

INTERNAL SYSTEMS MANAGERS

ÖZLEM ERNART

Head of Risk Management



Özlem Ernart received her bachelor's degree in economics (in English) from Marmara University and her MBA from the City University of New York. She worked for various privately-owned banks and companies from 1993 until 2001, when she joined the Risk Management Department of Garanti BBVA. She held the position of Senior Vice President of Risk Planning, Monitoring and Reporting from December 2015 until July 2018. Ms. Ernart has been serving as the Head of Risk Management since July 2018.

The responsibilities of the Head of Risk Management are outlined below:

- Ensure that risk management culture is recognized and risk management principles are widely embraced throughout the Bank and its affiliates, and make sure that an integrated risk management system is implemented which measures all of the Bank's risks collectively, which guarantees that limits determined in connection with the risk appetite approved by the Board of Directors are not breached, which is in compliance with applicable legislation, the Bank's strategies and policies, and which pursues risk-return relationship and entails control and validation activities,
- Define, measure, monitor and report risks, and ensure that all control activities are conducted thoroughly and timely; monitor and supervise results.

BEYZA YAPICI

Director, Capital and Operational Risk



Beyza Yapıcı got his degree in labor economics from Marmara University. After joining Garanti BBVA's General Accounting Department in 2001, he worked in the Risk Management Department from 2008 until 2016. Mr. Yapıcı has been serving as Capital and Operational Risk Director since April 2016.

The responsibilities of the Capital and Operational Risk Director are outlined below:

- Propose operational risk, operational risk admission and risk appetite principles which are then set down by the Board of Directors,
- Ensure that all operational risks are covered by the first and second lines of defense,
- Conduct measuring, monitoring and analysis activities for risk appetite, operational risk, operational risk admission and capital adequacy; report their results regularly to relevant units, committees and senior management,
- Coordinate Internal Capital Adequacy Assessment Process (ICAAP) business process,
- Oversee adherence to Enterprise Risk Management Framework in affiliates; ensure that an infrastructure for defining, measuring, monitoring and controlling risks is in place.

SIDIKA DİZDAR

Director, Market and Structural Risk



Sidika Dizdar holds a bachelor's degree in mathematics from Boğaziçi University and an Executive MBA from the Middle East Technical University. She joined Garanti BBVA as a Management Trainee in 1996, where she worked in Research, Treasury, Financial Control, Risk Management and Ankara Commercial Regional Marketing units until 2002. In 2002, Ms. Dizdar began working for a private bank abroad followed by a twelve-year tenure with the Banking Regulation and Supervision Agency. She returned to Garanti BBVA in 2016 and joined Asset and Liability Management Department. Ms. Dizdar has been serving as the Market and Structural Risk Director since July 2018.

The responsibilities of the Market and Structural Risk Director are outlined below:

- Propose market, counterparty credit, liquidity, structural interest rate and exchange rate risk principles which are then set down by the Board of Directors; review and update the same,
- Carry out risk-based measuring, monitoring and analysis activities; report their results regularly to relevant units, committees and senior management,
- Perform market and structural risk-based activities within the scope of ICAAP, stress testing and risk appetite framework, and risk assessment for new business and product/services; monitor and report risk based concentrations,
- Monitor affiliates' adherence to Enterprise Risk Management Framework; ensure that an infrastructure for defining measuring, monitoring and controlling risks is in place.

OSMAN BAHRİ TURGUT

Head of Internal Audit



Osman Bahri Turgut received his undergraduate degree in economics from Marmara University in 1990. He joined Garanti BBVA the same year as an Assistant Auditor, where he subsequently worked as Branch Manager, Assistant Director of the Internal Audit Department, Commercial Loans Senior Vice President, Internal Control Unit Manager and Head of Internal Audit and Control. He currently serves as the Head of Garanti BBVA's Internal Audit Department. Mr. Turgut, who has CMB certificates for Level 3 (Advanced Level License), Corporate Governance and Derivative Instrument License, is also a member of the Board of Directors and Audit Committee at Garanti BBVA Leasing and Garanti BBVA Fleet; a member of the Board of Directors and Corporate Governance Committee at Garanti BBVA Factoring; a member of the Board of Directors at Garanti BBVA Emekli ve Yardım Sandığı Vakfı (Pension Fund) and Garanti BBVA Culture; and a member of the Audit Committee at Garanti BBVA Leasing SA, Garanti BBVA Consumer Finance SA and Garanti BBVA Payment Systems (Ödeme Sistemleri); a member of the Board of Trustees at Teachers Academy Foundation and a member of the Board of Directors at the Institute of Internal Auditing - Turkey. He also gives graduate courses at İstanbul Ticaret University, Graduate School of Finance.

The primary responsibilities of the Head of the Internal Audit Department in relation to the Department's activities are outlined below:

- Ensure that the activities of the Internal Audit Department are carried out in line with the regulatory framework, ethical and integrity principles,
- Verify that the activities of the Internal Audit Department are compliant with internal audit principles and practices published by the BRSA or generally accepted ones; ensure that guidelines, procedures and methodologies, along with a suitable

organization structure, are established for the performance of these activities,

- Actively manage the Internal Audit Department in accordance with the goals set out in the Internal Audit Department Charter,
- Ensure that the Internal Audit Department remains independent and impartial, and inform the Board of Directors of any hindrance or bottleneck that can arise when conducting its activities,
- Submit an annual explicit confirmation to the Audit Committee that the Audit function is executed independently from management levels as a result of the personal assessment made,
- Ensure that the Internal Audit Department has adequate and appropriate tools and human resources to achieve its predetermined goals,
- Create the Annual Audit Plan in an integrated manner with the Multi-Year Plan,
- Prepare and implement contingency audit plans for audit needs that may arise due to regulatory changes or the Bank's specific needs,
- Submit the audit plan to the Audit Committee for approval, and conduct periodic reporting on the progress against the plan. Similarly, inform the Audit Committee of necessary major changes in the audit plan due to significant changes in the Bank's risk assessment or other circumstances,
- Inform the Board of Directors and the Audit Committee about the primary activities of the Internal Audit Department on a quarterly basis,
- Submit a report -at least once a year- to the Audit Committee covering the audits conducted, the structure of the Internal Audit Department and the developments in its internal governance, outcomes of quality assurance and improvement programs, HR management practices and declaration of independence,
- Inform the Board of Directors about the strategy that will be devised for the audit function and associated action plans,
- Inform the Bank's Senior Management about the findings identified and suggestions of improvements made as a result of the audits.

EMRE ÖZBEK *Head of Compliance*



Emre Özbek received his degree in business administration from Ankara University, Faculty of Political Sciences. He joined Garanti BBVA as an Assistant Auditor in 1999. He was appointed as the Assistant Director of the Internal Audit Department in 2007, as the Senior Vice President of the Internal Control Unit in 2009 and as the Head of Internal Audit Department in 2014. Mr. Özbek, who holds CIA (Certified Internal Auditor) and CBRM (Certified Business Resilience Manager) certifications and has 21 years of banking experience, has been serving as the Head of Compliance since 01 August 2015.

His responsibilities as the Head of Compliance are outlined below:

- Ensure that the Bank's compliance activities are carried out in accordance with applicable legislation and Garanti BBVA's goals and policies,
- Carry out all necessary activities to achieve compliance with the regulations issued in relation to prevention of money laundering and financing of terrorism, and provide necessary coordination and communication with MASAK (Financial Crimes Investigation Board),
- Develop the Bank's compliance policies, procedures and training programs in accordance with the legislation and ensure their effectiveness; carry out activities in relation to the identification and notification of suspicious transactions; provide the preparation of statistics on internal audits and trainings and inform MASAK, and fulfill the obligation of providing information and documentation to MASAK in conformity with the manner and methods defined by MASAK,
- Within the scope of compliance controls, ensure the compliance of the Bank's all current and future activities, transactions and products with the Banking Law and other applicable legislation, internal policies and rules, and with banking practices,
- Develop recommendations for defining and mitigating compliance risks that may arise from regulatory changes,
- Monitor compliance functions of all domestic/overseas subsidiaries and overseas branches as part of Subsidiary Coordination activities.

BARIŞ ERSİN GÜLCAN
Head of Internal Control



Barış Ersin Gülcan got his bachelor's degree in economics and his master's degree in HR management from İstanbul University. After starting his career as an Assistant Auditor at Garanti BBVA in 1997, he served in the Internal Audit Department for 10 years. During his 23-year experience in the banking sector, he functioned as Compliance Officer and Assistant Head of the Internal Audit Department. He assumed the position of Head of Internal Control in March 2014. Mr. Gülcan holds a CIA (Certified Internal Auditor) certificate since 2004 and a CPA (Certified Public Accountant) certificate since 2005.

The responsibilities of the Head of Internal Control are outlined below:

- Ensure the establishment of the Bank's internal control system in accordance with applicable legislation and Garanti BBVA's goals and policies,
- Collaborate with senior management to define the principles and procedures governing the distribution of internal control tasks between operational employees and internal controllers of Garanti BBVA,
- Prepare the annual business plans of the Internal Control Unit and ensure that activities are performed in accordance with these plans,
- Verify that internal controllers possess the qualifications required by their authorities and responsibilities,
- Supervise that internal controllers perform their duties in an independent, diligent and unbiased manner,
- Have the information obtained from examination/operational risk control activities, reports issues, and results of the analyses conducted interpreted; make recommendations to the relevant units for the establishment of new operational risk and control systems, adoption of necessary measures and creation of new procedures when necessary.

ANTI-FRAUD, INFORMATION SECURITY, DATA AND BUSINESS ANALYTICS MANAGERS

M. FERİDUN AKTAŞ Chief Security Officer



M. Feridun Aktaş got his bachelor's degree in Electronics and Communication Engineering from İstanbul Technical University and his master's degrees in Electronics Engineering from Boğaziçi University and in Management from Marmara University. After working as a R&D specialist for 3 years at a telecommunications company, Mr. Aktaş started working at Garanti BBVA Technology in 1997. He served as Network Technologies Specialist, Information Security Manager and Strategic Support Unit Manager at Garanti BBVA Technology and as IT & Data Security Unit Manager at Garanti BBVA. He then worked as Technology Governance and Security Director at a telecommunications operator for 5 years starting in 2014. Mr. Aktaş rejoined Garanti BBVA Technology in October, 2019, and currently serves as the Corporate Security Director.

Corporate Security Directorate carries out the responsibilities of Garanti BBVA in the areas of Information Security, Anti- Fraud Monitoring and Physical Security as outlined below:

INFORMATION SECURITY:

- Ensure the development and implementation of information security policies, procedures and guidelines and the management of IT risks based on international standards,
- Design, implement and operate IT Security infrastructure,
- Designing, implementing and operating Cyber Security functions against changing threats,
- Ensure business continuity planning and disaster recovery testing, Anti-Fraud Monitoring:
- Develop and ensure the implementation of strategies for minimizing financial and non-financial losses that may arise from external fraud,
- To implement the arrangements that will ensure that business processes are protected, traceable and detectable against counterfeiting risk, together with the Bank's lines of business,

CORPORATE SECURITY:

- Assigning Security Officers within the framework of the current law and the Bank's needs,
- Designing, configuring and operating measures against all kinds of physical security risks in the buildings, branches and in the settings where cash transactions are made,
- Designing electronic security systems, closed circuit monitoring and warning mechanisms in ATMs, branches and campuses/buildings, operating the "Alarm Center" and "Security Centers" in the buildings,

To this end:

- Prepare the annual business plan and the budget and ensure that operations are carried out according to this plan,
- Ensure that all necessary compliance studies are carried out, reported and managed in the scope of regulatory institutions for the functions within this scope,
- Ensure compliance of activities in this field with BBVA Group standards and best practices,
- Ensure that Corporate Security personnel perform their duties independently and impartially within the framework of professional care and attention.

ALI ÖZGÜR TÜZEMEN

Head of Data and Business Analytics



Ali Özgür Tüzemen got his bachelor's degree in Economics from Bilkent University. He completed his MBA in İstanbul Bilgi University. During his 24-year career, he has worked in Retail, SME banking marketing and sales and business analysis fields. Since February 2018, he serves as the Data and Business Analytics Director.

The responsibilities of the Data and Business Analytics Director are outlined below:

- Developing advanced analytical models for areas such as understanding customer behavior and expectations, improving customer experience, estimating life cycles, identifying product needs and channel usage patterns, pricing, segmentation, process efficiency and fraud prevention,
- Developing and determining the data warehouse structure to help decision-making processes, creating the necessary infrastructures for reporting activities,
- Establishing reports requested by the legal authorities and external institutions on a timely and error-free basis,
- Determining the standards of the components of data governance, such as the assignment of data ownerships, definition and quality rules of data entities, and to coordinate the work carried out in this direction,
- In the process of generating value from data; contributing to the development of corporate culture, supporting employees by creating educational content, and determining standards and policies.