



A New Frontier for One of Turkey's Top Performers

October, 2016

Executive summary

Structurally attractive Turkish Economy Underpinning A Dynamic Banking Sector

- Turkish market presents a strong opportunity among emerging markets thanks to large and growing economy energized by a highly attractive demographic profile
- In this macro backdrop, banking sector has a promising future, with growth opportunities implied by current product and volume penetration figures, and a profitability higher than that of emerging market peers

One of the Top Performing Banks in the Market

- QNB Finansbank is one of the strongest players in this market with 5th ranking across most categories among privately owned banks
- It has a very strong distribution network balanced between a branch footprint covering 99% of banking business in the market and best in market digital offerings
- It has shown strong financial performance beyond its scale even in most volatile market conditions driven by differentiation, adaptability and right people brought together

New Shareholder Opens a New Frontier to QNB Finansbank

- Recent acquisition by QNB positions QNB Finansbank as the Turkish bank with the strongest shareholder
- QNB is the largest player in Middle East and Africa by all critical measures and has the highest ratings among all banks with a presence in Turkey
- Its presence across a wide geography overlaps well with Turkey's key foreign trade partners bringing opportunities in this area
- With the new shareholder, QNB Finansbank will add a new growth chapter in its successful history capturing its fair share in Corporate and Commercial Banking while sustaining its success in Retail and SME Banking
- QNB Finansbank already started seeing positive impact of new shareholder structure in funding costs and trade volumes
- With shifting credit volumes to Corporate and Commercial, in addition to the various measures it has taken across the years in improving risk profile of the bank, asset quality will stay under control in the short term and improve in the long term

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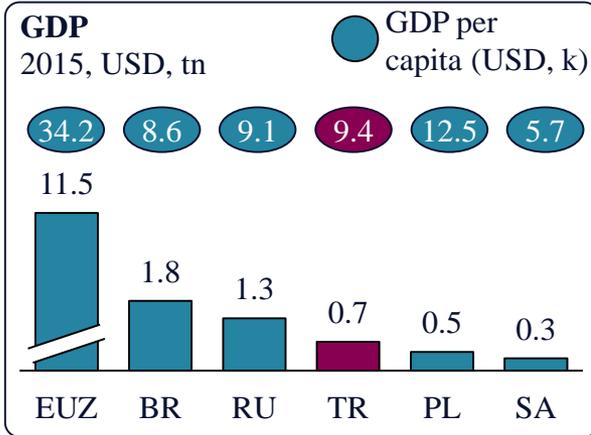
- 1 Macro-economic Overview
- 2 QNB Finansbank and QNB Group at a Glance
- 3 Loan-based Balance Sheet Delivering High Quality Earnings
- 4 Solid Financial Performance
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Macro-economic Overview

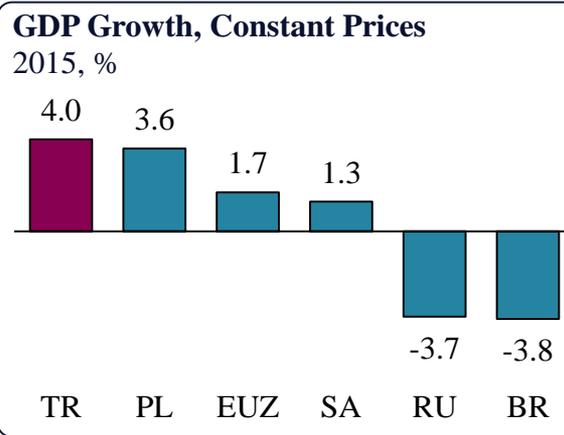
The background is a solid dark purple. On the right side, there is a decorative graphic consisting of overlapping shapes. A white shape, resembling a stylized 'L' or a corner, is positioned in the foreground. Behind it, a purple shape is visible, creating a layered effect. The overall design is clean and modern.

Structurally attractive Turkish economy underpinning a dynamic banking sector⁽¹⁾

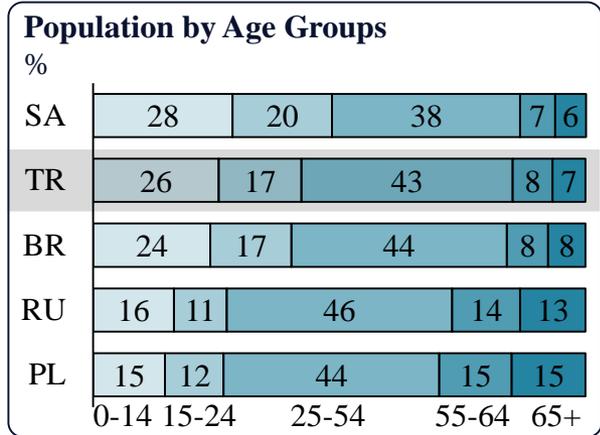
Large economy with low GDP / capita...



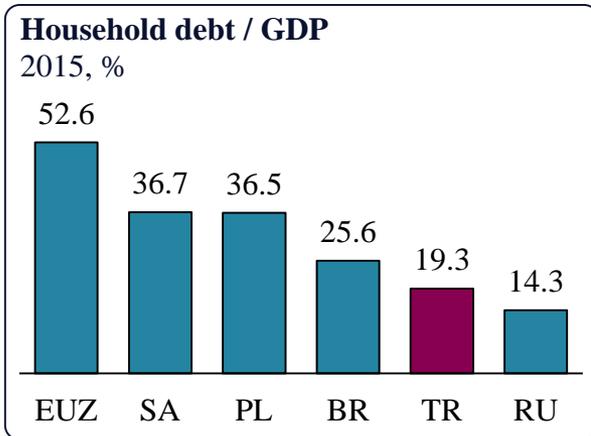
...high real GDP growth...



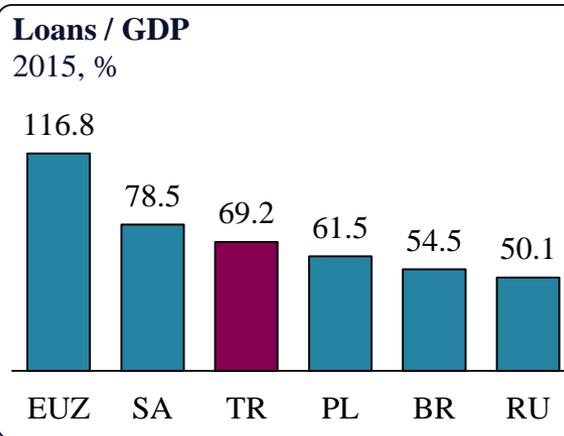
...and highly attractive demographic profile



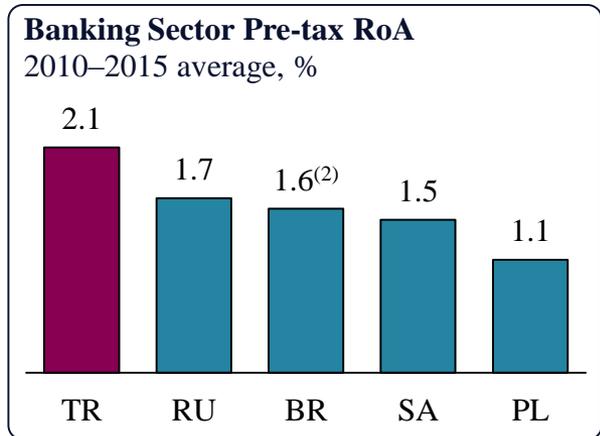
Underlevered population...



...with further penetration potential...



...and a high return on assets

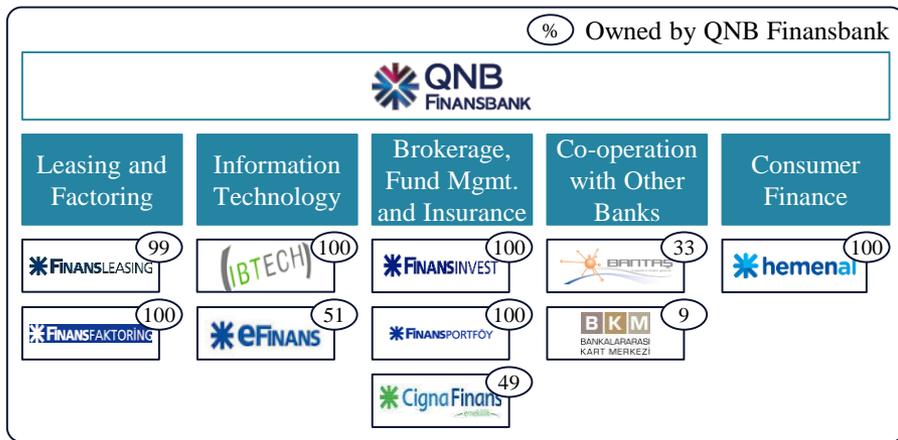




**QNB Finansbank and QNB
Group at a Glance**

QNB Finansbank: 5th Largest Privately Owned Universal Bank

QNB Finansbank group structure



Financial highlights

QNB Finansbank BRSA bank only financials	H1'16
TRY, bn	
Total assets	92.6
Net loans ⁽¹⁾	60.2
Customer deposits ⁽¹⁾	50.8
Shareholder's equity	9.4
Branches (#)	630
Active customers (mn)	5.4
Bank only employees (#)	12,785

Source: BRSA bank only data; BAT

Note: All information in the presentation is based on BRSA bank only data unless stated otherwise

(1) Including accruals

(2) Includes overdrafts

QNB Finansbank market positioning

Bank only, H1'16

	Branch	Total assets	Total loans	Total deposits	GPL ⁽²⁾	Credit card	Comm. install. loan	Mortgage
1 st	İşbank	İşbank	İşbank	İşbank	İşbank	Garanti	İşbank	Garanti
2 nd	Garanti	Garanti	Garanti	Garanti	Garanti	Yapı Kredi	Yapı Kredi	İşbank
3 rd	Yapı Kredi	Akbank	Yapı Kredi	Yapı Kredi	Yapı Kredi	İşbank	Garanti	Akbank
4 th	Akbank	Yapı Kredi	Akbank	Akbank	Akbank	Akbank		Yapı Kredi
5 th	Denizbank						TEB	TEB
6 th		Denizbank	TEB	Denizbank	Denizbank	Denizbank	Akbank	
7 th	TEB	TEB	Denizbank	TEB	ING	HSBC	Denizbank	ING
8 th	ING	ING	ING	HSBC	TEB	TEB	ING	Denizbank
9 th	HSBC	HSBC	HSBC	ING	HSBC	ING	HSBC	HSBC

QNB Finansbank covers Turkish geography through a diverse distribution network and market's only "pure digital bank"

H1'16

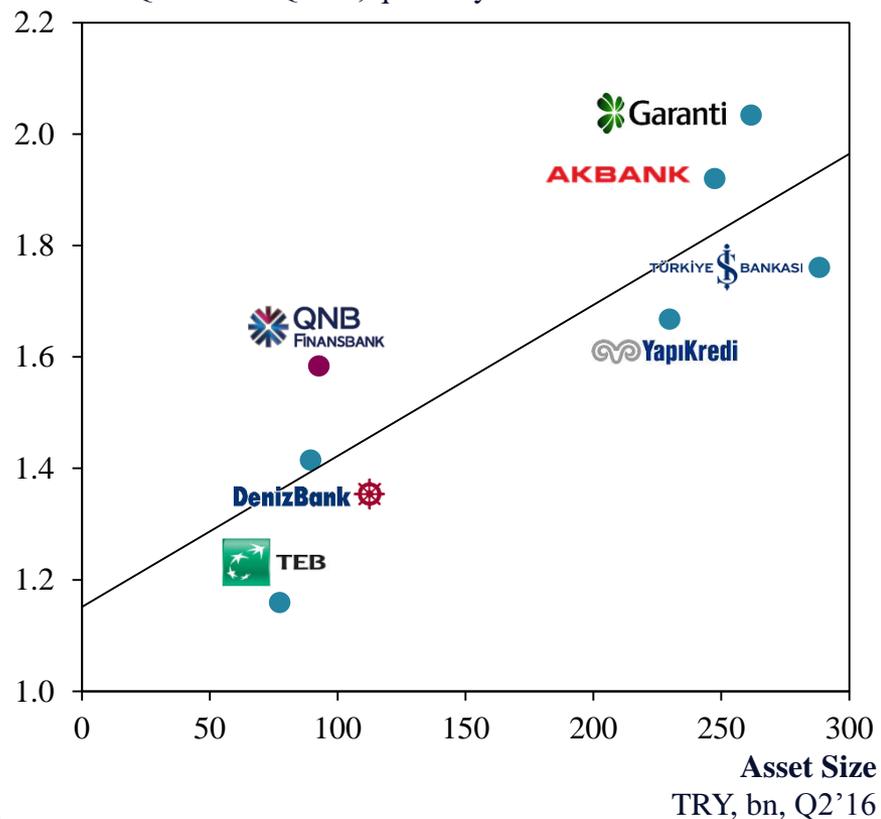


QNB Finansbank has shown success beyond its scale in volatile market settings

Financial performance since 2010

Average RoA⁽¹⁾

Between Q1'10 and Q2'16, quarterly



Drivers of QNB Finansbank's performance resilience

Differentiation

Unique practices delivering market leading financial results

Adaptability

Entrepreneurial **culture and capabilities to adapt** to changing market conditions

Right people

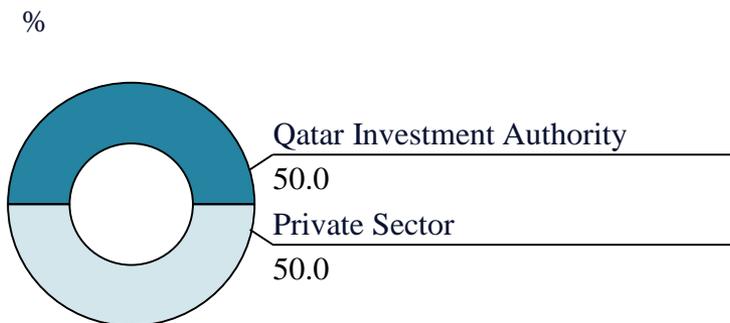
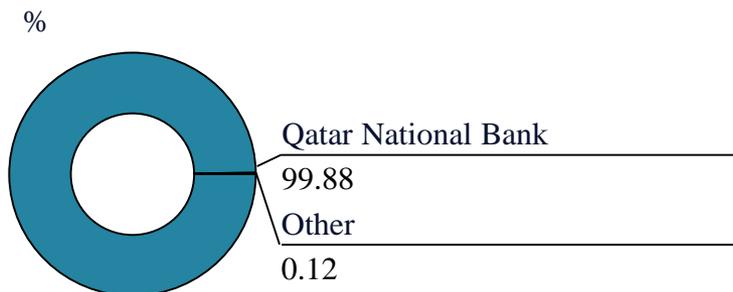
Right people brought together via a clear guidance of meritocracy and an aspiration for diversity that forms the basis of everything

QNB's recent acquisition of Finansbank has brought a strong support to one of market's leading performers

QNB Finansbank

QNB Group

Shareholder Structure



Ratings

	Moody's	Fitch
Foreign Currency Long-term	Ba1	BBB
Foreign Currency Short-term	NP	F2

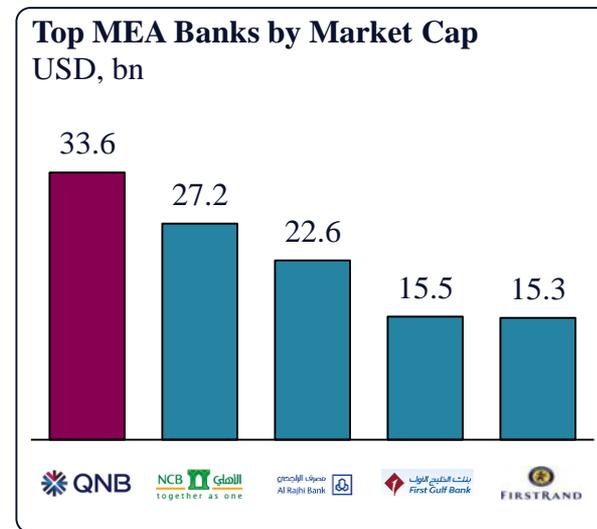
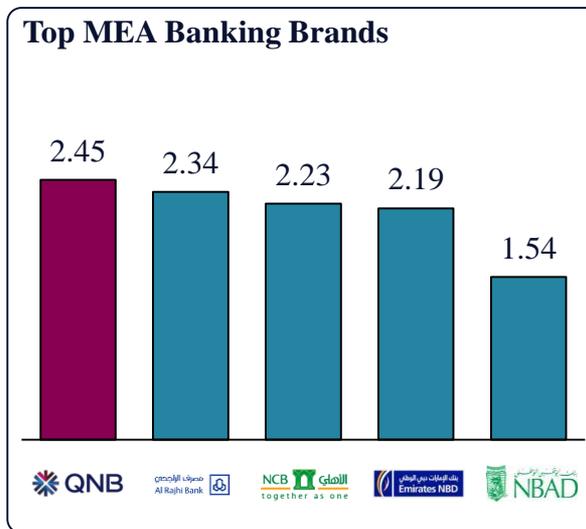
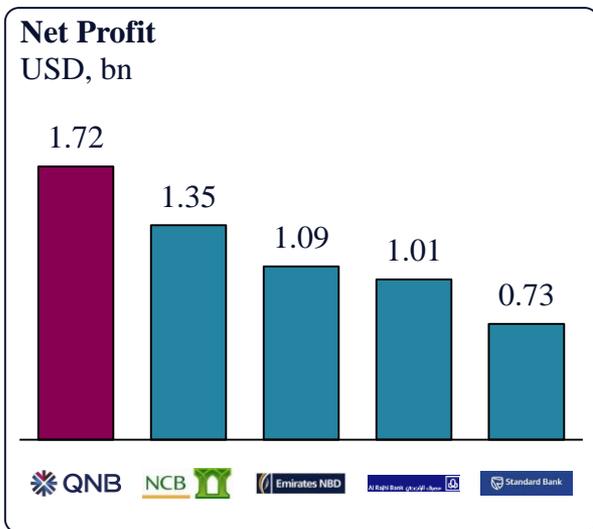
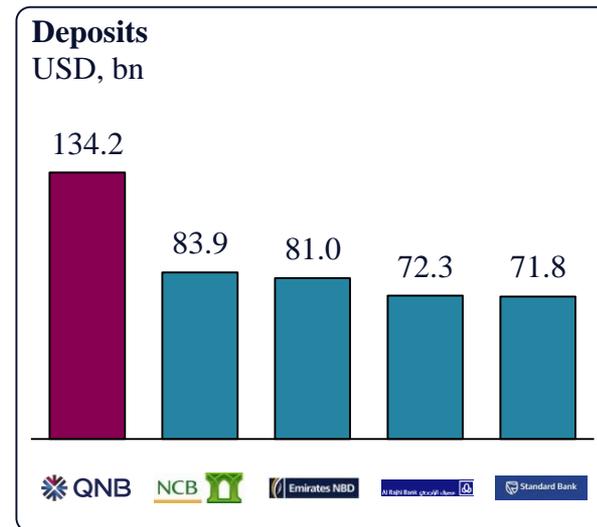
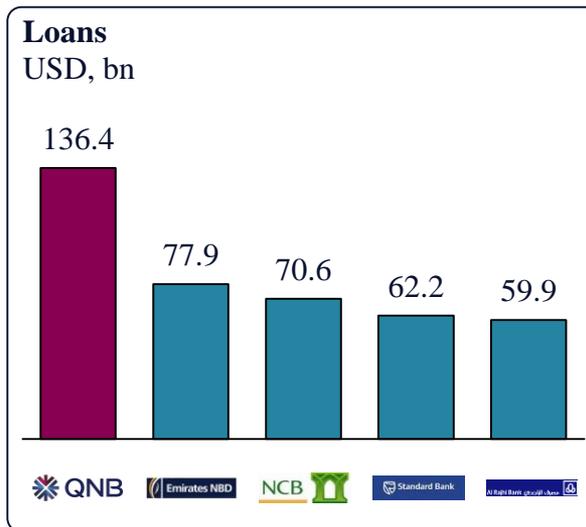
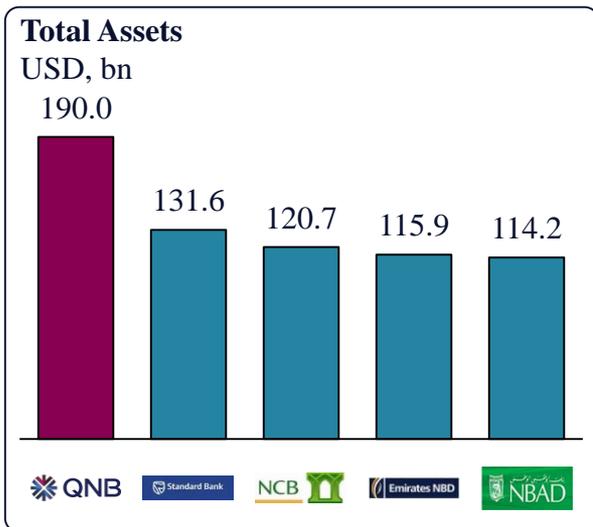
	Moody's	Fitch	S&P
Foreign Currency Long-term	Aa3	AA-	A+
Foreign Currency Short-term	P-1	F1+	A-1

Corporate Information

- Focused on traditional banking activities, complemented by ancillary services (investment banking, brokerage, leasing, factoring, asset management)
- Important partnerships in insurance with leading international institutions (Sompo Japan in basic insurance and Cigna in life insurance and private pensions)

- Largest bank in Qatar by market cap., assets, loans, deposits and profit
- Largest bank in MEA by total assets, loans, deposits and profit
- Operating in more than 30 countries around the world across 3 continents,
- More than 1,200 locations, supported by more than 4,300 ATMs and employing more than 27,300 staff

QNB is the leading financial institution by all measures in the MEA region H1'16



QNB ownership brings a strong geographic reach to QNB Finansbank especially with important trade partners of Turkey...

-  QNB presence
-  QNB footprint⁽¹⁾
-  Top 40 trade partners of Turkey

Middle East⁽²⁾

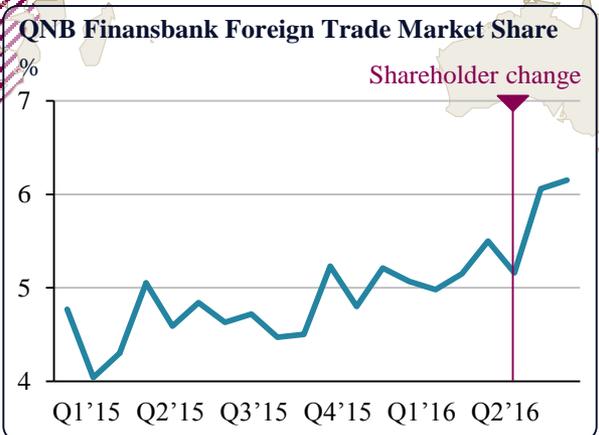
	Qatar	
	Jordan	
	UAE	
	Syria	
	Palestine	
	Iraq	
	Oman	
	Bahrain	
	Kuwait	
	Lebanon	
	Yemen	
	Iran ⁽³⁾	

Europe

	United Kingdom	
	France	
	Switzerland	
	Turkey	



New ownership's positive impact on foreign trade presence already started



North Africa

	Egypt	
	Libya	
	Tunisia	
	Sudan	
	Algeria	
	Mauritania	

Sub-Saharan Africa

	South Sudan	
	Togo	

Asia

	Indonesia	
	Singapore	
	India	
	China	
	Vietnam	
	Myanmar	

(1) Through ownership of 20.0% shares of Ecobank as of 30 June 2016, including ordinary and QNB's convertible preferred shares
 (2) Excluding Saudi Arabia, for which QNB got approval from authorities to open a branch
 (3) Dormant

...and with QNB, QNB Finansbank has the strongest shareholder of all banks in Turkish market

QNB has superior ratings and dominant presence in domestic market

Major Banks	Controlling Shareholder	Parent's Foreign Currency Long-term Rating			Parent's Market Share in Domestic Market ⁽¹⁾⁽²⁾
		Moody's	Fitch	S&P	
Akbank	Sabancı Holding	Not rated			N/A
Isbank	Isbank Pension Fund	Not rated			N/A
Garanti	BBVA	A3	A-	BBB+	12%
Yapi Kredi	Unicredit Koç Holding	Baa1 Baa3	BBB+ Not rated	BBB- BBB-	10% N/A
QNB Finansbank	QNB	Aa3	AA-	A+	42%
Denizbank	Sberbank	Ba2	BBB-	N/A	29%
TEB	BNP Paribas Çolakoğlu Holding	A1	A+ Not rated	A	Not disclosed ⁽³⁾

QNB's exceptional strength is underlined by all three major rating agencies

STANDARD & POOR'S
RATINGS SERVICES

"Our stable outlook on Qatar National Bank (QNB) reflects the bank's resilient financial performance supported by its core franchise in Qatar as well as its expected extraordinary support from the Qatari Government"

May 31st, 2016

MOODY'S

"The standalone rating reflects: (1) consistently high profitability levels, supported by QNB's dominant market position and government relationships; (2) strong asset quality and sound capitalization; (3) strong funding and liquidity metrics supported by growth in both its domestic private and international deposit base and (4) increasing business diversification derived from non-domestic operations."

May 20th, 2016

FitchRatings

"Profitability is stronger than that of most peers. Risk appetite is fairly conservative despite rapid growth and expansion into some higher-risk markets. We note however that QNB has a good track record of integrating and managing subsidiaries in weaker operating environments"

April 21st, 2016

Only bank ranked among top 50 safest banks⁽⁴⁾ in the world with presence in Turkey

Source: Bloomberg; company reports; ECB; Central Bank of Russia

(1) Only banking entities are illustrated; as of September 2016

(2) Market share by assets as of 2015

(3) BNP Paribas is among the 10 largest banks in the World and the largest French bank

(4) Global Finance Safest Banks in the World

Change in shareholder already delivering improvement in cost of funding

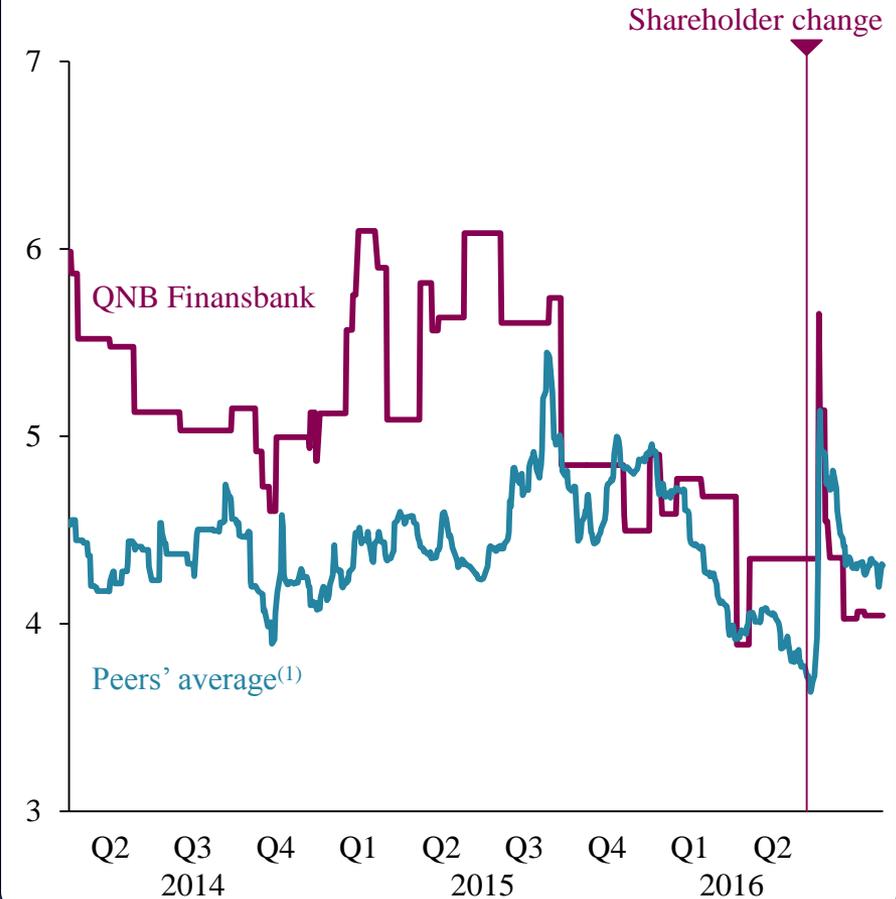
QNB Finansbank's deposit interest rate costs are converging to the sector...

Gap with non-state banks in new time deposit pricing
bps



...while wholesale funding costs declined immediately following announcement of acquisition

Eurobond yields
Percent, 2014 issuances



The new shareholder opens a new frontier of growth for one of Turkey's top performers

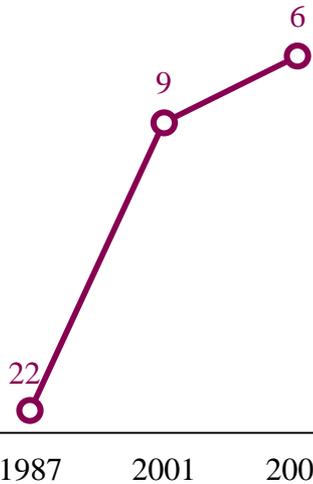
1987-2004: fast growth behind leadership in Corp. & Comm. Banking

2005-2011: Retail banking boom with market leading growth and success

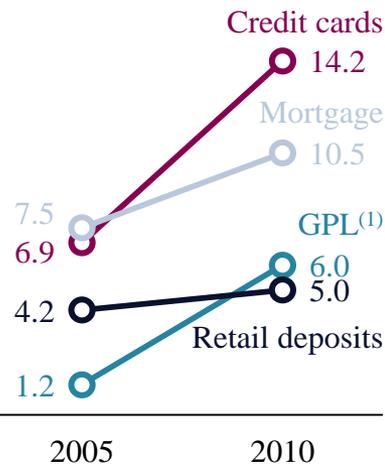
2012-2016: Business banking growth with productivity and risk focus

2016 beyond: Sustained success in Retail and SME while leap frogging market in Corp. & Comm. Banking

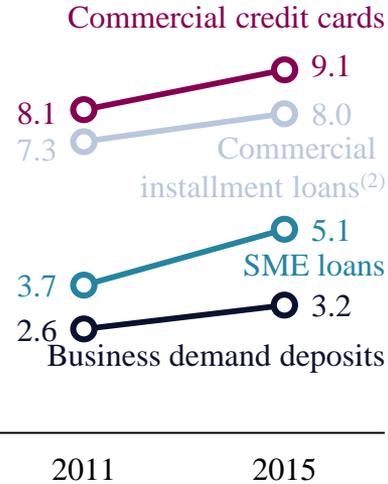
Total Assets
Ranking Among Private Banks



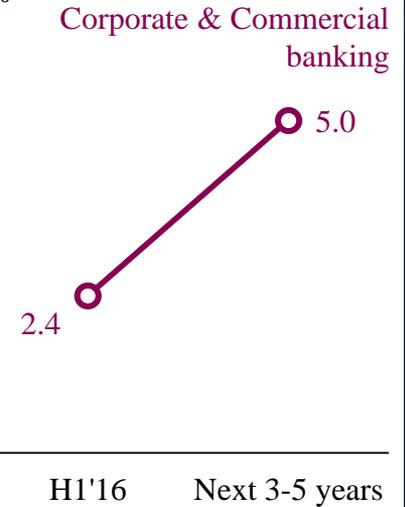
Market share
%



Market share
%



Market share
%

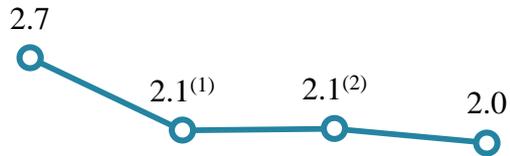


Change in business mix combined with measures taken in credit risk management across segments translates to better asset quality

Shift towards business banking helps improve cost of risk

CoR on a declining trend

Cost of Risk
%



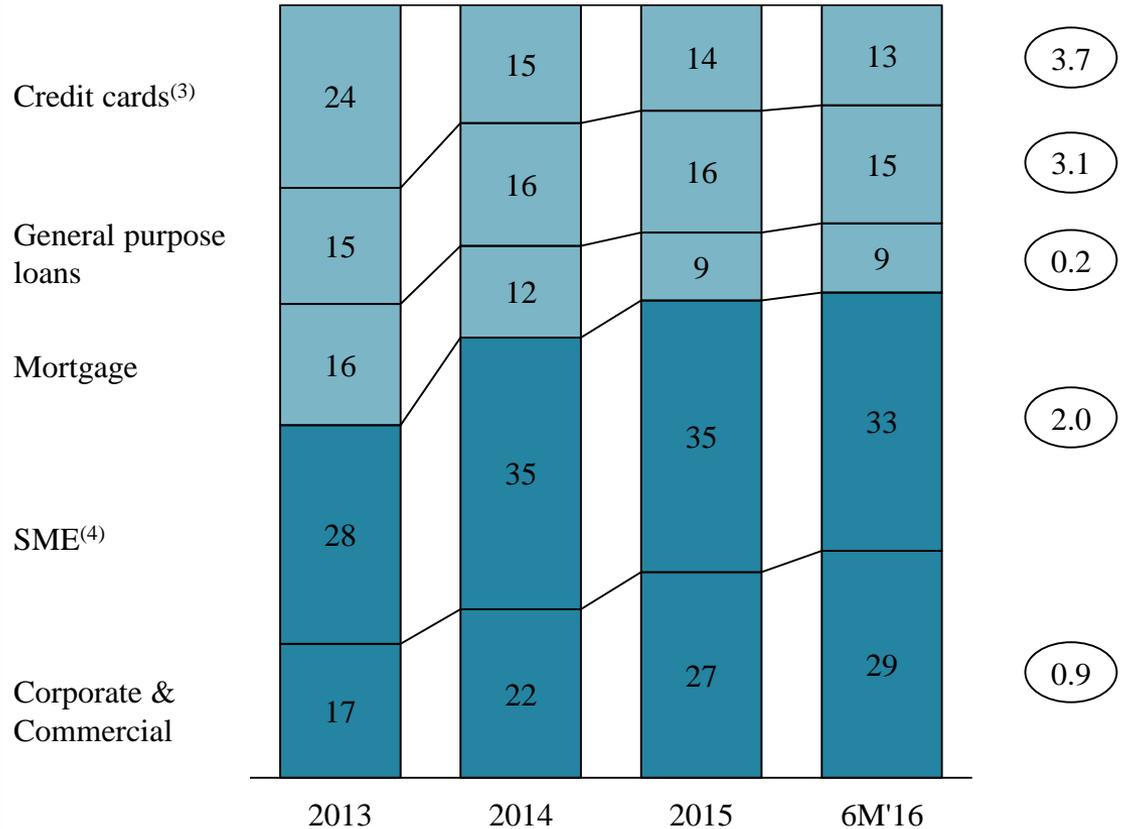
2013 2014 2015 6M'16

Loan Composition

SCoR

% of total loans

6M'16, %

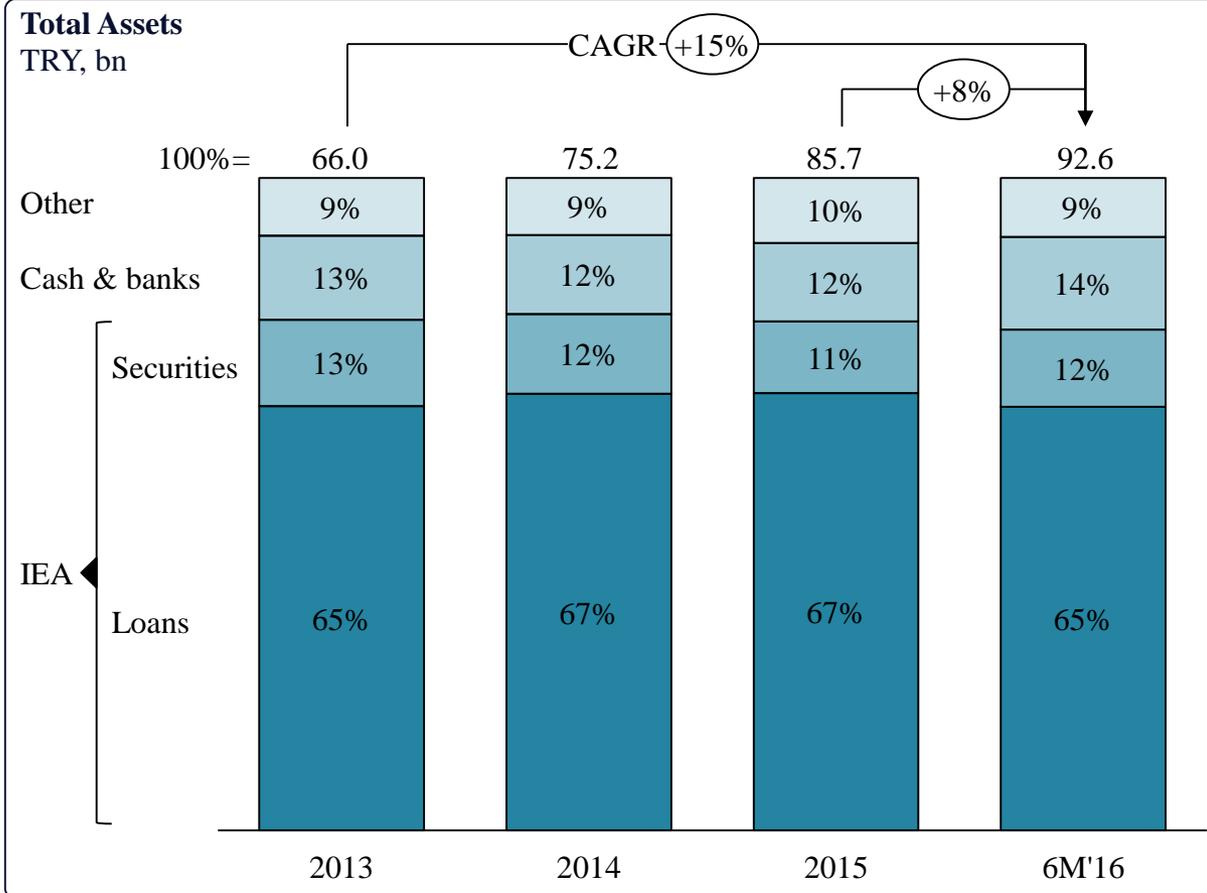




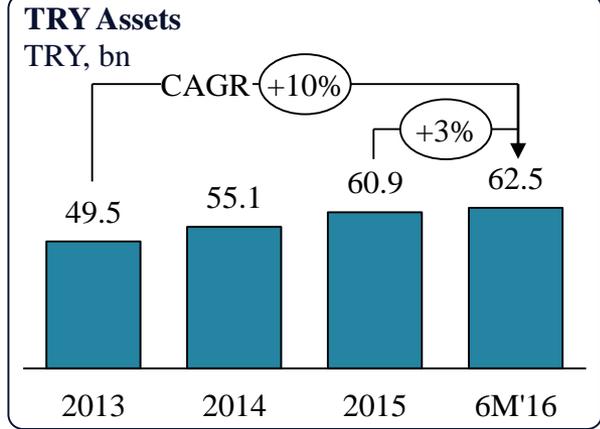
**Loan-based Balance Sheet
Delivering High Quality
Earnings**

Asset size exceeded TRY 92 billion with 12% YoY and 6% QoQ growth

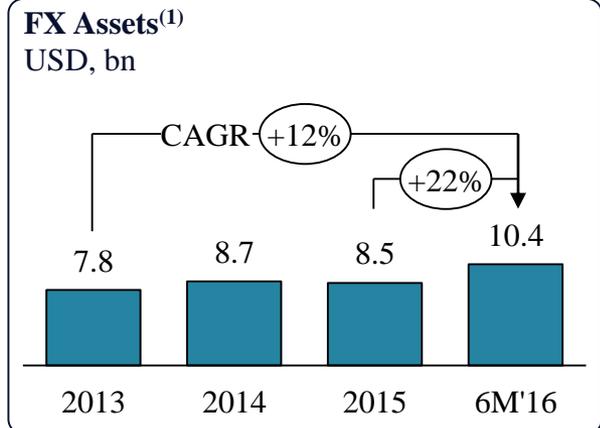
Loan heavy balance sheet



TRY assets grew 10%



FX assets on USD terms grew 12% annually on average

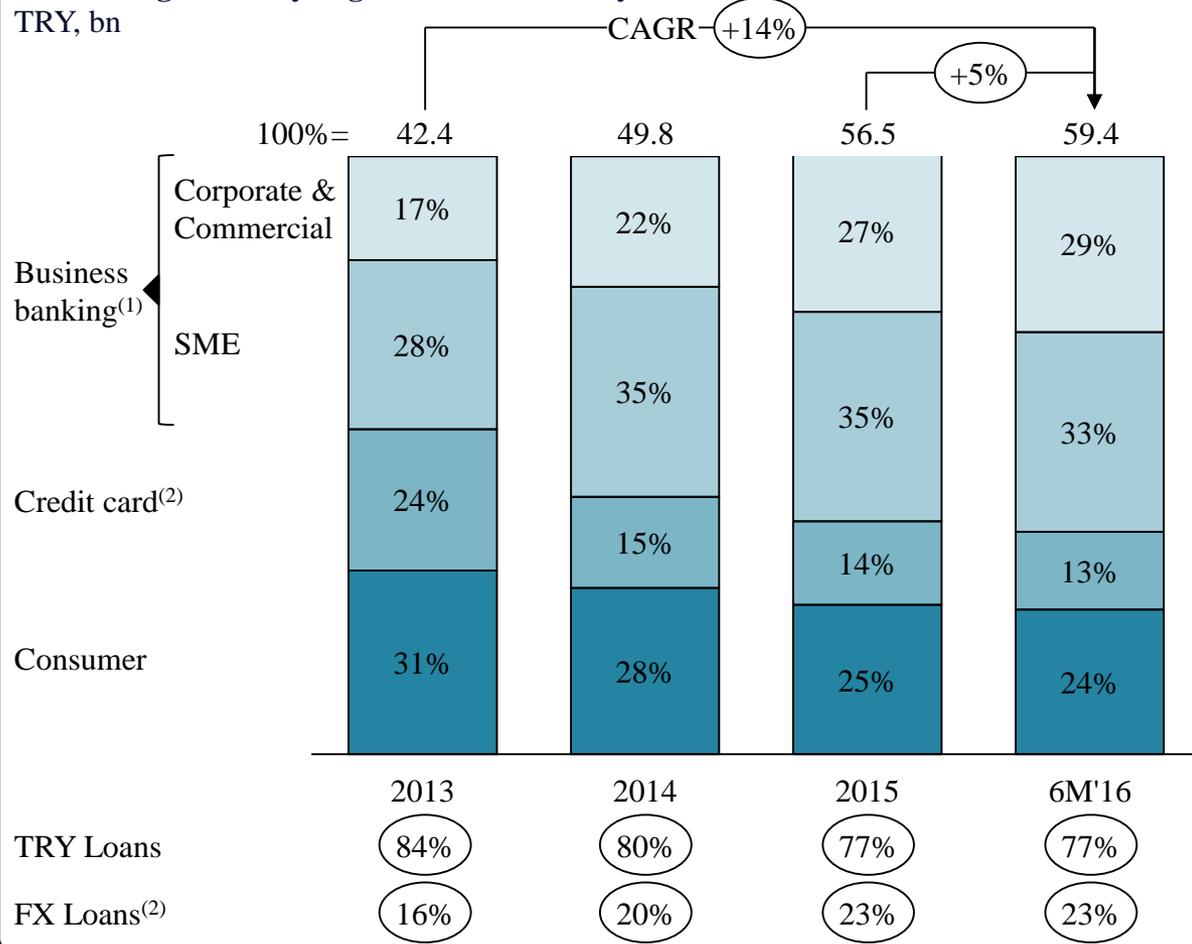


Sustained and successful execution of the growth strategy...

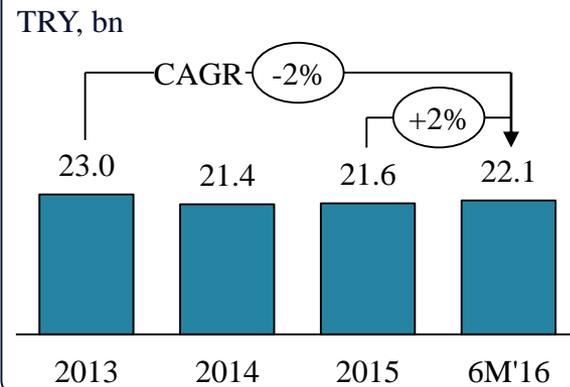
Loan book continued to shift towards business banking

Retail loans are almost flat over the period

Performing Loans by Segment and Currency

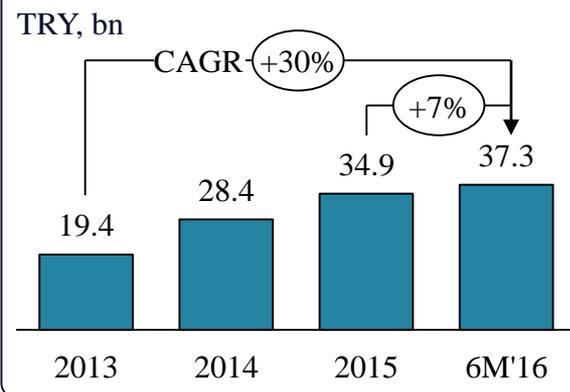


Retail Loans



Significant growth in business loans

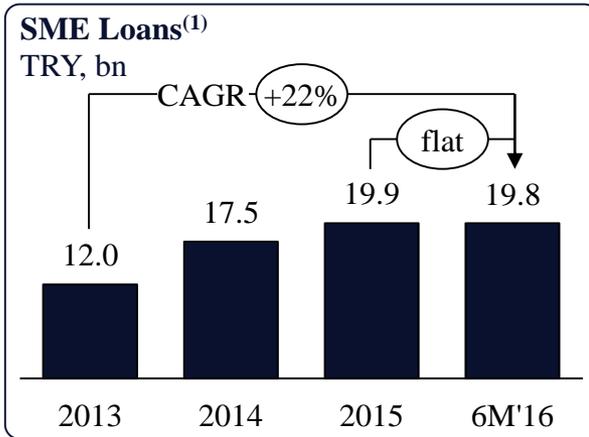
Business Loans



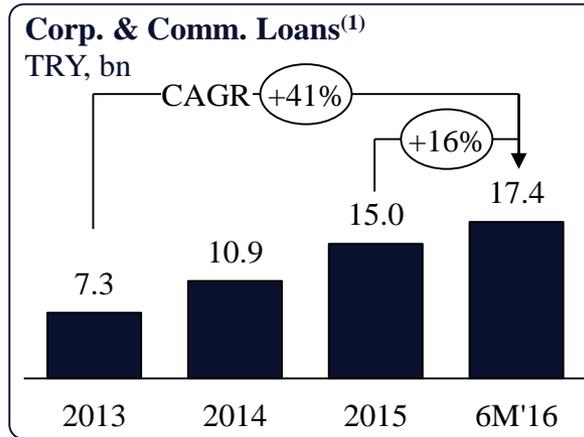
...focused on business banking loans and selective retail banking segments

■ Business banking
■ Retail banking

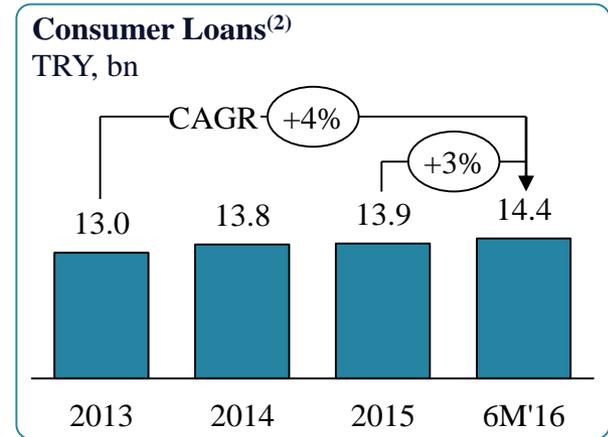
Growth in SME loans maintained with some caution



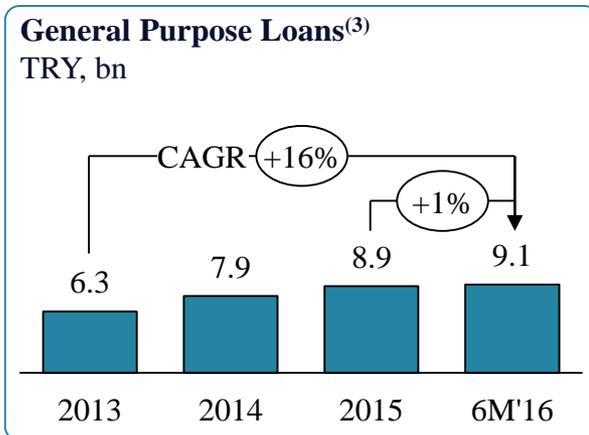
Strong growth in corp. & comm. loans supported also by FX rates



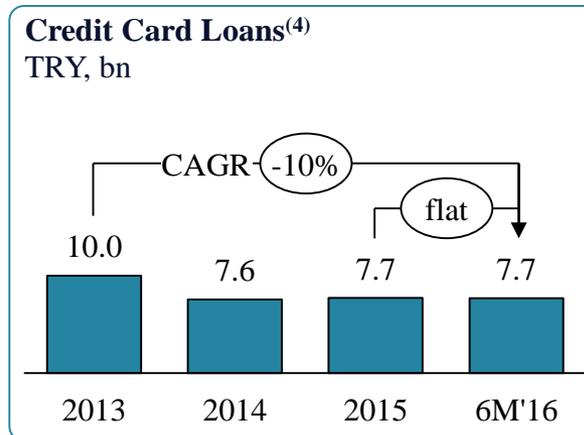
Selective growth in consumer loans...



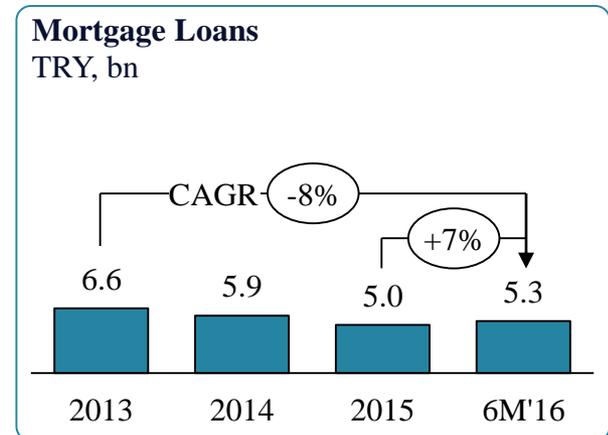
...mainly driven by GPLs...



...with stabilized volume in credit cards...



...as well as in mortgages



(1) Based on BRSA segment definition
 (2) Including GPL, overdraft and mortgage loans
 (3) Including overdraft
 (4) Credit card outstandings from individual clients

Controlled asset quality with high coverage ratios

Stable NPL inflows

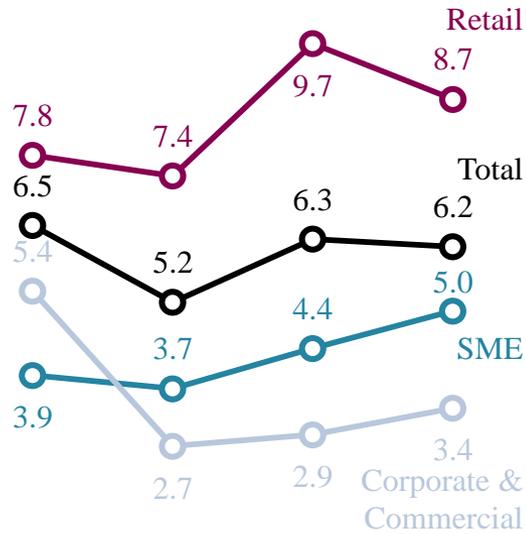
NPL Additions / Average Loans⁽¹⁾
%



2013 2014 2015 6M'16

Slight increase in business banking NPLs similar to the sector

NPL Ratio by Segments⁽²⁾
%

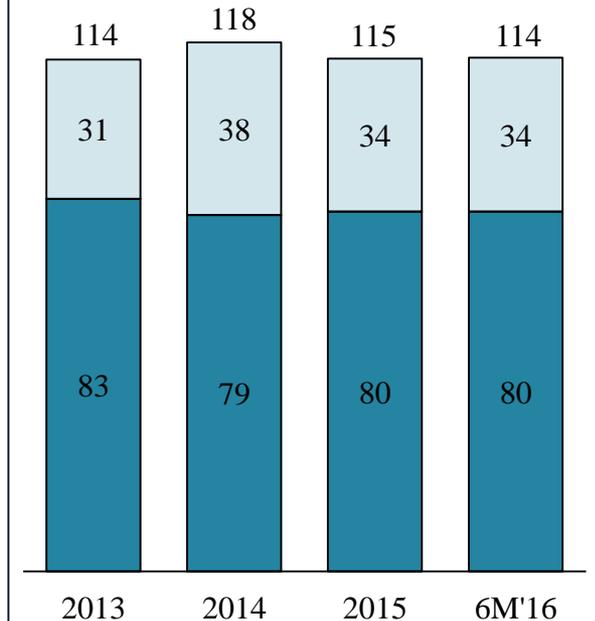


2013 2014 2015 6M'16

NPLs are well covered through general and specific provisions

NPL Coverage⁽³⁾
%

GP / NPL
SP / NPL



(1) Annualized

(2) After NPL sales of TRY 542 mn and TRY 1,153 mn, TRY 477 during 2013, 2014 and Q2'16 respectively

(3) General provisions include watch-list provisions

...and tighter lending across the board in consumer loans

QNB Finansbank credit cards

Implied limit weighted PD⁽¹⁾
Indexed to sector for each period



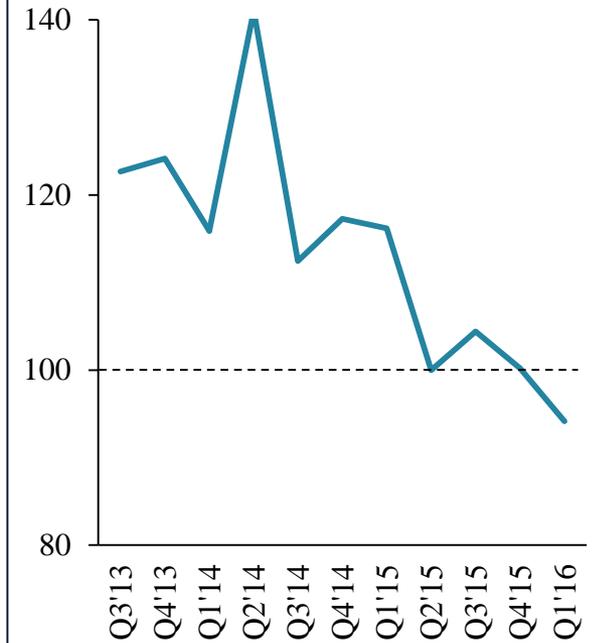
QNB Finansbank general purpose loans

Implied limit weighted PD⁽¹⁾
Indexed to sector for each period



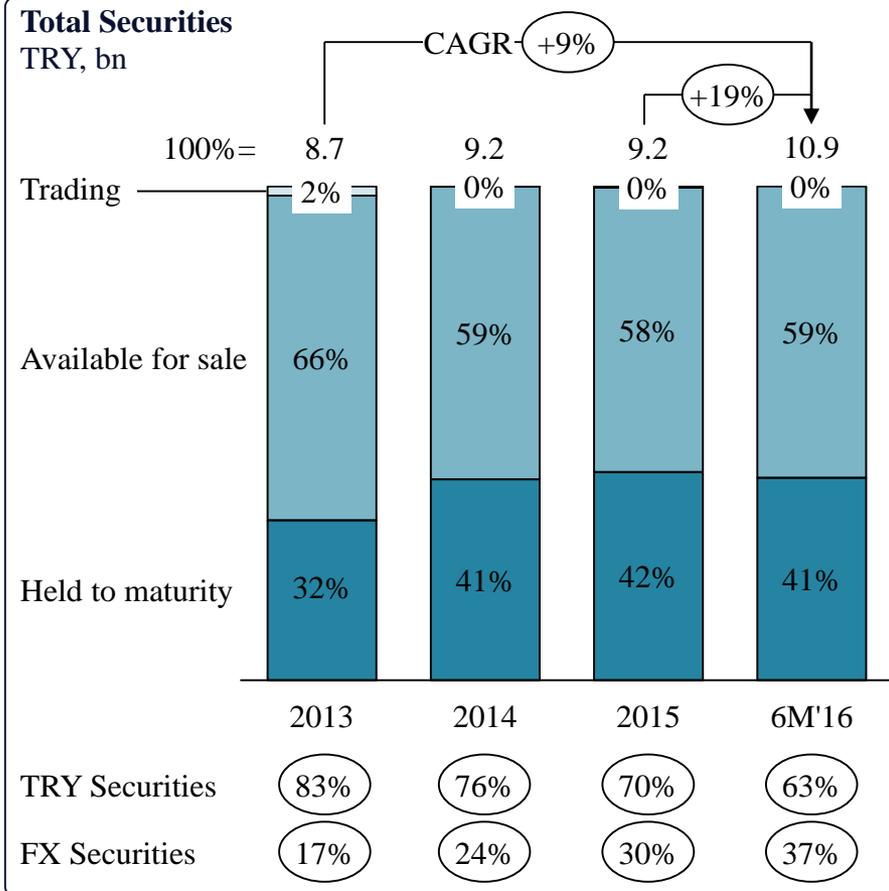
QNB Finansbank mortgages

Implied limit weighted PD⁽¹⁾
Indexed to sector for each period



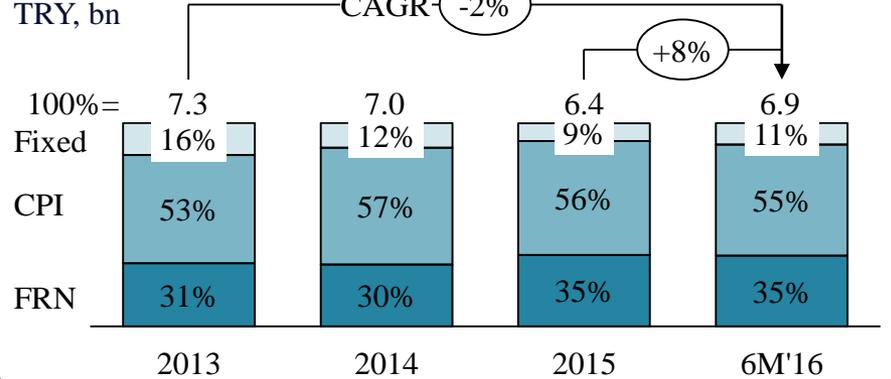
Securities portfolio increased to 10.9 bn TRY, making up 12% of assets

Growth in securities portfolio driven by FX securities



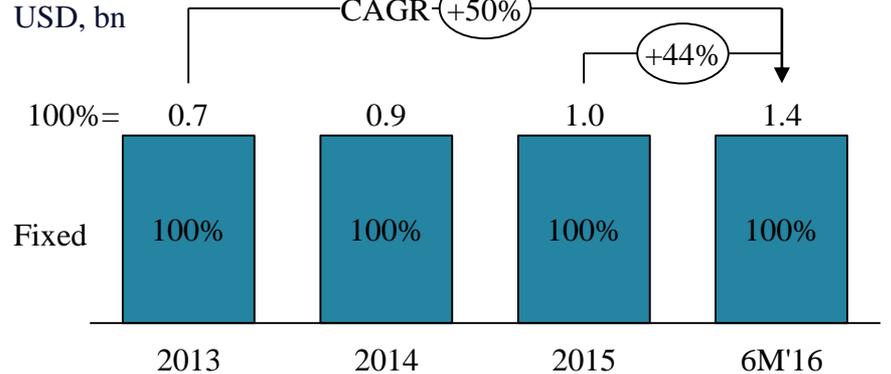
89% of TRY securities are indexed / variable rate

TRY Securities



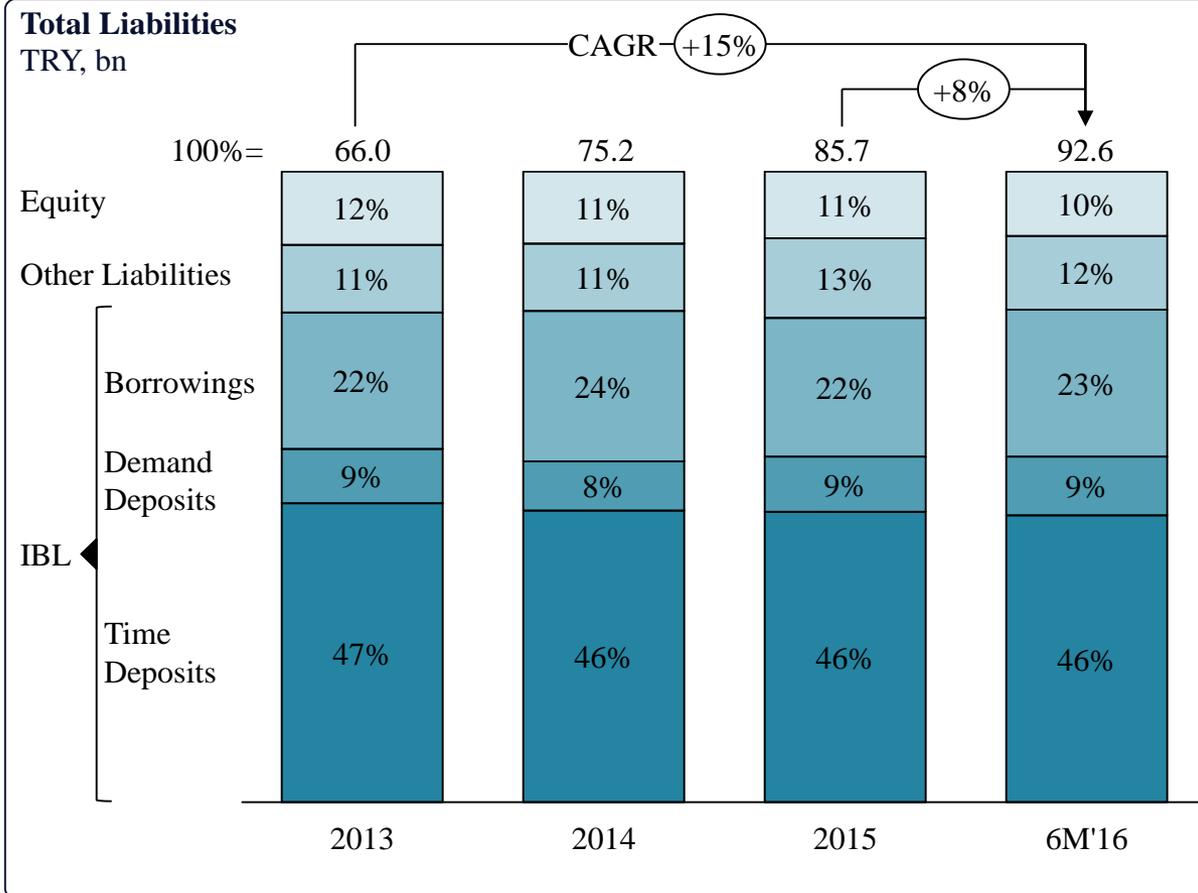
Strong growth in FX securities with investments in H1'16

FX Securities

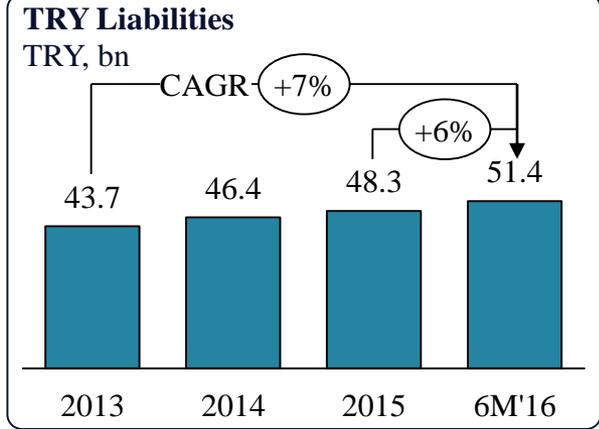


Well-diversified funding structure underpinned by solid deposit base and strong deposit growth capability

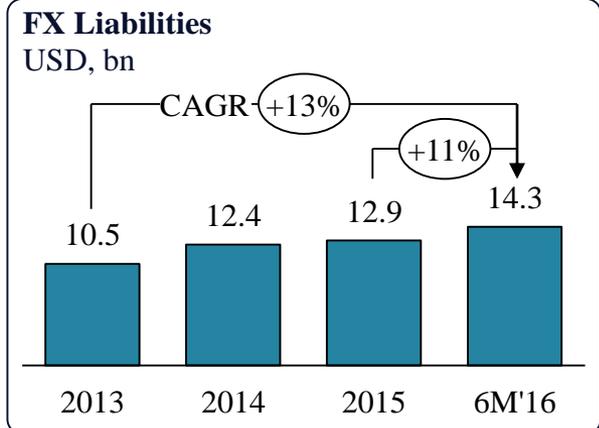
Diversified funding sources



Modest growth in TRY liabilities

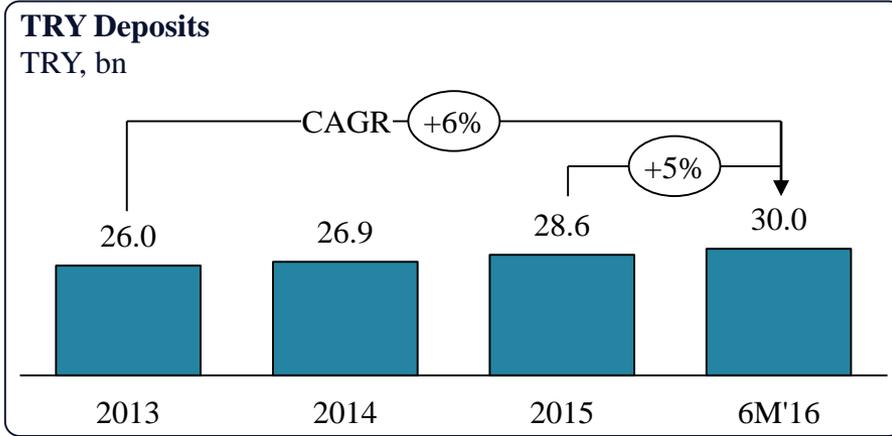


FX liabilities growth faster than that of TRY

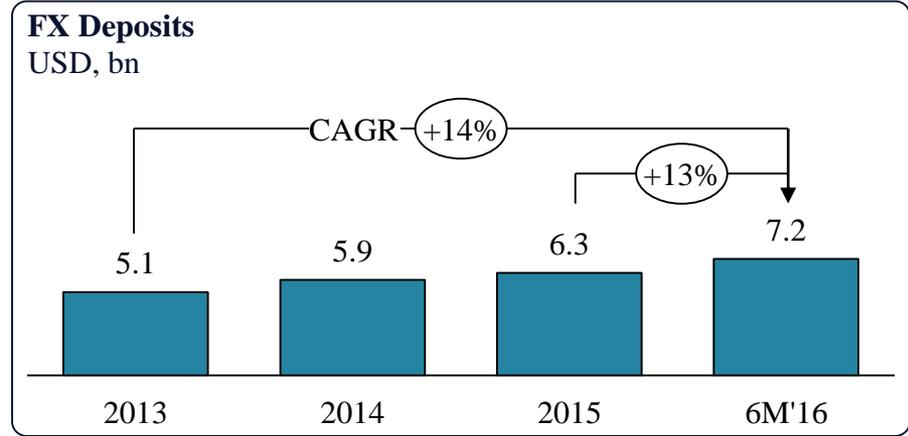


Solid deposit growth supported by strong demand deposit increase that helps maintain stable L/D ratio

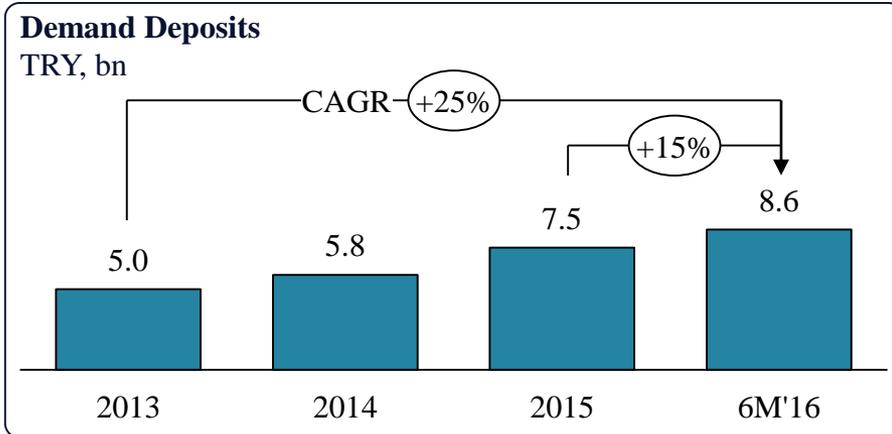
6% annual growth in TRY deposits over the period on average



14% annual growth in FX deposits over the period on average



Impressive growth in demand deposits



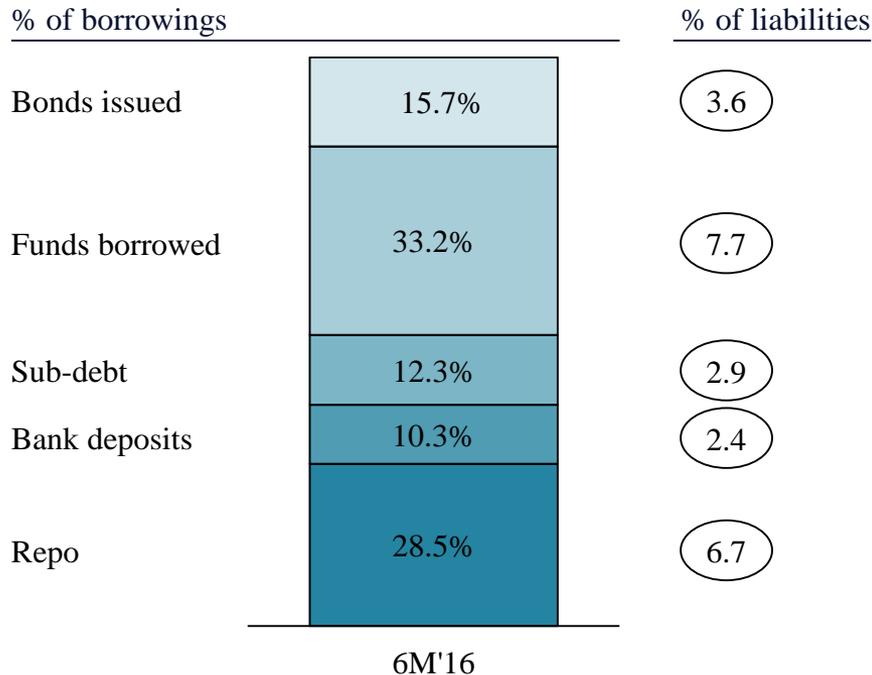
Loan-to-deposit ratio in line with the sector



Disciplined use of non-deposit funding and strong capital base

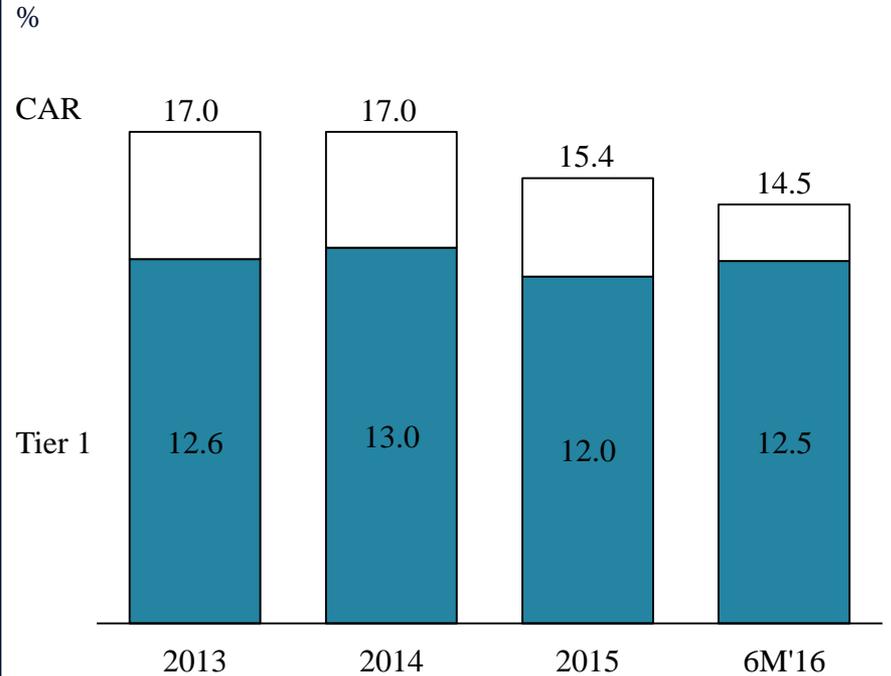
Low reliance on institutional borrowings and repo funding; strong long-term opportunity with new shareholder structure

Borrowings⁽¹⁾ by Type



Capital adequacy at comfortable level despite slight recent decline due to sub-loan amortization

Capital Adequacy



A structured approach to market and liquidity risk management

Focused ALM leads to low interest rate sensitivity

- TRY **interest rate sensitivity** is actively managed in the international swap market
- Hedge **swap book** stands at TRY 12.5 bn as of Q2'16.
- TRY installment **loan book hedge ratio** is at 58.6% as of Q2'16 and net change in Economic Value / Equity is constantly monitored under several scenarios
- **Low sensitivity to interest rate increases** demonstrates that QNB Finansbank is **one of the most conservative in the market** in managing interest rate risk (9.2% losses / equity as of Q1'16, which is well below the regulatory limit of 20%)

Prudent management of liquidity risk

- Strong framework is in place to ensure **sufficient short-term and long-term liquidity**
- Internal metrics and early warning signals are determined besides regulatory limits
- Continuous monitoring and reporting are in place to support effective management in addition to contingency plans for extreme situations

Low risk appetite for trading risks

- Low trading risk appetite is reflected by the limit structure both on portfolio and product level
- **Best-in-class measurement methodologies** are in place with daily monitoring of all market risk metrics (VaR, sensitivities, etc.) in addition to stress tests and what-if analysis



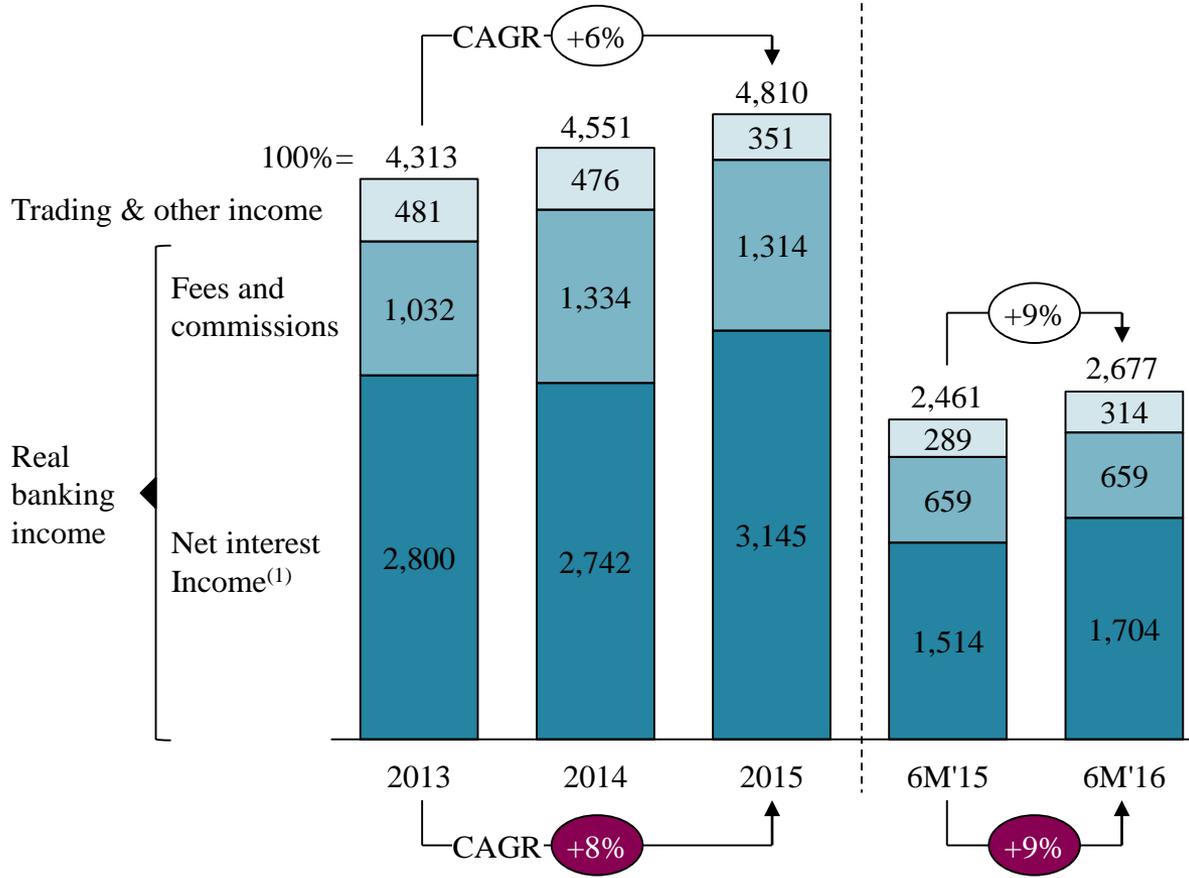
Solid Financial Performance

Focus on real banking income generation

 Real banking growth

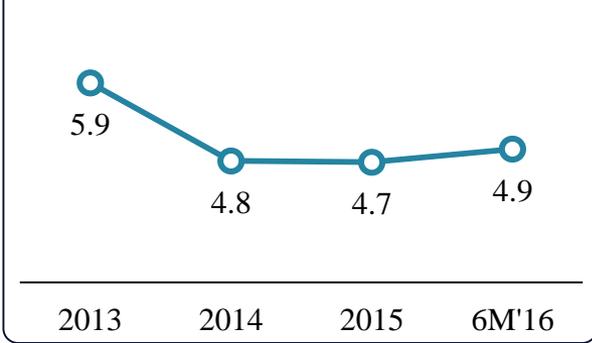
Operating income driven from core banking activities

Total Operating Income
TRY, mn



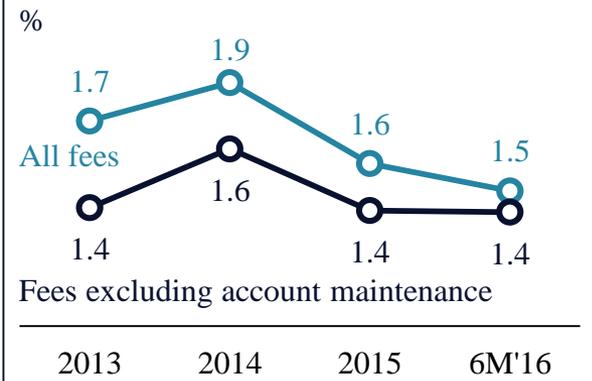
NIM in expansion trend

NIM after Swap
%



Stable fee generation despite regulations

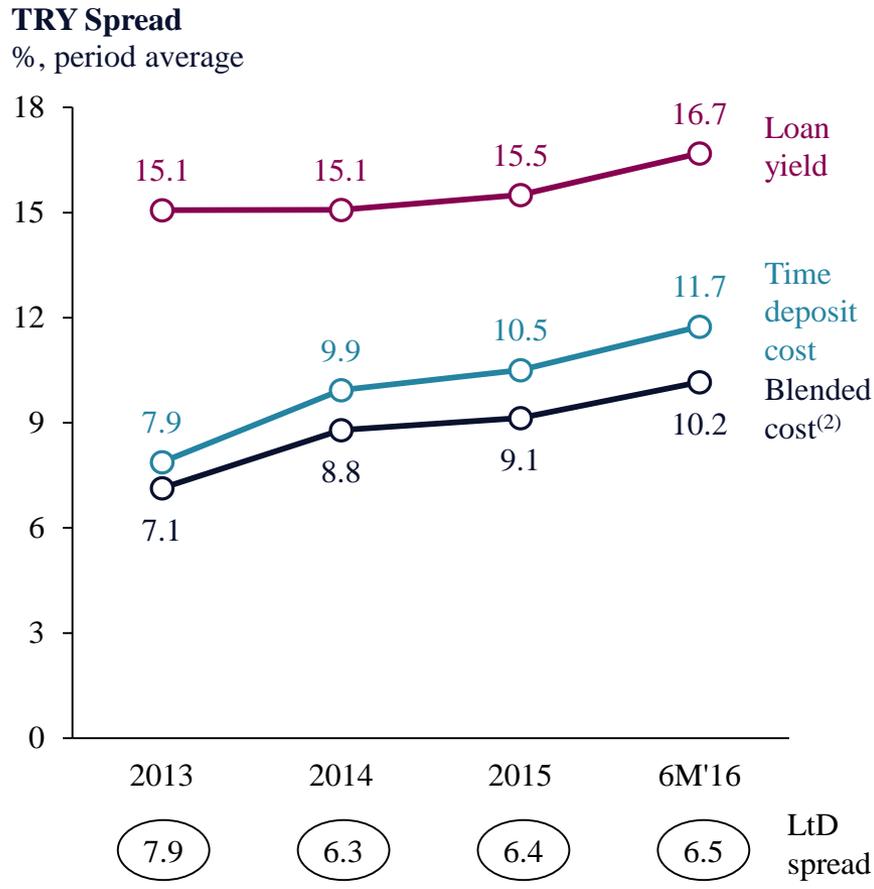
Fees / Assets⁽¹⁾
%



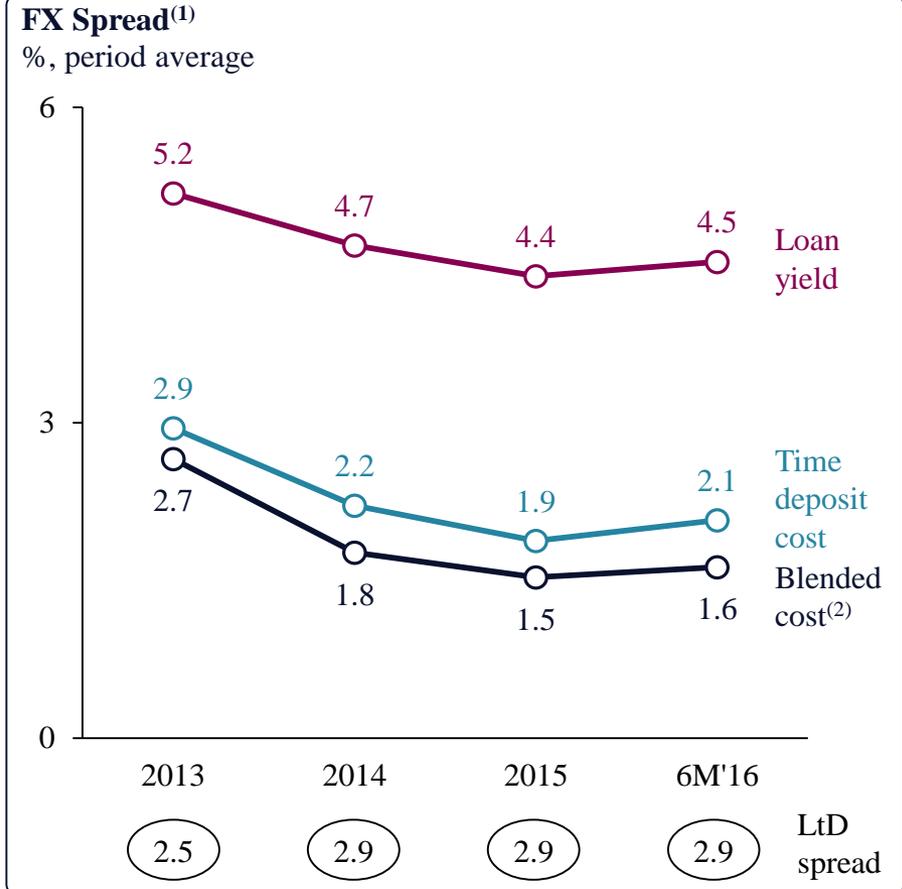
(1) Including swap expenses
(2) Including commission refunds in 2014 and 2015

Exceptional spread management in both TRY and FX fronts

Loan-to-deposit spread expansion for TRY side in H1'16



Consistent loan-to-deposit spreads for FX side

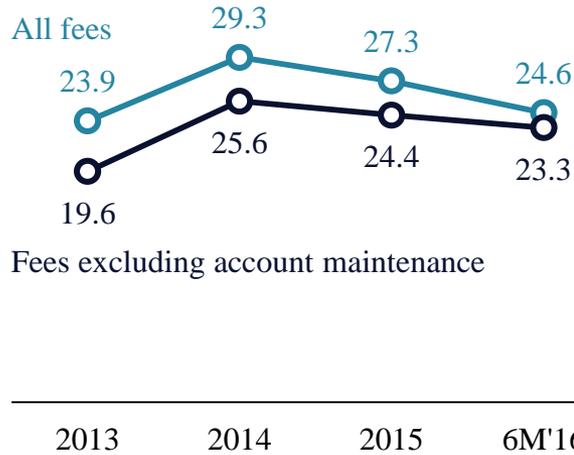


Sustained fee generation

Flat YoY fee generation despite regulatory impact on account maintenance fees

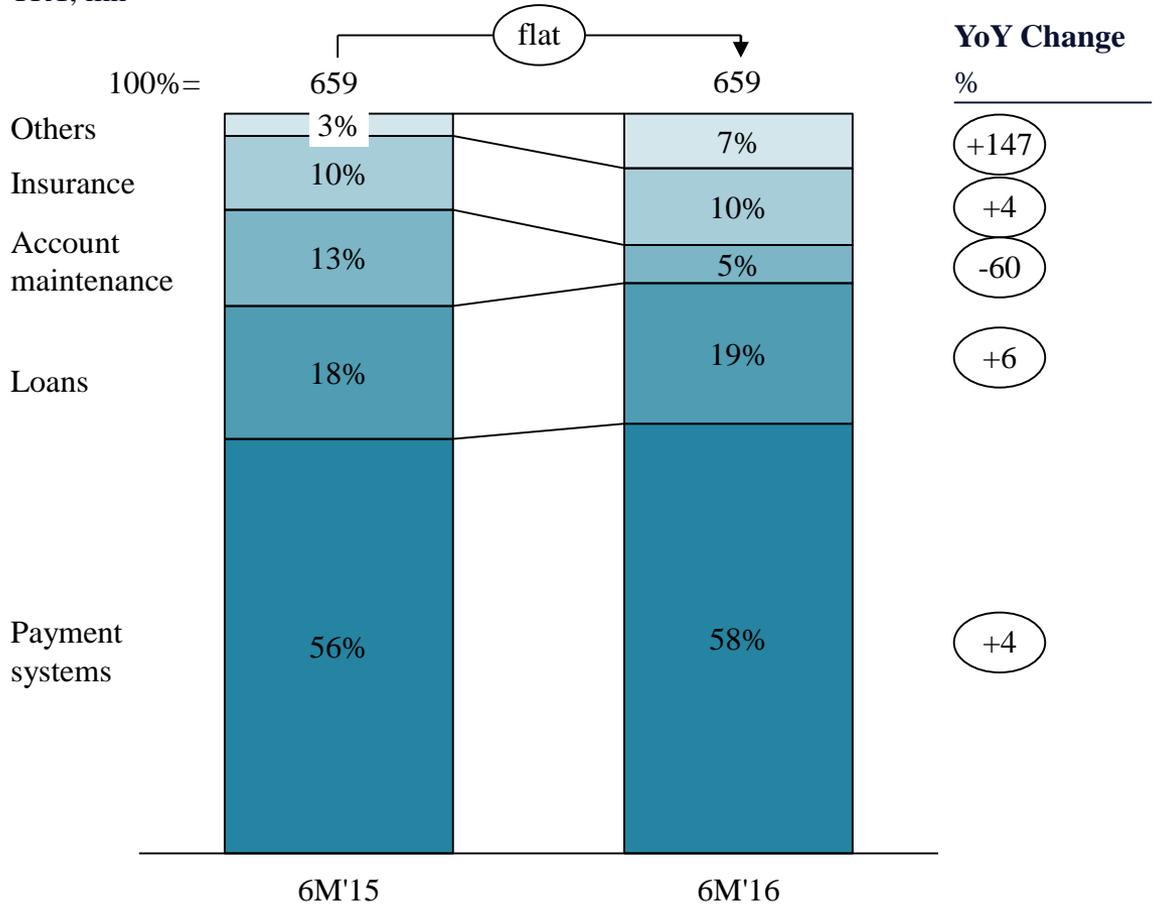
Recent decrease in the share of fees in total income due to denominator effect

Fees / Total Income
%



Cumulative Net Fees and Commissions

TRY, mn

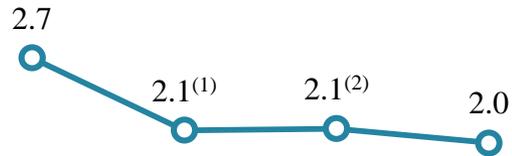


Cost of risk at comfortable level

Shift towards business banking helps improve cost of risk

CoR on a declining trend

Cost of Risk %



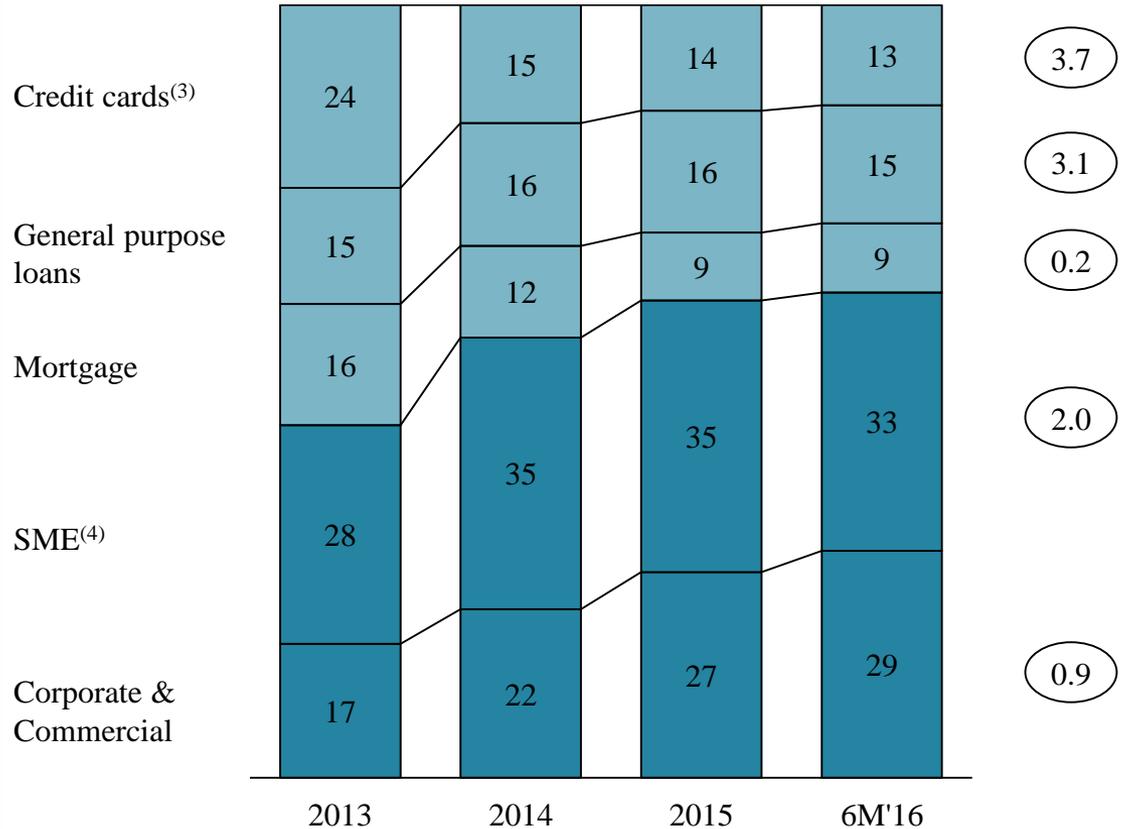
2013 2014 2015 6M'16

Loan Composition

SCoR

% of total loans

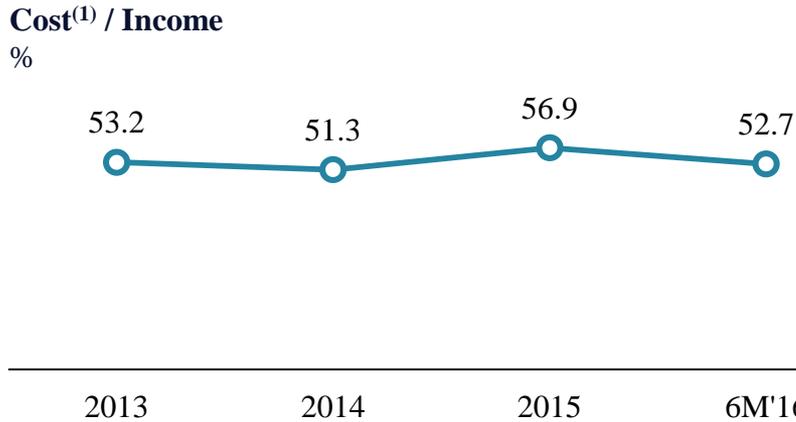
6M'16, %



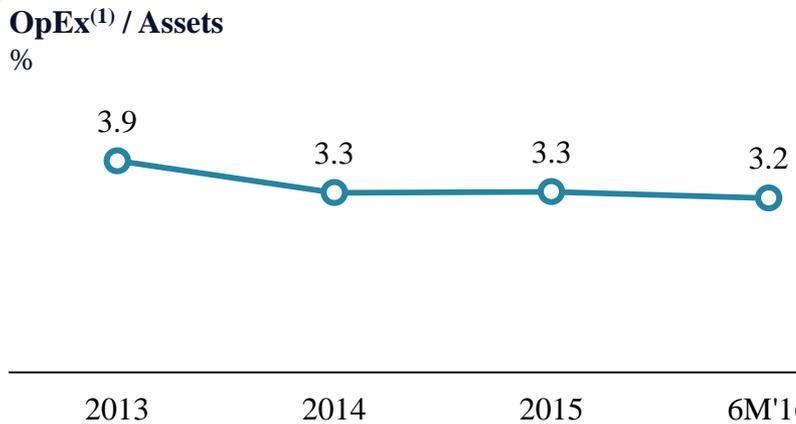
(1) Excluding TRY 82 mn free provisions. If included, 2014 CoR would be 2.3%
 (2) Excluding TRY 18 mn free provisions. If included, 2015 CoR would be 2.2%
 (3) Excluding commercial credit cards
 (4) Based on BRSA segment definition

Controlled expenditures growth

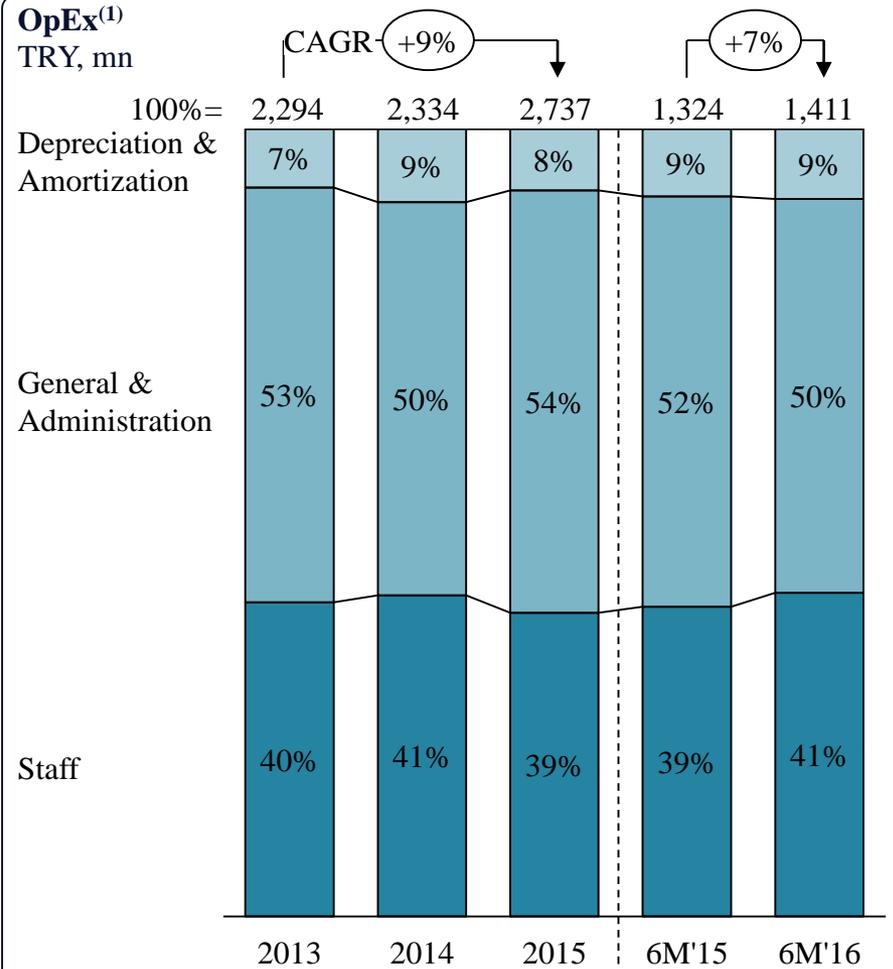
Improvement in cost / income ratio despite commission refunds



Strong efficiency improvement generating growth with limited OpEx increase



Controlled OpEx growth



(1) Including one-off fine of TRY 32.7 million from Ministry of Customs and Trade in 2015

Key financial ratios

	Bank only figures	2013	2014	2015	6M'15	6M'16	YoY
Profitability	RoAE	9.8%	10.9%	8.0%	11.5%	12.0%	+0.5pps
	RoAA	1.2%	1.2%	0.9%	1.3%	1.2%	flat
	Cost / Income	53.2%	51.3%	56.9%	53.8%	52.7%	-1.1pps
	NIM after swap expenses	5.9%	4.7%	4.7%	4.8%	4.9%	+10bps
Liquidity	Loans / Deposits	116%	124%	122%	127.7%	118.4%	-9.3pps
	Loans / (Dep. + TRY Bonds)	110%	117%	120%	123.4%	116.7%	-6.7pps
Asset Quality	NPL Ratio	6.5%	5.2%	6.3%	5.7%	6.2%	+0.4pps
	Coverage	83%	79%	80%	78.1%	80.0%	+2.0pps
	Cost of Risk	2.7%	2.1% ⁽¹⁾	2.1% ⁽²⁾	2.2% ⁽³⁾	2.0%	-0.2bps
Solvency	CAR	17.0%	17.0%	15.4%	15.8%	14.5%	-1.3pps
	Tier I Ratio	12.6%	13.0%	12.0%	12.3%	12.5%	+0.3pps
	Leverage	8.6	8.8	9.5	9.2	9.8	+0.6

Key strategies in 2016 and going forward

Long Term Sustainable Strategy

- **Real banking**, i.e., minimum market risk
- **Prudent credit risk management**
- **High CAR, high liquidity** at all times
- Leverage **wholesale funding opportunities** presented by new shareholder structure

Mid Term Strategic Actions

- Maintain solid, above the market **growth in Corporate & Commercial** and **SME** segments
- **Measured growth in consumer** lending with general purpose loans and renewed emphasis on credit cards with “high card spend” – a driver of acquiring volume (an SME business)
- Profitability and **downstream business focus** in Corporate & Commercial segments
- Continued emphasis on building a **stable deposit base** through new channels, offerings to untapped segments and customer groups (enpara.com)
- Focus on **fee generation** and **operating expenses control** as well as continuing **improvement on cost of risk** front thanks to the shift in loan book mix towards less risky segments

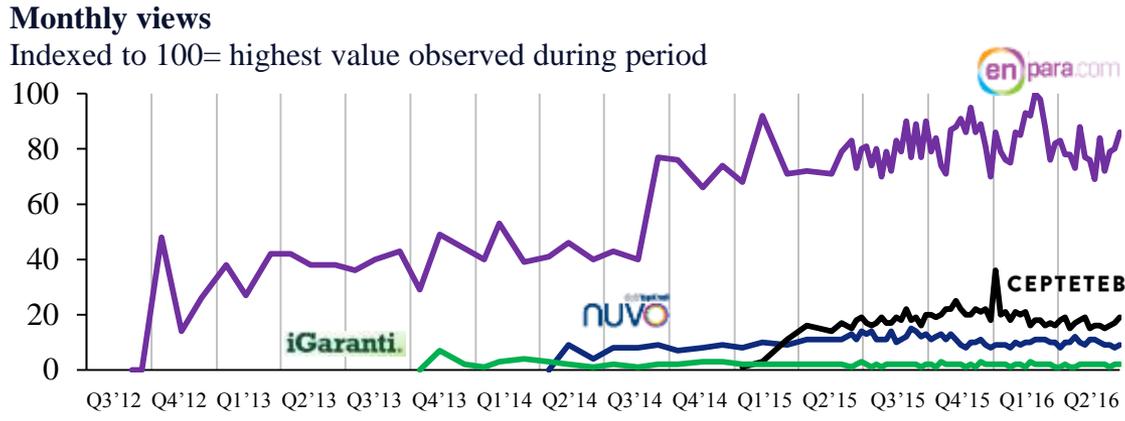
Appendix



When the playing field is level, we create the best offerings in the market...



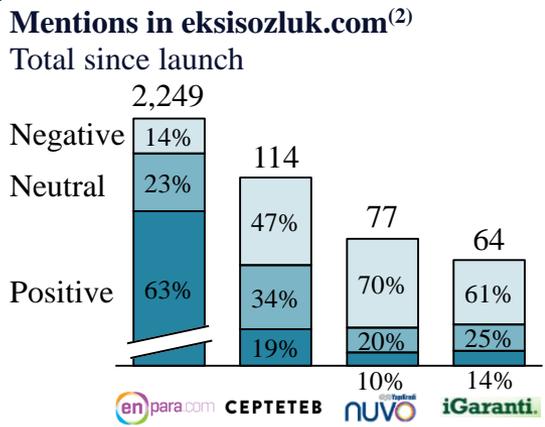
Google search trends clearly show Enpara.com's dominance over competitors



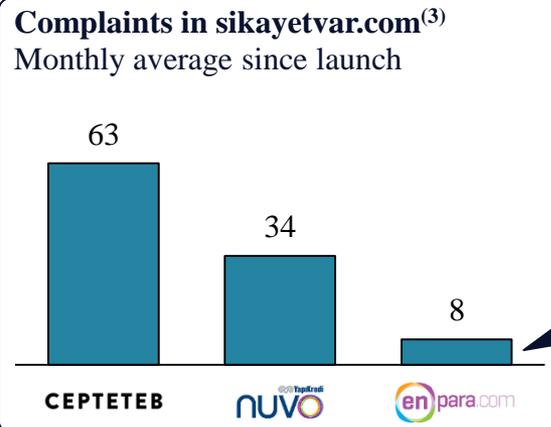
Peerless Enpara.com

- Launched late 2012
- More than 500k customers
- TRY 5.4 bn deposits⁽¹⁾
- TRY 644 mn loans⁽¹⁾
- Bank for the newly emerging Turkish consumers

Enpara.com leads in positive comments...



...and has the lowest complaints from customers



A truly branchless bank that customers fall in love with

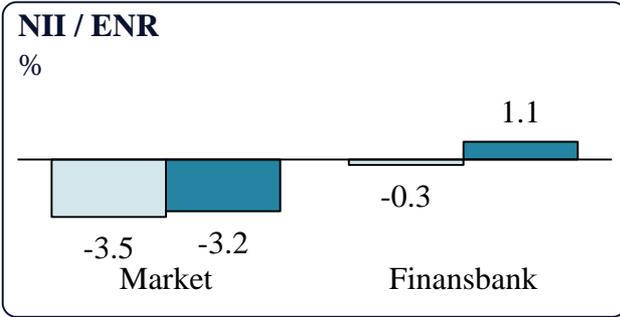
Enpara.com complaints are very low even though the number of customers are estimated to be an order of magnitude higher than competitors

...and the best results...

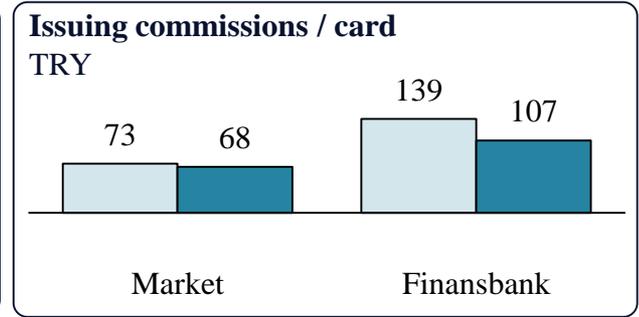
Credit Card Issuing Profitability⁽¹⁾

2014 2015

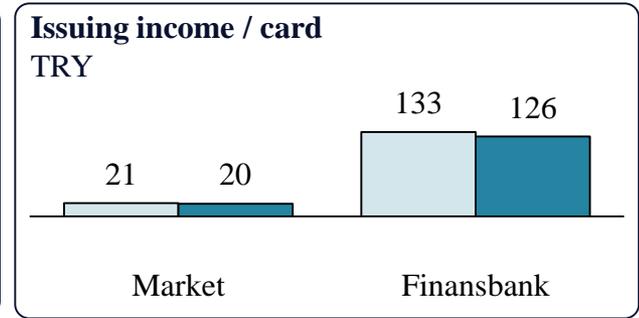
1
CardFinans yields more favorable NII compared to the market...



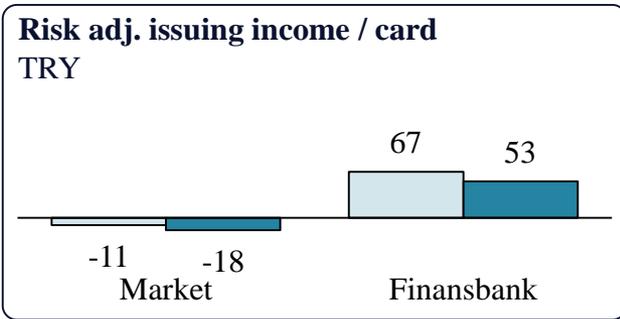
2
...and is better in generating commissions revenue from customers...



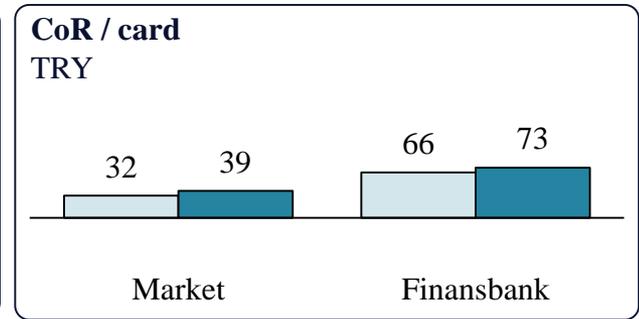
3
...which leads to significantly higher issuing income...



5
...leading to a superior issuing profitability



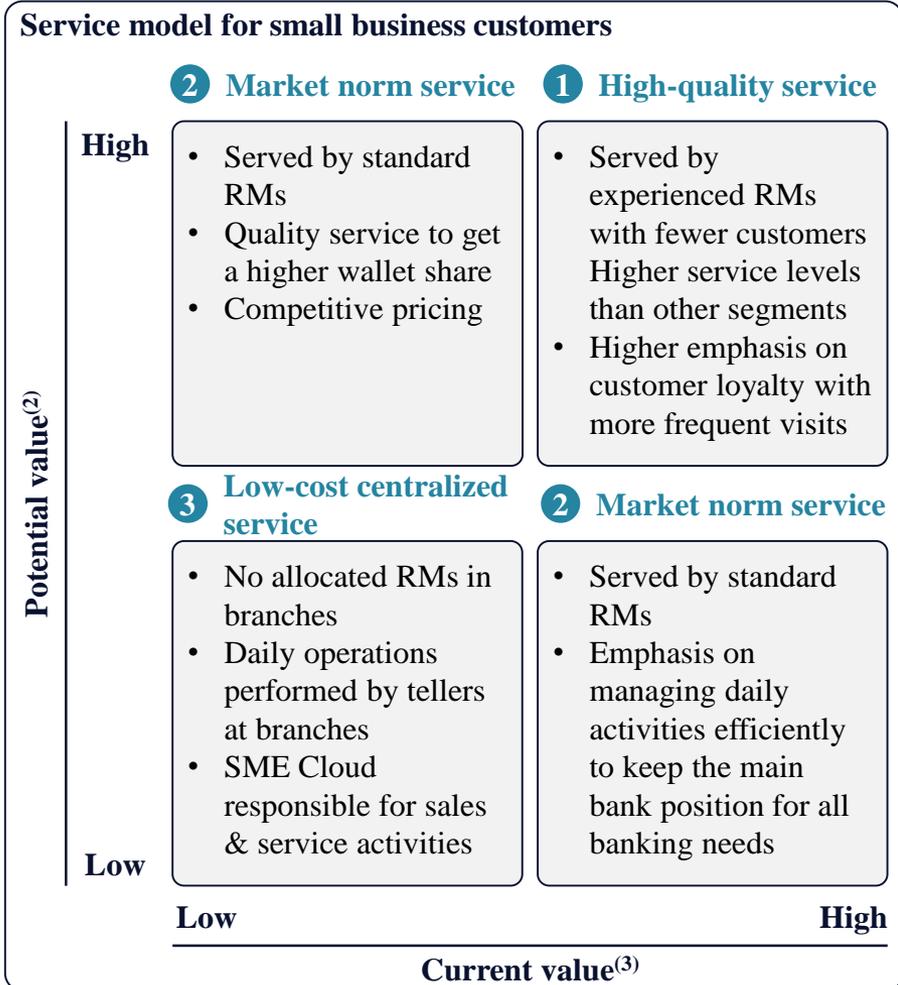
4
...achieved without a commensurate increase in cost of risk...



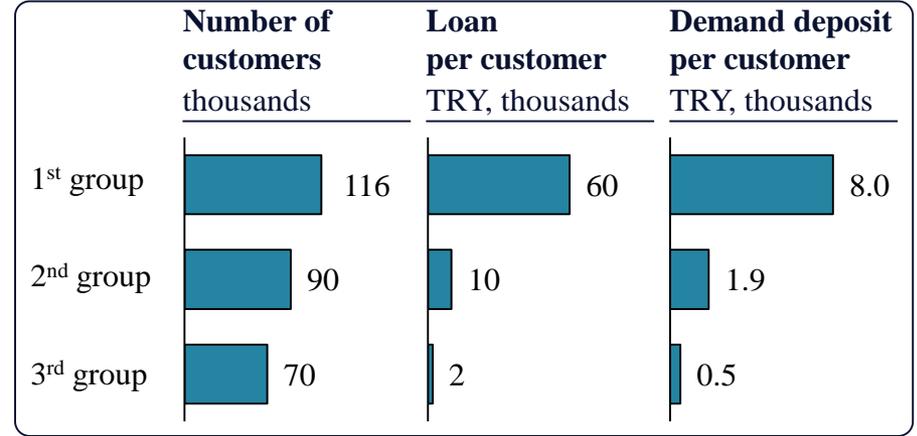
...we launched a market first small business sales & service model called the “SME Cloud”



Differentiated service model⁽¹⁾



1 2 High focus on 1st and 2nd groups as they are main sources of growth for the bank in small business



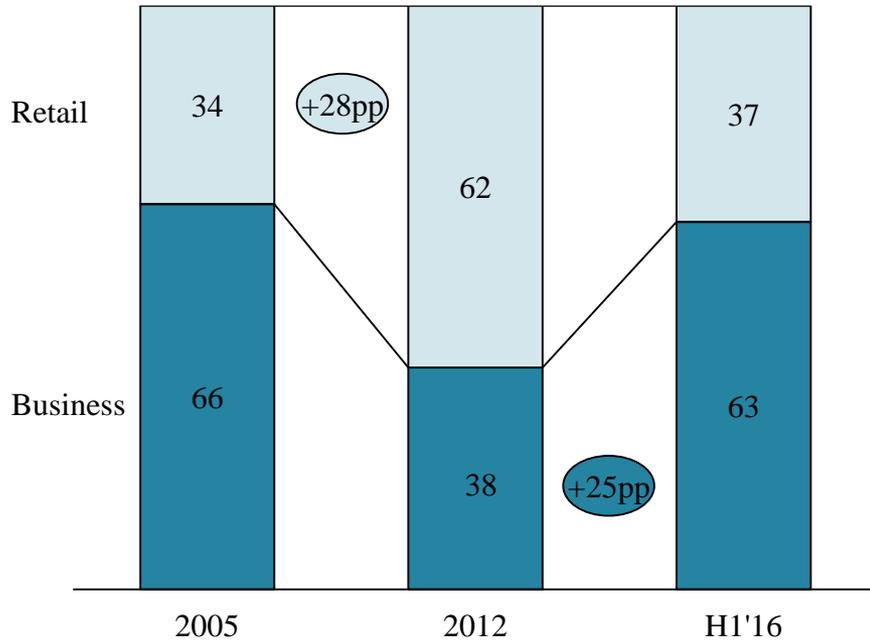
3 SME Cloud, a cost efficient way to serve small business customers with low current and potential value

- An advanced remote service center format populated by qualified SME agents, who can handle all sales needs for low potential customers and service needs for all customers
- Served 28k 3rd group customers in H1'16 and contacted total of 145k customers during the same period
- First in the market: Loan disbursement on the phone for SME customers

Our adaptability has been tested twice...

Evolution of QNB Finansbank loan composition

QNB Finansbank loan book composition
% of customer loans

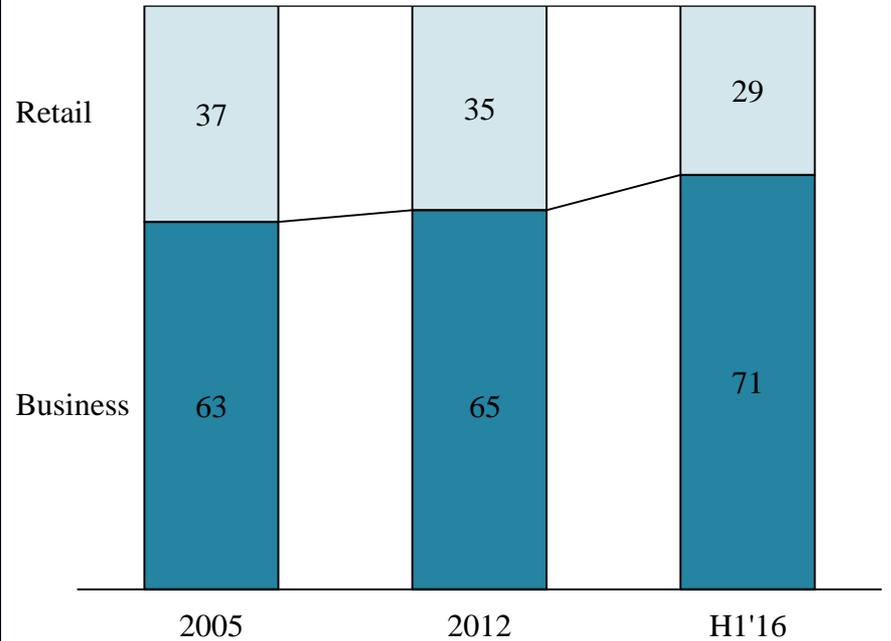


2005-2011: Retail boom driven by credit cards and consumer lending

2012 to date: New opportunities in business banking

Evolution of peers' loan composition

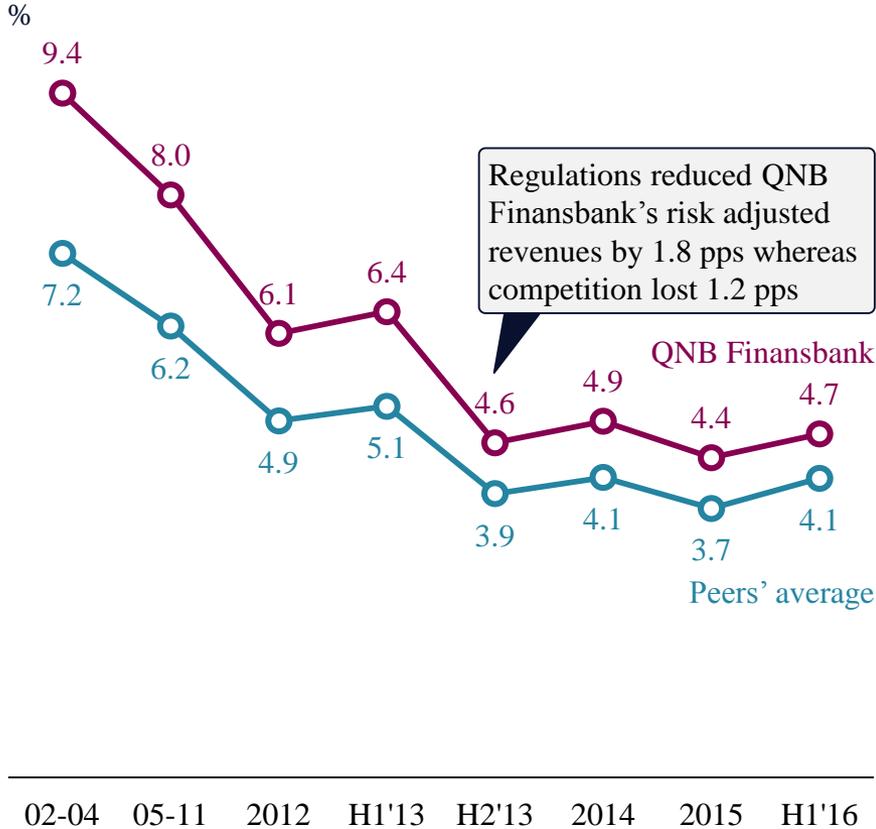
Peers' loan book composition⁽¹⁾
% of customer loans



...and we passed with flying colors...

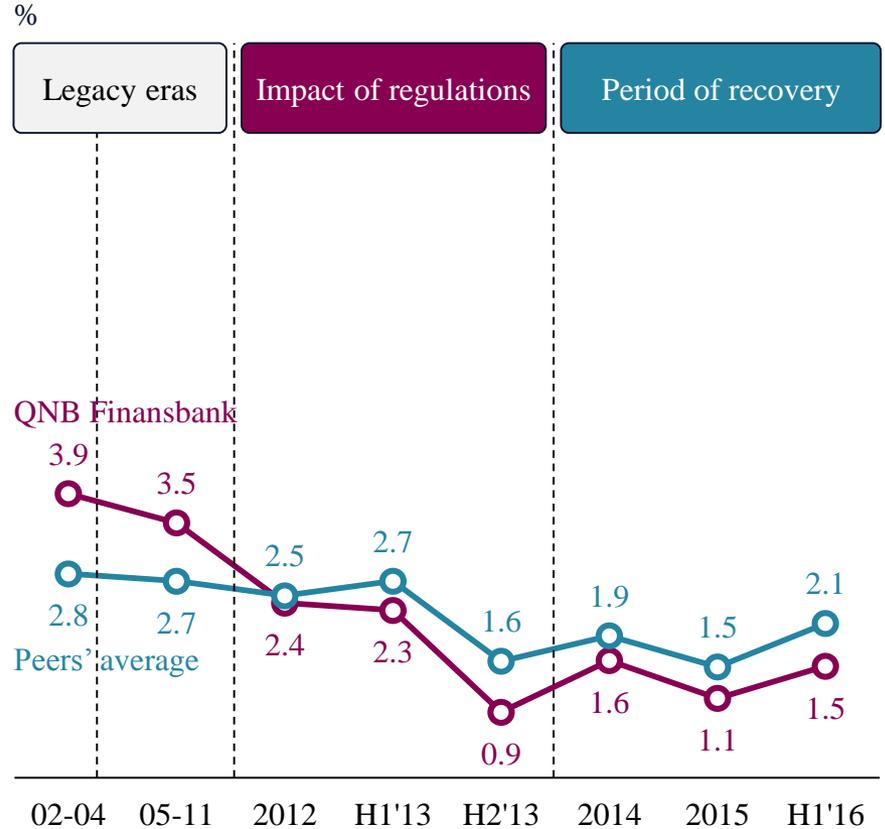
QNB Finansbank always outperformed its peers in risk-adjusted revenues

Risk adjusted revenue / assets⁽¹⁾



Regulations interrupted QNB Finansbank's RoA leadership, but profitability is recovering to the level of peers

Pre-tax RoA⁽²⁾



Management team that built QNB Finansbank's success story

Age / Tenor	Experience	Education	Age / Tenor	Experience	Education	Age / Tenor	Experience	Education	Age / Tenor	Experience	Education				
Dr. Ömer A. Aras Chairman	61 / 29	<ul style="list-style-type: none"> Founding member of Finansbank, General Manager for 6 years Chairman of the BoD since 2010 Citibank, Yapi Kredi Securities 	Business school faculty member at Ohio State Uni. MBA / PhD in Business Admin., Syracuse Uni.	Köksal Çoban Treasury	50 / 19	<ul style="list-style-type: none"> EVP of Treasury Türk Eximbank, Demirbank 	BSc Management from METU MBA (Finance) from City University	Ömür Tan Corporate and Commercial Banking	45 / 18	<ul style="list-style-type: none"> EVP of Corporate and Commercial Banking Yapi Kredi 	BSc in Statistics, Hacettepe Uni.	Filiz Sonat Şafak Corporate and Commercial Credits	56 / 17	<ul style="list-style-type: none"> EVP of Corporate and Commercial Credits Sezai Turkes Fevzi Akkaya Group; İktisat Bank; Sumerbank 	BSc in Mechanical Engineering, Istanbul Technical Uni.
Sinan Şahinbaş Vice Chairman	51 / 26	<ul style="list-style-type: none"> Vice Chairman of the BoD since 2010 GM for 7 years Previously worked in Treasury, Corp. Banking and Risk Mgmt. Depts. 	BSc in Civil Eng. from Istanbul Tech Uni. MSc in International Relations, Istanbul Uni. and Finance from Yeditepe Uni.	Erkin Aydın Retail Banking, Payment Systems and Financial Institutions	41 / 8	<ul style="list-style-type: none"> EVP of Retail Banking, Payment Systems and Financial Institutions Clark Construction; McKinsey & Co. 	BSc in Civil Engineering, Bosphorus Uni. MBA, University of Michigan	Engin Turhan Commercial Banking and Project Finance	36 / 13	<ul style="list-style-type: none"> EVP of Commercial Banking and Project Finance 	BSc in Economics from Marmara University MSc in International Political Economy and Management, Beykent Uni.	Halim Ersun Bilgici Retail and SME Credits	50 / 13	<ul style="list-style-type: none"> EVP of Retail and SME Credits İktisat Bankası; Şekerbank 	BSc in Law, Ankara Uni. MBA, Yeditepe Uni.
Temel Güzeloğlu CEO	47 / 13	<ul style="list-style-type: none"> CEO since 2010, EVP of Retail Banking ('06-'10), Head of Strategy ('04-'05) Unilever, Citibank, McKinsey & Co. 	BSc in Electrical Eng. and Physics, Bosphorus Uni. MSc in Electronic & Computer Eng., Northeastern Uni. MBA, Bilgi Uni.	Emine Özlem Cinemre Financial Institutions	52 / 28	<ul style="list-style-type: none"> EVP of International Division 	BA in Business Administration, Bosphorus Uni.	Onur Özkan SME and Agriculture Banking	35 / 12	<ul style="list-style-type: none"> EVP of SME Banking and Agricultural Banking 	BSc in Political Science and International Relations, Bosphorus Uni. MSc in Finance Eng., Bosphorus Uni.	Zeynep Aydın Demirkıran Risk Management	40 / 14	<ul style="list-style-type: none"> Head of Risk Management Türkiye İş Bankası Lecturer at Georgetown University 	BA in Economics, Bilkent Uni. MA in Economics, Georgetown Uni.
Adnan Menderes Yayla CFO	53 / 8	<ul style="list-style-type: none"> CFO since 2008 Ministry of Finance, Privatization Agency, PwC, Fortis 	BA in Economics, Ankara University MBA, University of Illinois at Urbana-Champaign	Enis Kurtuluş Retail Banking	39 / 6	<ul style="list-style-type: none"> EVP of Consumer Banking Citibank 	BSc in Electrical Engineering from Bosphorus University MBA from London Business School	Elsa Pekmez Atan Enpara.com and Customer Experience Office	39 / 6	<ul style="list-style-type: none"> EVP of Enpara.com and Customer Experience Office McKinsey & Co. 	BA in Business Administration, Bosphorus Uni. MBA, Harvard Uni.	Hasan Murat Şakar Procurement	47 / 12	<ul style="list-style-type: none"> EVP of Procurement Arçelik, Rehau 	BSc in Industrial Engineering, Istanbul Technical Uni.
Mehmet Kürşad Demirkol IT, Operations and ADC	43 / 8	<ul style="list-style-type: none"> EVP of Information Technologies and Processing Management ADC McKinsey & Co., Vakıfbank, Memorial Hospitals 	BSc in Electrical & Electronics Engineering, Bilkent Uni. PhD in Electrical & Electronics Eng., Stanford Uni.	Murat Koray Payment Systems	40 / 14	<ul style="list-style-type: none"> EVP of Payment Systems Aviva Ibtech 	BSc in Industrial Engineering, Bosphorus Uni. MBA, Ozyegin Uni.	Hakan Alp Human Resources	48 / 10	<ul style="list-style-type: none"> EVP of Human resources Garanti, Humanitas, Tansaş, Süttaş 	BSc in International Relations, Ankara Uni.	Eşmen Toyman Sarı Strategy and CEO Office	39 / 4	<ul style="list-style-type: none"> Head of Strategy and CEO Office Mercer, Oliver Wyman, Murex North America 	BSc in Industrial Eng., METU MSc in Industrial Eng., Bosphorus Uni. MSc in Financial Eng., Columbia Uni.

Board of Directors

☐ Same members

Previous Board of Directors under NBG Ownership

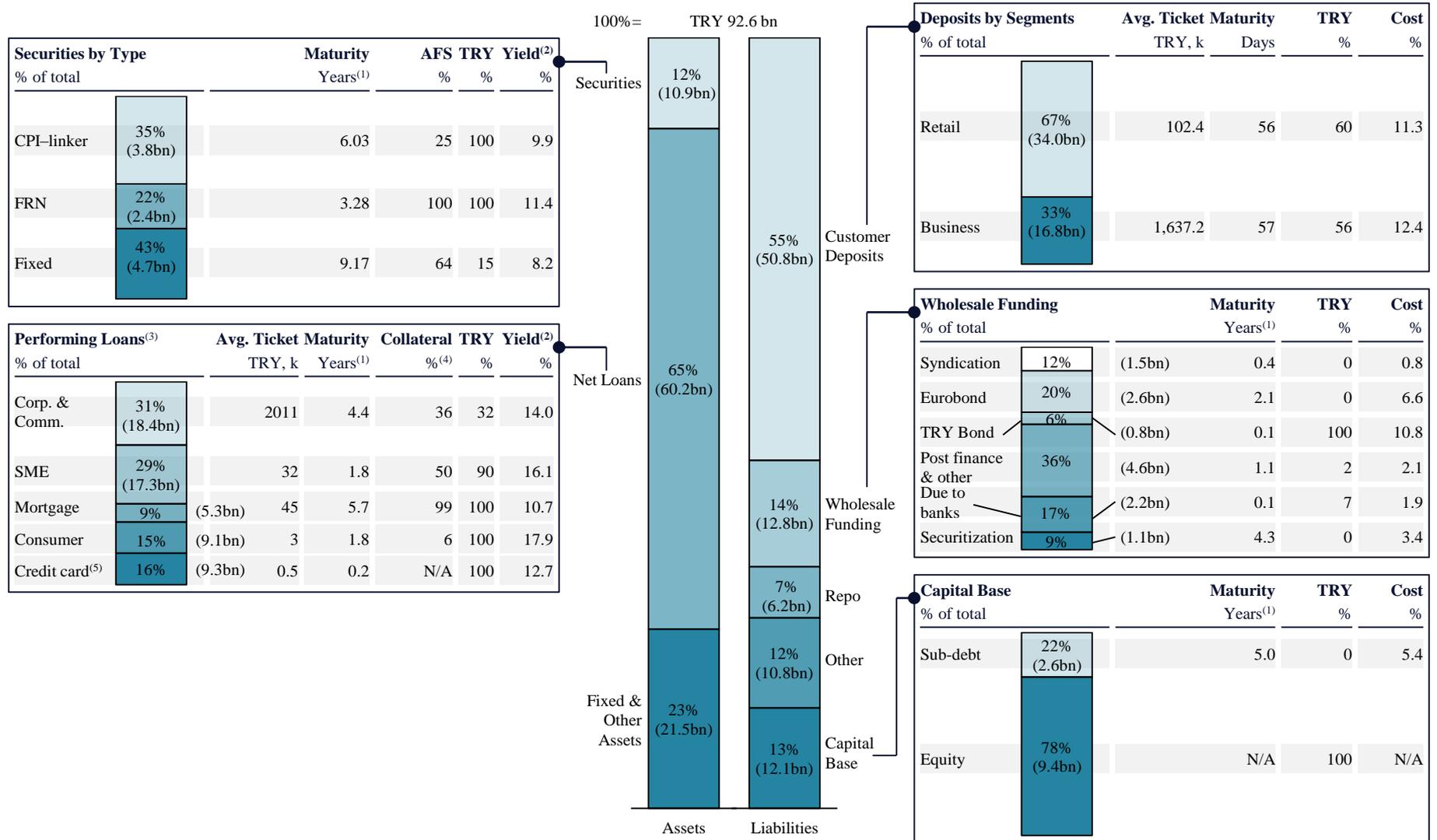
Name	Position	Background
Dr. Ömer A. Aras	Chairman and QNB Finansbank Group CEO	<ul style="list-style-type: none"> Founding member of Finansbank Former CEO of Finansbank for 6 years
Sinan Şahinbaş	Vice Chairman	<ul style="list-style-type: none"> Former CEO of Finansbank for 7 years Previously worked in Treasury, Corp. Banking and Risk Mgmt. departments of Finansbank
Prof. Dr. Mustafa Aysan	Member of the BoD and Chairman of Corporate Governance Committee	<ul style="list-style-type: none"> Former Minister of Transportation Former Head of Budget Commission in Turkish Parliament
Christos Alexis Komninos	Member of the BoD	<ul style="list-style-type: none"> Former CEO of Coca Cola (Greece), Papastratos Cigarette Manufacturer and Shelman S.A.
Dr. Paul Mylonas	Member of the BoD	<ul style="list-style-type: none"> NBG Group Chief Economist and Strategist Experience in IMF and OECD
Stefanos Pantzopoulos	Member of the BoD	<ul style="list-style-type: none"> Former partner in Arthur Andersen and KPMG Former board member of Don&Low, Scotland; Alpha Bank, Greece; NBG, Greece
Mustafa Hamdi Gürtin	Member of the BoD	<ul style="list-style-type: none"> Founding member and former CEO of Garanti Investment Bank Former CEO of Turkish Commerce Bank
Ali Teoman Kerman	Member of the BoD and Chairman of Audit Committee	<ul style="list-style-type: none"> Former Vice Undersecretary of Treasury Former Vice President of BRSA Former board member of SDIF
Ioannis Vagionitis	Member of the BoD	<ul style="list-style-type: none"> Experience in HSBC (Greece) and Bank of Cyprus
Georgios Koutsoudakis	Member of the BoD	<ul style="list-style-type: none"> Experience in Alpha Bank (Greece), Greek Treasury, Geniki Bank (Greece), Emporiki Bank (Greece) and Probank (Greece)
Temel Güzeloğlu	Member of the BoD and QNB Finansbank CEO	<ul style="list-style-type: none"> Former EVP of Retail Banking and Strategy Experience in Unilever, Citibank, McKinsey & Co.

Current Board of Directors under QNB Ownership

Name	Position	Background
Dr. Ömer A. Aras	Chairman and QNB Finansbank Group CEO	<ul style="list-style-type: none"> Founding member of Finansbank Former CEO of Finansbank for 6 years
Sinan Şahinbaş	Vice Chairman	<ul style="list-style-type: none"> Former CEO of Finansbank for 7 years Previously worked in Treasury, Corp. Banking and Risk Mgmt. departments of Finansbank
Abdulla Mubarak Al-Khalifa	Member of the BoD	<ul style="list-style-type: none"> QNB Group Chief Business Officer Holds board membership in various QNB subsidiaries in Qatar, Egypt and Jordan
Ali Rashid Al-Mohannadi	Member of the BoD	<ul style="list-style-type: none"> QNB Group Chief Operating Officer Holds board membership in various QNB subsidiaries in Egypt and UAE
Ramzi Talat A Mari	Member of the BoD	<ul style="list-style-type: none"> QNB Group Chief Financial Officer Holds board membership in various QNB subsidiaries in Qatar, Egypt and Jordan
Grant Eric Lowen	Member of the BoD	<ul style="list-style-type: none"> QNB Group Chief Risk Officer Experience in Commonwealth Bank of Australia Holds board membership in various QNB subsidiaries in Egypt and Indonesia
Fatma A Al-Suwaidi	Member of the BoD	<ul style="list-style-type: none"> QNB – AGM of Group Credits Holds board membership in various QNB subsidiaries in Tunisia and UAE
Ali Teoman Kerman	Member of the BoD and Chairman of Audit Committee	<ul style="list-style-type: none"> Former Vice Undersecretary of Treasury Former Vice President of BRSA Former board member of SDIF
Dr. Osman Reha Yolalan	Member of the BoD	<ul style="list-style-type: none"> Current Vice President of Corporate Affairs in Tekfen Holding Former CEO of Yapı Kredi Part-time professor in various universities
Durmuş Ali Kuzu	Member of the BoD	<ul style="list-style-type: none"> Former Vice President of BRSA Experience in Vakıfbank, Emlakbank, Treasury, Public Oversight Institution
Temel Güzeloğlu	Member of the BoD and QNB Finansbank CEO	<ul style="list-style-type: none"> Former EVP of Retail Banking and Strategy Experience in Unilever, Citibank, McKinsey & Co.

Loan heavy balance sheet

6M'16



- (1) Remaining maturity
- (2) TRY yields only
- (3) Excluding accruals. Based on QNB Finansbank business lines definition
- (4) Hard collateralization including cash and mortgages
- (5) Including commercial credit cards