bonus pool is set on the basis of the profitability of the Bank, the results generated by the activity and achievements and also the (local and/or professional) sector practices. Performance bonuses will only be paid if the 80% target actualization rate is achieved in a given year and subject to the decision made by SECOM (Selection and Compensation Committee) for that year.

TL 194.1 million in total has been set aside in the Bank's 2021 financial statements as provision for performance bonuses and sales premiums. Slated for payment in 2022, the amount splits as TL 179.5 million to be paid depending on the performances of the employees during the year and TL 14.7 million as sales premium in line with the sales realized by sales staff in 2021.

In addition, the deferred bonus amount, i.e. the bonus paid to employees in a later period than the period it is earned, is TL 55.7 million.

FINANCIAL RIGHTS PROVIDED TO THE MEMBERS OF BOARD OF DIRECTORS AND SENIOR EXECUTIVES

The Remuneration policy of the Bank has been prepared in accordance with Banking Regulation and Supervision Agency (BRSA) "Corporate Governance Principles" and "Guideline on Banks' Good Remuneration Practices" within the scope of proportionality principle, and in compliance with the content, structure and strategies of the Bank's activities, its long-term targets, risk management structures and in compliance with the local regulation. Remuneration policy aims to prevent extreme risk taking and evaluates the contributions to the effective risk management.

Our Remuneration Policy is intended to encourage TEB to manage risks within the principles and parameters defined and approved by its Board of Directors.

The purpose of our Remuneration Policy is also to ensure that TEB can attract and retain competent and expert employees both in business lines and control functions that will help to fulfill its strategic objectives.

SECOM (Selection and Compensation Committee) is responsible for the preparation of Remuneration Policy on behalf of the Board of Directors and for ensuring its compliance with local regulations and BNP Paribas Group compensation policies provided that they are not contradictory to the local rules and regulations and TEB Policies as approved by TEB Board of Directors. Analysis and establishment of the rules of the RP will be conducted by SECOM with the involvement of Human Resources (HR), Finance, Risk and Compliance Management. After SECOM's full review and acceptance, Remuneration Policy will be submitted to the Board of Directors for approval. Remuneration Policy is reviewed annually.

The main duties and responsibilities are as follows:

- Formation of a written Remuneration Policy which is in compliance with the BRSA Regulation
- Determination, monitoring and supervision of remuneration implementations (including salaries, performance bonuses, premiums, awards and fringe benefits).
- Approval of the remuneration principles and policy proposed by the Head Office for Material Risk Takers.
- Annual submission to the BOD the proposals with respect to the assessment of Remuneration Policy and implementations under the risk management.
- Determination of the criteria for the payments of performance bonuses to the employees based on the Bank's performance, business line's, and/or function's performance and their individual performances and announcement of such criteria to the employees and regular review of such criteria according to the determined standards and special duty and responsibilities.
- Review of remuneration criteria at least once a year to ensure that the Remuneration Policy does not encourage excessive risk taking nor create conflict of interest between management control systems
- Preparation of SECOM organization chart, reporting levels, segregation of duties and remuneration policy in accordance with the risk policy and other policies of the Bank.

At the Ordinary General Assembly Meeting convened on 26 March 2021, a decision was taken not to pay an attendance fee to Board members in consideration of their roles.

During the period January-December 2021, any and all rights, interests and remunerations paid to our Board members and senior executives amounted to TL 67,901,114 and travel, accommodation and representation expenses amounted to TL 697,015.

Board members may be granted loans within the legally defined limits or may be remunerated depending on various criteria including the Bank's performance, the positions they hold and the time they allocate.

REMARKS ON INDEPENDENT AND PUBLIC AUDITS

In 2021 fiscal year, our Bank and its subsidiaries were externally audited by DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. On the other hand, various audits were conducted at the Bank by regulatory public authorities such as the Banking Regulation and Supervision Agency (BRSA), the Competition Authority and the Central Bank of the Republic of Türkiye (CBRT).

INFORMATION ABOUT LAWSUITS FILED AGAINST THE BANK THAT MAY POTENTIALLY AFFECT THE COMPANY’S FINANCIAL POSITION AND OPERATIONS AND ABOUT THEIR POSSIBLE OUTCOMES

964 lawsuits worth TL15,707,488 in total were brought against the Bank during 2021. A total of 9,890 lawsuits brought in 2021 and previous years are currently in litigation. A provision of TL79,841,713 had been set aside for these lawsuits as at 31 December 2021.

ADMINISTRATIVE OR JUDICIAL SANCTIONS IMPOSED AGAINST THE COMPANY AND THE BOARD OF DIRECTORS MEMBERS ON ACCOUNT OF BREACH OF LEGISLATION

Administrative fines imposed against the Bank during the reporting period amounted to TL2,766,070.

There are no administrative or judicial sanctions imposed against the Bank’s Board members.

CHANGES IN EQUITY STAKE HELD IN SUBSIDIARIES

There were no changes in 2021.

INFORMATION ABOUT DEALINGS WITH THE CONTROLLING COMPANY

There were no legal transactions that would benefit the controlling companies, which were steered directly or indirectly by the controlling companies, during 2021. All legal transactions between controlling companies and TEB were carried out in accordance with market practices, the principles of commercial prudence and integrity and the arm’s length principle. The Company did not incur any loss by reason of these transactions and therefore, no compensation was necessary.

In 2021 there were no legal transactions, which were carried out at the direction of the controlling companies so as to benefit the controlling companies’ subsidiaries. All legal transactions between the controlling company’s subsidiaries and our Company were carried out in accordance with market practices, the principles of commercial prudence and integrity and arm’s length principle. The Company did not incur any loss by reason of these transactions and therefore no compensation was necessary.

No measures were taken or avoided to the benefit of our Company’s direct or indirect controlling companies and therefore, no losses to the detriment of the Company arose.

No measures were taken or avoided to the benefit of the controlling company’s subsidiaries and therefore, no losses to the detriment of the Company arose

TEB HUMAN RESOURCES GROUP

TEB has a big family of 8,572 employees. Happiness of each member of this big family is very valuable and important for TEB. Happy employees will bring happy customers and happy customers will bring sustainable success; hence, TEB positions its human resource at the heart of its strategy that will enable achievement of its business goals.

The Strategic Priorities of TEB

- Management approach
 - We trust employees and value their ideas,
 - We emphasize positive aspects through constant feedbacks and we appreciate and recognize their achievements,
 - We offer them opportunities for continuous development,
 - We espouse a management approach supportive of cooperation.
- Equipping our employees with the new competencies required by the business world and retaining them
- Implementing the new working models introduced by the new world
- Increasing efficiency through digitalization and effective data usage
- Creating an agile culture
- Forming a human resource with a high level of risk awareness and risk management
- Making a positive impact for a better future
 - Listening to and understanding the expectations of employees that make TEB’s most important and key stakeholder group, using various methods, enhancing their engagement, and implementing the necessary policies and practices to be the “top employer”;
 - Treating external candidates and employees equally and fairly, protecting their rights, and encouraging diversity and inclusion,
 - Creating a dynamic working environment where all our employees are offered equal opportunities, continuous learning and development are supported, and innovation and entrepreneurship are encouraged,
 - Encouraging our employees’ involvement in volunteering programs.

Key Principles

1. Trust, Respect & Transparency: We value each other and adopt a culture based on trust, respect and transparency.
2. Responsibility: We act responsibly towards all our stakeholders
3. Agility: We treat our Bank as our own work place and act with an agile mindset
4. Discipline: We comply with all rules and regulations and take our actions with a disciplined attitude
5. One Bank/We Culture: We always think and act as One Bank

Positive Management approach

We are working hand in hand to build a “Great Place to Work”

Embracing the “Positive Management” approach and putting into life practices that value the employees, TEB has been making efforts since 2012 to build a “Great Place to Work”. TEB succeeded in being the first and only bank to make the list of “Great Place to Work” in 2016.

Top Employers Institute, one of the most prestigious worldwide institutes that rates the HR policies and implementations of companies, has chosen TEB as one of the Top Employers of Europe and Turkey in 2021.

TEB succeeded in receiving the Top Employer Turkey and Top Employer Europe Certificates for 9 years in a row.

Targeting organizational efficiency in performance management

TEB Performance Management System is intended to align individual targets and required business results with the Bank’s goals and strategies, to provide accurate guidance to the employees, to ensure their development, thereby increasing organizational efficiency.

TEB carries out the performance reviews based on objective criteria taking into consideration the extent at which individual business targets assigned to employees are attained and their achievement of their competence targets.

TEB HUMAN RESOURCES GROUP

Local and international career opportunities offered to employees

TEB offers the future leaders both internal and international mobility opportunities with the support extended by BNP Paribas.

In line with TEB's objective and transparent communication and equal opportunity principles, all open positions at BNP Paribas and TEB Group are announced in the Bank and group companies and all employees have the opportunity to apply for these positions.

Organized annually to promote internal local and global mobility, the Mobility Days was held online in 2021 with the theme "Take Ownership of Your Career Path".

TEB makes it a fundamental principle to make appointments to manager and higher-level positions from internal resources.

TEB makes it a fundamental principle to make appointments to senior manager and higher-level positions from internal resources.

In 2021, 83% of appointments to managerial positions were made from internal resources.

During the reporting period, a total of 538 employees were promoted, 122 of them senior managers and higher-level positions, whereas 261 employees were transferred to different functions within the scope of mobility.

Talent Management Programs aiming to train the future leaders

Training the future leaders is a main pillar of the HR management concept at TEB. To this end, the Bank carries out projects and initiatives focused on maximizing individual and team performances through designing new processes and systems, building on its employees' competences and offering them a working environment and diverse career opportunities that will drive their continuous development.

High-potential and high-performing TEB employees are provided with the opportunity to get together with senior management in various events, where they have a chance to introduce themselves and share their opinions in an open and cordial environment.

At TEB, the future leaders are provided with personalized learning and development opportunities which will guide their careers. In 2021, leadership program for talents were redesigned and 200 talents took part in these renewed leadership programs. 84 senior manager candidates and 10 director candidates participated in the talent development hub implementation.

To its global talents, TEB offers the opportunity to take part in BNP Paribas Global Talent Development Programs. During 2021, online global development programs were made available to all global talents.

As part of the succession planning carried out regularly each year to ensure continuity in the Bank's management, succession plans for N-1, N-2 and other critical roles were reviewed and revised also in 2021.

Effective support to employees' personal and professional development

TEB recognizes that "qualified and trained workforce" is the most significant differentiating element in the finance industry. The Bank continued to support employees' personal and professional development in the most effective way also in 2021.

TEB Academy structure was renewed to help employees build on the competencies that they might need at any stage of their careers. The schools opened in various disciplines including finance, sales, risk, leadership etc., new trends and approaches are followed up and the content offered is continuously updated according to the new competencies required by the business world.

While TEB offered trainings on digital, it also supported employees' development by holding webinars regarding topics linked to the current period. The Bank polled its employees' needs in this specific period and organized 29 webinars on 11 different topics, in which 1,800 employees participated.

In 2021, nearly 8,500 TEB employees attended classroom training sessions. As these employees participated in several training programs, total participations numbered approximately 40,000 in classroom trainings, 260 in on-the job trainings, and nearly 200,000 in e-learning programs. In 2021, nearly 59% of the training programs were given by internal trainers.

Career Development Programs

TEB integrates career development processes in its academic programs and thereby prepares its employees for their future roles in advance.

The certification programs designed offer TEB employees the chance to build on their knowledge, skills and competencies.

Continuously updated training and development programs

While raising the future leaders, TEB continuously updates the training and development programs implemented at the Bank in line with the new needs that arise.

In keeping with the changing dynamics of the era, the Bank continued to provide more personalized, agile and data-driven tailored training programs also in 2021.

Training and Development Bulletin

A monthly Training Bulletin is published to keep TEB employees informed about internal and external development opportunities. The Training Bulletins feature news about webinars, videos, seminars, articles and book recommendations related to the theme of the month.

TEB Leadership School

Leadership programs developed in various levels intended to train and raise the leaders that will carry TEB into the future are designed in the form of development journeys under the TEB Leadership School roof.

In other words, the development steps are defined, which deal with the leadership skills that a young talent starting a career with TEB as part of the Talent Pool needs to acquire until reaching a top manager position.

Awarded innovation and entrepreneurship activities

With its continuous efforts on innovation since 2007, TEB has been cited as an exemplar of innovation by the world-famous research company Gartner in its report "Creating and Expanding a Culture of Innovation" in the finance industry.

Having received "Turkey Innovation Champion" award in 2014, TEB was named the "Most Successful Bank in Innovation Management" by the European Financial Management Association (EFMA) for four consecutive years between 2013 through 2016.

Top Employers Institute, one of the world's most prestigious organizations that rates HR implementations which named TEB the "Top Employer in Europe and in Turkey" for nine years running, has published the TEB Intrapreneurship Program as a case study in 2021.

TEB continued to regularly share the latest news and new trends in innovation, technology and entrepreneurship via various channels, to which new ones were added in 2021.

TEB HUMAN RESOURCES GROUP

Intrapreneurship Program

With the Intrapreneurship Program launched in 2014 TEB aims to create an entrepreneurial culture within the organization and to raise the intrapreneurs who conceive and are able to realize innovative projects that can change the Bank's future. Through this program, existing ways of doing business are changed, a working environment where employees can develop and implement their projects as entrepreneurs is offered, and employees are supported with training programs, mentorship and coaching.

TEB Intrapreneurship Program entered its seventh year in 2021. The program, for which over 120 projects were submitted by TEB employees who have an intrapreneurial spirit, was carried out on the digital environment. All components of the program such as Hackathon, jury, mentor meetings and accelerators program were carried out online.

Intrapreneurs selected by TEB Innovation Committee consisting of executive managers were included in the acceleration program and received mentorship, coaching and training support to develop their projects as start-ups. 2021 saw the debut of the Innovation Talks sessions, which addressed the topics covered in the submissions and which were participated by local and foreign experts.

Partnerships with start-ups

As a joint working platform with the objective of accelerating innovation, TEB HOME prioritizes innovative projects coming from different channels and builds teams to implement these projects.

Within the scope of the Home Program that employs innovative methods, TEB intrapreneurs are able to test and execute their ideas and projects with the help of start-ups using their competences and carry the agile world of financial technology start-ups into the Bank.

Innovation remains an important part of TEB's DNA through programs that help TEB employees produce solutions and take initiative to lead change and thus strengthen their entrepreneurial muscles.

The ever-growing innovation ecosystem at TEB

Since 2007, TEB has been including its customers, students, start-ups, academics and suppliers in its innovation ecosystem, in addition to its employees. While the Bank's products and services are re-designed through partnerships established, innovation culture is being spread to a much wider population.

TEB Open Innovation Competition

The process started for the fourteenth edition of the annual TEB Open Innovation Competition, which is one of the largest reflections of TEB's innovation practices outside the Bank. All processes of the program are conducted online.

The finalists get ready to compete in a special innovation and entrepreneurship camp and the winners are offered career opportunities at TEB, MBA scholarship, and priority admission to TEB start-up House, as well as monetary prizes. To date, 12 finalists joined the TEB family within the scope of the Competition.

“My TEB My World”

TEB provides a work environment where young talents can show their potential, develop themselves continuously and create added value. With “My TEB My World” motto, TEB offers TEB employees and youngsters who want to join TEB family a successful, innovative, healthy, pleasant world which provides continuous development opportunities.

TEB Online University Internship Program

In 2021, TEB carried out the Online University Internship Program for university students. Under the program, 12 university students were delivered an online internship experience of 4 weeks during which they were able to generate projects together with TEB managers. In addition to project work, students were provided with e-learning opportunities through face-to-face trainings in virtual classrooms and on the digital platform.

Recruitment Practices

Through online university campus events and presentations, TEB reached over 10,000 students at its target universities.

In 2021, within the frame of Future Leaders programs, 58 new-graduate young talents in total joined the Bank, who will be employed at the Head Office and in the field. Furthermore, 69 new-graduate young talents were included in the Bank's IT teams. TEB aims to carry on with these programs every year and increase the number of young talents.

During 2021, a total of 1,236 candidates were won for the TEB Family using various selection and placement tools in line with the Bank's goals and strategies.

TEB Young Engineers Meeting

TEB Young Engineers Meeting, which has by now become a traditional event, was held for the third time online in 2021. The Bank gathered with more than 450 engineering new graduates and students. At the event, participating young engineers were given an introduction to the banking sector and the engineering positions in the finance sector.

TEB Innovation and Youth Summit

Innovation gatherings where TEB talents are being brought together around a new theme each year since 2007 was held online for the first time in 2021. University students that attended the event were provided with the chance to listen to inspirational presentations and engage in career conversations with TEB managers throughout the event.

As was the case in earlier editions of the event, awards were presented also during the online Summit to innovative, creative TEB employees who submitted their ideas at the Internal Innovation Competitions and to customers, university students, new graduates and techno start-ups who were placed at TEB Innovation Competition.

TEB Agile Studio

IT Agile Studio was established in 2020 to increase agility at TEB and launch projects more rapidly.

In 2021, development journeys in this area were designed and implemented in cooperation with the TEB Agile Studio and TEB Academy.

Innovative digital HR practices focused on perfecting employee experience

TEB introduced innovative digital HR practices to deliver a perfect employee experience.

TEB targets to offer digital recruitment processes, learning and development applications, talent management systems and other processes digitally in the most practical manner. TEB employs applications offered by BNP Paribas to make life easier for its employees, as well as various applications including Chatbot, HR Mobile App, TEB Digital Campus TEB Digital Library and TEB HR Analytics.

A human resource capable of managing the risks in the most effective manner

“First Level Control” project which has the objective of ensuring employees at all levels to manage risks that are related to their duties and responsibilities effectively has been completed and launched.

TEB VOLUNTEERING PROGRAMS

TEGV - Educational Volunteers Program

Under the program, TEB volunteers extended education support to underprivileged primary school students in six disciplines (Science, Math, Art, Coding, Reading, Writing).

TEV - Mentoring Program

TEB volunteers meet monthly to offer career mentoring to TEV scholar students attending a high school or university under the TEV-Mentoring Program. The objective of the program is to help university students make a head start in business life.

Run for Kindness

23 TEB volunteers ran for a charitable cause at the 2021 İstanbul Marathon. With the funds they raised, the volunteers helped cover the educational expenses for one year of many students who are challenged in accessing education.

A more joyous family when together

TEB employees get together at events like “Leaders’ Cafe” where they can listen to senior managers’ knowledge and experiences, “TEB Talks” where experts share their inspiring career and success stories and “Innovation Talks” where most recent technological developments and trends are shared. Held digitally in 2021, these meetings were open to TEB employees from all over Turkey.

Employees can participate in various activities in their areas of interest and get together with colleagues outside work at TEB Band, Turkish Music Choir, TEB Photography Club, TEB Chess Club, TEB Theater and TEB Scuba Diving Club. The activities continued on online platforms in 2021.

TEB Sports Academy

Under the roof of TEB Sports Academy, in-house sports events are organized to keep employees healthy, to enhance team spirit and “we” awareness, to increase the sense of belonging of employees and to create social value within the scope of social responsibility. In the same context, employees are encouraged to participate in outside sports activities and represent the Bank in these organizations.

One of a kind village in the industry: SAKLIKÖY

At Saklıköy where TEB conducts its training and development activities, employees can also get together with each other and their families to socialize.

Saklıköy restarted welcoming TEB employees in September by taking the necessary measures for the ongoing pandemic circumstances.

SUMMARY OF BOARD DIRECTORS’ REPORT PRESENTED TO THE GENERAL ASSEMBLY

Distinguished shareholders, customers and employees,

In 2021, the global services industry embarked upon a rapid recovery phase as vaccination campaigns accelerated. However, uncertainties associated with the economy exacerbated upon emergence and proliferation of new Covid-19 variants in this period. Climate conditions in food exporting countries negatively affected food prices, which soared worldwide with the further addition of higher transportation costs. The International Monetary Fund (IMF) estimated global economic growth for 2021 as 5.9% due to increased volatilities and supply constraints.

Having carried on with its growth also in 2021, TEB registered TL194.1 billion in total assets and booked TL1.9 billion in net profit as of 31 December 2021. Loans, which represent the most important indicator of our support to the economy and our customers, accounted for 54% of our total assets. Giving priority to risk management and asset quality as always, the Bank’s total lending amounted to TL104.5 billion, with total deposits worth TL131.8 billion. Having secured stable growth and maintained its profitability sustainably on the back of its solid capital structure in 2021, TEB’s shareholders’ equity was worth TL13.6 billion, and capital adequacy ratio was 18.05%, well above the target ratio of 12%.

TEB aligned itself with the measures adopted for exchange rates and the new instruments launched for that purpose and introduced new products and services in this vein. Accordingly, the Bank made its “FC-Indexed TL Time Deposit Account”, “FC Deposit Account-Indexed TL Time Deposit Account” and “Gold Account-Indexed TL Time Deposit Account” products aimed at protecting savings in Turkish lira against the changes in exchange rates available to its customers via TEB branches and CEPTETEB internet branch. With its products that highlight saving up, TEB sought to protect its customers with savings against the currency risk and to encourage its customers having foreign currency deposits to convert to the Turkish lira.

In 2021, TEB sustained its support to customers with its consumer loans that entailed deferment and alternative term options. Having received more than 80 percent of consumer loan applications through digital channels in the reporting period that saw gradually increasing use of digital channels, TEB extended 86 percent of approved credits via digital channels as well. The rapid rise in consumers’ demand for the digital kept rapidly transforming the products offered by the finance sector. Along this line, TEB launched its new digital credit card online in response to consumer demands, which enables more secure shopping as it does not bear such information as the card number, expiry date, CVC etc. on the card.

In addition to CEPTETEB and CEPTETEB İŞTE Mobile Apps, TEB fulfills customer demands and needs with a swift, practical and solution-oriented understanding also via TEB Internet Banking. Continuing to grow with the end-to-end digital customer acquisition process, CEPTETEB reached more than 2.2 million digitally active customers in the last quarter of the reporting period.

Growing savings becomes gradually more critical in order for Turkey to capture its growth target and for sustainable development of the society. Throughout the year, TEB carried on with its systematic efforts for proliferation of the habit of saving up, ensuring sustainable economic growth, and raising a financially literate generation through the TEB Family Academy, an important extension of its responsible banking notion. Expanding its sphere of influence thanks to initiatives held on digital platforms, the TEB Family Academy kept offering financial literacy training in cooperation with different institutions and organizations.

TEB Private Banking initiated communications on the Investment Agenda of the Week and Fund Basket suggestions with its clients with the aim of sharing the latest information about market developments and to assist its clients manage their assets optimally amid the volatile market conditions. Prepared by the Private Banking Investment Advisory Team of TEB Investment, the contents were shared with the clients through CEPTETEB Mobile App every Monday.

SUMMARY OF BOARD DIRECTORS' REPORT PRESENTED TO THE GENERAL ASSEMBLY

TEB sustains its support to SMEs with its products and services offered in SME Banking in keeping with its “consultant banking” approach. The Bank enriched CEPTETEB İŞTE, the mobile banking platform specifically designed for the SMEs, with new developments, and put into use various new functions such as digital loan application, rolling credit usage and repayments, insurance policy monitoring, FAST 24/7 money transfer and easy address on the mobile app.

TEB kept working with the vision of being an important stakeholder for start-ups during scaling up of innovative and value-added technology firms, as well as sustaining financial and non-financial supports provided to start-ups on the basis of Start-up Banking.

TEB Corporate Banking kept extending support for the increasing financing needs of its corporate customers through cash and non-cash loan options at favorable terms in a bid to increase its support to our country's increasing exports and developing economy. Using the international broad global network of BNP Paribas, TEB also offered diverse medium-term financing options to its customers offering overseas contracting services and its customers with machinery investments.

Blending TEB's power in the domestic market with BNP Paribas's financial strength, position in the world finance markets, and expertise and experience in the capital markets, structured finance and advisory, the Corporate Investment Banking Group devised tailored banking solutions for its customers and extended the necessary support for the creation of favorable financing terms.

TEB kept supporting the real sector with funding in 2021. Having signed its first sustainability-linked syndicated loan, TEB will be extending foreign trade finance support to the real sector with the USD 380 million loan it has secured. The cost of the syndicated loan will be improved subject to achievement of various performance criteria such as increasing lending for renewable energy and energy efficiency projects for promoting adoption of sustainable approaches by customers, integration of sustainability practices in work processes, provision of corporate sustainability training program to employees on creating sustainable value, and procurement of the Bank's electricity need from renewables. With this facility, which also demonstrates its strength in tapping sustainable funding in overseas financial markets, TEB targets to contribute to the development of the national economy as always by supporting foreign trade finance of the real sector.

In 2021, TEB made two new agreements with the European Bank for Reconstruction and Development (EBRD). Under the finance package created for fighting the negative effects of the pandemic upon the economy at the onset of the year, the Bank signed an agreement with the EBRD for a USD 58 million loan with a term of 367 days. This was followed by another cooperation agreement with the EBRD for USD 50 million signed in the third quarter of the year. Aimed at continuity of foreign trade, the facility is being on-lent for supporting companies' needs associated with their foreign trade transactions.

We hereby present the operating results and financial statements of TEB for 2021 fiscal year for your comments and review. We, as the Board of Directors, would like to thank you, our valued shareholders, our team, our customers and our business partners for accompanying and having confidence in us throughout our journey.

Sincerely,

Board of Directors

PROFIT DISTRIBUTION PROPOSAL

TÜRK EKONOMİ BANKASI A.Ş. PROFIT DISTRIBUTION TABLE FOR THE YEAR 2021 (TL)		
1	Paid-in/Issued Capital	2,204,390,000.00
2	Total legal reserves (According to Legal Records)	510,951,261.56
Information regarding the privilege, if any privilege with respect to distribution of profit is stated in the articles of association		
3	Profit for the period	2,498,526,169.25
4	Taxes to be paid (-)	(585,628,419.95)
5	Net profit for the period (=)	1,912,897,749.30
6	Losses related to the Previous Years (-)	0
7	Primary Legal Reserve (-)	(95,644,887.47)
8	NET DISTRIBUTABLE PROFIT FOR THE PERIOD (=)	1,817,252,861.83
9	Donations Made within the Year (+)	
10	First Dividend to Shareholders Cash	
11	Share Dividend	0.00
	- Total	0.00
	- Dividend distributed to the holders of the privileged share	0.00
	- Dividend distributed to	0.00
12	The Members of Board of Directors	0.00
13	Employees	
	- Other than Shareholders	
	- Dividend distributed to the holders of redeemed share certificates	0.00
	- Second dividend for the shareholders	
14	Secondary Legal Reserves	1.56
15	Statutory Reserves	0.00
16	Special Reserves	0.17
17	Extraordinary Reserves	0.00
18	Other resources planned to be distributed	0.00
19	PROFIT FOR THE PERIOD	1,817,252,860.10
20	Taxes to be paid (-)	0.00

DIVIDEND DISTRIBUTION TABLE

	GROUP	TOTAL DIVIDENDS		TOTAL DIVIDENDS/ NET PROFIT FOR THE PERIOD	DIVIDEND TO THE SHARE WITH A NOMINAL VALUE OF TL 1	
		CASH (TL)	BONUS (TL)	RATIO (%)	AMOUNT (TL)	RATIO (%)
NET	A	1.56	0.00	0.00	0.00	0.00
	B	0.00	0.00	0.00	0.00	0.00
	TOTAL	1.56	0.00	0.00	0.00	0.00