

Changes in the Organizational Structure

The changes in the organizational structure in 2021 are mentioned below:

Legal Services;

- Legal services were transferred as reporting to the Board Member responsible for Legal Services; in parallel, Legal Services and Collection Executive Vice President position was closed.
- GÖSAŞ Legal Services Department was closed and its functions were transferred to Garanti Ödeme Sistemleri A.Ş. (Garanti Payment Systems).
- Retail Collections and Wholesale Recovery Departments were transferred as directly reporting to CEO. The coordination of the collection activities of these departments was decided to be conducted through NPL and Collection Committee.
- Legal Services Strategy and Development function was established as reporting to the Board of Directors in order to carry out the responsibilities of project portfolio management, coordination and follow-up of business performance metrics and coordination with BBVA in this regard in the Legal Services business area.

To reorganize the responsibilities of the organizations reporting to Chief Credit Risk Officer in parallel with changing needs and conditions, Retail Loans Risk Strategies and SME Loans Risk Strategies Departments reporting to Retail Risk Coordinator were closed.

- In this regard, Risk Strategies Department was established by consolidating all segment or product independent credit strategies functions.
- Retail and SME Loans Risk Governance Department was established to be responsible for executing all credit processes and applications defined by the strategy and its interaction with the network, and also cover credit portfolio analysis and credit policies functions.
- Wholesale Risk Coordinator position was closed.

In the Corporate, Investment Banking and Global Markets business area;

- In line with the new organizational structure in the Global Markets organization; "Financial Consultancy and Risk Management Solutions" and "Global Markets Business

Development and Project Management" functions were transferred to Global Markets Senior Vice President and Global Markets Sales and Financial Solutions Department was renamed as Global Markets Sales Department in parallel with the functions transfer.

- Project and Acquisition Finance Department was closed and its functions were transferred to Investment Banking and Finance Department.
- Financial Institutions Department was renamed as Financial Institutions and Trade Finance Department.

In order to ensure a stronger and more effective "SME" customer focus with the holistic management of Medium and Large Enterprise, and Small Enterprise segments, as well as to create a focus on "SME" product and customer strategy management activities; SME - Medium and Large Enterprise Banking and SME - Small Enterprise Banking Departments reporting to SME Banking Executive Vice President were closed. In this parallel;

- SME Banking Marketing Department was established to be responsible for the functions of performance and target monitoring of the SME business line, budget planning, customer and product management activities.
- SME Banking Network and Performance Management Department was established to be responsible for sales strategy and network management, network performance planning and reporting, network sales coordination functions.

Functions under the CEO;

- Chief Economist Cross Emerging Markets position reporting to CEO was renamed as Chief Economist for Asia.
- Strategic Planning and Responsible Business Department was renamed as Strategic Planning Department and its responsible business function was transferred to Investment Banking and Finance Department.

People RCS and Engineering RCS departments were closed and their functions were transferred to the Internal Control Department in line with the revision needs raised by "Operational Risk and Control Model" that is applied in parallel with the "Operational Risk Management and Control Policy" and based on the three lines of defense principle.