

**Ali Aydın PANDIR**

After completing his education as a Mechanical Engineer at Istanbul Technical University, Ali Aydın Pandır started his professional career as an engineer and manager at Koç Holding R&D and Otokar companies between 1981 and 1989.

He joined General Motors in 1990 and served as Opel Turkey Aftersales Manager until 1992, Germany Opel International Aftersales Manager between 1992-1995, Business Development Manager at Singapore General Motors Asia Pacific Center between 1995-1998, General Manager at Shanghai General Motors between 1998-2000, General Motors Overseas Distribution Corporation General Manager between 2000-2005, and General Motors Indonesia President between 2005-2006.

He joined Fiat in 2006 and continued his career as Tofaş CEO until 2012 and Fiat Group Turkey Country President until 2013, and served as the Chairman and CEO of Ereğli and İskenderun Iron and Steel Industry until 2017 at Erdemir Group, which he joined in 2013. Between 2020 and 2023, he served as the President of Tekfen Holding Group Companies.

Since 2017, he has been working as an investment in the education sector, management consultancy, independent board memberships and NGO board members.

**Date: 09/03/2026**

**SIGNATURE: SIGNED IN ORIGINAL**

**Ali Fuat ERBİL**

Ali Fuat Erbil graduated from Middle East Technical University, Faculty of Engineering, Department of Computer Engineering in 1990 and completed his postgraduate studies at Bilkent University, Faculty of Business Administration between 1990-1992 and received his MBA degree. Erbil started his career in business life and banking as an Assistant Specialist at Interbank in 1992 and worked as a corporate banking customer representative in various branches until 1995. During this period, Erbil started his doctoral studies at Istanbul Technical University, Faculty of Business Administration, and earned the title of Doctor in 1998.

Ali Fuat Erbil worked as the Research Department Manager at Inter Investment until mid-1997 and then started his career at Garanti Bank, which would last for 23 years. Erbil, who was first the Alternative Distribution Channels Unit Manager, was responsible for the launch of internet banking. In April 1999, he was promoted to Deputy General Manager. Erbil, who served Garanti Bank as Executive Vice President for 16 years, worked in many areas of the bank during this period. Some of these areas include Retail Banking, Corporate Banking, Digital Banking, Financial Institutions, Mortgage, and Human Resources.

Erbil started his duty at Garanti Bank as General Manager and Board Member as of 2015, and during this period, he served the bank's subsidiaries as Chairman of the Board of Directors. Some of these subsidiaries are: Garanti Bank International (Netherlands), Garanti Bank Romania, Garanti Leasing, Garanti Pension, Garanti Factoring, Garanti Investment, Garanti Payment Systems and Garanti Technology. Erbil resigned from his duties at Garanti Bank and its subsidiaries in September 2019.

Ali Fuat Erbil is a Global Advisory Board Member of C2FO, an American-based fintech company, and also He is a member of the board of directors of Credit Europe NV (Netherlands), TAM Finans Faktoring A.Ş. and Fibabanka A.Ş.

**Date: 03/03/2026**

**SIGNATURE: SIGNED IN ORIGINAL**

## **Ayşegül İLDENİZ**

Ayşegül İldeniz is a pioneer in innovation, technology and future vision in Silicon Valley and Istanbul. Ayşegül İldeniz, who graduated from Boğaziçi University, Department of Business Administration and completed her master's degree in Digital Communication at the University of San Francisco, joined the global microprocessor giant Intel in 1998 as the General Manager of Turkey; Turkey, which hosts 67 countries, is the President of the Middle East and Africa Region and a member of the European Board of Directors; and World Vice President of the New Technologies Group at Intel Headquarters in Silicon Valley. In 2016, Ayşegül İldeniz joined Silver Spring Networks, which is traded on the New York Stock Exchange and holds half of the American smart energy market with 26 million users, as COO, and implemented programs on smart cities in cities such as Chicago, Singapore, Paris, Copenhagen and Dubai.

In 2015, he was named one of the "Top 100 most creative people in the world" by Fast Company, one of the most prestigious publications in the USA, and the 3rd most influential people in America by TOA (Turks of America). İldeniz, who was selected as the "Informatics Woman of the Year" in 2004 and the "Female Manager of the Year" in 2006 by Dünya Newspaper in Turkey; He is currently the President of TÜSİAD Silicon Valley Network and a member of the Board of Directors of Turkish Philanthropy Funds.

İldeniz, currently; He serves as a Member of the Board of Directors at Zorlu Holding A.Ş., Vestel Elektronik A.Ş., Vestel Beyaz Eşya A.Ş., Doğan Group of Companies Holding A.Ş. and Pegasus Hava Taşımacılık A.Ş.

**Date: 02/03/2026**

**SIGNATURE: SIGNED IN ORIGINAL**

**Murat TALAYHAN**

Murat Talayhan graduated from Middle East Technical University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 1984. He received his MBA degree from Babson College, Massachusetts with a Fulbright scholarship in 1986.

Murat Talayhan, who started his professional career in 1987 at Citibank Istanbul branch, in the Credit Marketing department, worked as Assistant General Manager responsible for International Companies at the same bank until 1994. Later, he moved to Chase Manhattan Bank Istanbul branch and served as Executive Vice President responsible for Loans and Central Asian countries. In 1996, Chase was appointed head of the Corporate Finance department of Manhattan Bank Moscow. He started working at JPMorgan London in 1999 and worked in the JPMorgan Commodity Derivatives Markets division until 2003, where he was responsible for Central Banks. In 2003, he was appointed as the Managing Director responsible for Standard Bank Turkey and Central Asia, and also served as the Vice Chairman of the Board of Directors of Standard Investment.

Murat Talayhan, who continued his career as the Managing Director responsible for Turkey in the Investment Banking department at Barclays Bank London in 2006, worked in charge of Central and Eastern Europe regions in addition to Turkey, and most recently, he left his position at Barclays Bank, where he was responsible for Investment Banking activities in Turkey, Russia and Central Asian countries, as of December 2022. He is currently an Independent Member of the Audit Board of Garanti BBVA International Netherlands and also the Chairman of the Risk Committee.

**Date: 05/03/2026**

**SIGNATURE: SIGNED IN ORIGINAL**