



# Pillar 3 – Annual Report

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## **Introduction**

The Report prepared by JSC HALYK BANK meets Pillar 3 Disclosure Requirements of Basel Committee on Banking Supervision and the requirements of EU Directive N575/2013, the relevant provisions of which are elaborated and approved by Order N92/04 of the Governor of the National Bank of Georgia "Regulation on Disclosure Requirements for Commercial Banks within Pillar 3" dated June 2017.

## **Management Statement**

The Bank's Board of Directors certifies the accuracy and fairness of all the data and information outlined in the given Pillar 3 Report. The Report is prepared in compliance with the internal control process agreed with the Supervisory Board. The present Report meets the requirements of Order N92/04 of the Governor of the National Bank of Georgia "Regulation on Disclosure Requirements for Commercial Banks within Pillar 3" dated June 2017 and other rules and norms established by the National Bank of Georgia.

## **Bank Brief History, Key Figures and Development Plans**

JSC "Halyk Bank Georgia" (hereinafter referred to as the "Bank") is a subsidiary bank of Halyk Bank Kazakhstan operating in the Georgian market since 2008.

In 2009, the Bank was mainly focused on creating the necessary ecosystem for bank products selling points, including building of the banking infrastructure, attracting qualified staff and forming an internal normative base for operational and credit activities.

Since 2010, the Bank has been implementing active operations, concluding transactions for the purchase of government securities and carrying out the interbank transactions in the money market. From the first quarter of 2010, the Bank began an active lending process, which successfully pursues to the present day.

The Bank operates through eight well-developed representative offices (branches) as well as ATM's and POS's. Two out of eight branches are located in the regions of the country (Batumi and Kutaisi), and the other six branches are located in the capital city. The Bank focused on the continuation of successful activities in all market segments - retail business, small and medium business, as well as corporate business. To this end, the Bank offers its customers a wide range of services - a large variety of credit products, payroll projects, various options for current accounts and time deposits, card products, remote banking services and documentary operations. The Bank has made significant investments in the development of information technology and payment systems and continues to excel at innovative banking products of the market. The Bank has developed international correspondent relations that allow payment transactions worldwide. The Bank participates in the SWIFT system and the Real Time Gross Settlement (the RTGS) system operated by the National Bank of Georgia (the "NBG").

The Bank has a well-deserved position in the Corporate loans due to its focus on long-term partnership, top-quality financial products and services. Concentration levels in banks' gross loan portfolio: SME-43%, corporate-36%, retail-20%. Despite amid challenging operating environment bank has managed to increase its gross loan portfolio by 39% where SME served as the main driver of the growth. In 2021 SME portfolio increased by 70%, retail up by 34% and corporate up by 17%. Bank plans to keep its strategic focus on SME and retail segments in coming years as well. The rebound in ROE to 19.7% as at 31, 2021 came ahead of banks' projections from the beginning of the year, as well as surpassed banks' pre-pandemic level.

In August 2021 Fitch Ratings has revised the Outlook on JSC Halyk Bank Georgia's (HBG) Long-Term Issuer Default Ratings (IDRs) to Stable from Negative and affirmed the IDRs at 'BB+'. Later in November 2021, Fitch held a scheduled revision of the Bank's rating, has affirmed JSC Halyk Bank Georgia's (HBG) Long-Term Issuer Default Rating (IDR) at 'BB+' with Stable Outlook.

In the near future, the Bank plans to improve the quality of financial services and offer new, innovative products for customers. In particular, Bank will focus on developing new and improving existing retail products and their distribution channels. In addition, one of the components of quality improvement, along with the development of banking products, will be an increase in the availability of products - development of the Bank's branches and the development of remote service channels.



## Management



# Nikoloz Geguchadze

General Director

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## Education

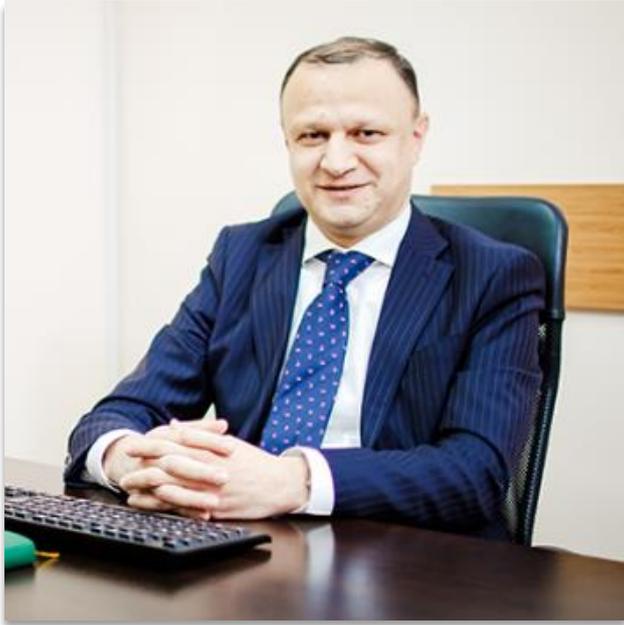
- PhD in Business Administration
- 1998- Bachelor of Finances, Currency Circulation and Credit; Post - Graduate of Tbilisi State University
- 1991-1996-Bachelor of Economics Tbilisi State University

## Job Experience

- 2008.01 – JSC Halyk Bank Georgia, General Director.
- 2007.03 Financial Assessor, evaluation of MONEYVAL

ranked third in terms of Anti-Money Laundering Measures and the Financing of Terrorism in the “former Yugoslav Republic of Macedonia”. National Bank of Georgia

- 2003.07-2007.07 Head of the Financial Monitoring Service of Georgia.
- 2002-2016 Head of the Delegation of Georgia to the Committee of Selected Experts of the Council of Europe for the Evaluation of Anti-Money Laundering Measures (MONEYVAL)
- 2002.02 Deputy Head of the Banking Supervision and Regulation Department
- 2001.11 - Deputy Head of Non-Banking Depository Organizations' supervision and Regulation Department
- 2000.01 Head of the Banking Policy Department of the Banking Supervision and Regulation Department.
- 1999.03 Head of the Reporting Division of the Banking Supervision and Regulation Department
- 1998.03 Senior Economist of the Documentary Inspection Division of the Banking Supervision and Regulation Department
- 1996.03 Economist of the Documentary Inspection Division of the Banking Supervision and Regulation Department
- 1999 - 2001 Secretary of the Banking Committee of the Transcaucasian and Central Asian Regional Group of the Basel Committee on Banking Supervision, C/B B Bank of Georgia
- 1995.01 Senior Economist of Currency Division
- 1994.07 Lead Economist of the Monetary and Credit Department
- 1993.02 Accountant



# Konstantine Gordeziani

Deputy General Director

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## Education

- 1995-2001 Bachelor of Laws Tbilisi State University
- 1989-1994 Bachelor of Economics Tbilisi State University

## Job Experience

- 2008.01 – JSC Halyk Bank Georgia, Deputy General Director
- 2005-2007 - JSC "Cascade Bank Georgia, General Director
- 2003-2005 - JSC "United Georgian Bank" (VTB Bank), Deputy General Director
- 2002-2003 - National Bank of Georgia, Head of Currency Division.
- 2001-2002-National Bank of Georgia, Deputy Head of Banking Supervision and Regulation Department
- 2000-2001-National Bank of Georgia, Head of Documentary Inspection Division of the Banking Supervision and Regulation Department.
- 2000 - 2000 - USAID Banking Supervision, Program Consultant
- 1995 - 2000 - National Bank of Georgia, Senior Economist of Banking Supervision Department.
- 1994 - 1995 –C/B "Amirani", Senior Economist of Credit Department.



# Shota Chkoidze

Deputy General Director

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## Education

1992-1997-Bachelor of International Economics Tbilisi State Institute of Economic Relations.

## Job Experience

- 2010.03 - JSC Halyk Bank Georgia, Deputy General

Director

- 2008 - 2010.03 - JSC Halyk Bank Georgia, Head of Risk Management Department
- 2008.05 - 2008.11 - JSC Halyk Bank Georgia, Head of Credit Analysis Department
- 2007.10 - 2008.05 – JSC TBC Bank, Head of Trade Financing
- 2006.12 - 2007.09 - JSC "Cascade Bank Georgia, Commercial Director
- 2006.01 - 2006.12 - Construction-Investment Company LIBO, Financial Director
- 2005.03 - 2005.12 - Distribution Company “Ponto Star”, Financial Director
- 1997.08 - 2005.03 - JSC "Emporiki Bank Georgia", Accounting Director
- 1997.04 - 1997.08 - "Audit and Financial Consulting" Ltd, Auditor
- 1995.08 - 1997.04 - JSC "Tbilcombank", Accountant Assistant



# Marina Tankarova

## Deputy General Director

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### Education

- 1988–1993 - Bachelor of Economics and Finance, Kazakhstan State Academy of Management.

### Job Experience

- 2014.04 - JSC Halyk Bank Georgia, Deputy General Director
- 2010.10 - 2014.04 - JSC People's Bank of Kazakhstan (JSC "Halyk Bank of Kazakhstan"), Retail Sales and Services Department, Head of Retail and Card Products Division
- 2009.06 - 2010.10 - JSC People's Bank of Kazakhstan (JSC "Halyk Bank of Kazakhstan"), Department of Banking Products and Services - Head of Retail Division
- 2006.02 - 2009.06 - JSC People's Bank of Kazakhstan (JSC "Halyk Bank of Kazakhstan"), Department of Retail - Head of Service and Reporting Department, Head of Retail Division
- 1997.04 - 2006.02 - JSC People's Bank of Kazakhstan (JSC "Halyk Bank of Kazakhstan"), Retail Business Department - Chief Specialist, Manager, Senior Manager, Leading Manager
- 1996.05 - 1997.04 - JSC People's Bank of Kazakhstan (JSC "Halyk Bank of Kazakhstan"), Storage Controller, Lead Economist, Chief Economist, Head of Cash Flow Department.
- 1994.09 - 1996.05 - National Bank of the Republic of Kazakhstan, Almaty Main Territorial Division, Cash Flow Department, Economist
- 1993.06 - 1997.09 - Kazkombank "Kainar", Economist



# Tamar Goderdzishvili

Deputy General Director

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## Education

- 2014/08 Master of Project Management , The George Washington University
- 2004/03 European School of Management - Strategic Management, Communication, Marketing
- 1993-1998- Bachelor of Commerce and Marketing in International Trade, Iv. Javakhishvili Tbilisi State University

## Job Experience

- 2017/10 - JSC Halyk Bank Georgia, Deputy General Director.
- 2015/01 - 2017/10 - JSC Halyk Bank Georgia, Head of Credit Analysis Department
- 2013/01 - 2014/12 - JSC Halyk Bank Georgia, Head of Medium and Corporate Business Lending Department
- 2011/01 - 2012/12 JSC Halyk Bank Georgia, Acting Head of Medium and Corporate Business Lending Department
- 2010/07 - 2012/12 JSC Halyk Bank Georgia, Head of Small Business Lending Department
- 2008/02 - 2010/02 MFO "FINCA Georgia", Central Branch Manager/Deputy Tbilisi Regional Manager
- 2006/07 - 2007/01 MFO "FINCA Georgia", Isani Branch Manager
- 2004/08 - 2007/01 JSC ProCredit Bank, Senior Credit Methodologist
- 2002/03 - 2004/07 JSC TbilUniversalBank – Service+, Trainer
- 2001/03 - 2003/02 JSC TbilUniversalBank “- Loan Officer
- 2003/03 - 2004/07 JSC TbilUniversalBank “- Senior Loan Officer/Member of Credit Committee
- 1998/08 - 2001/02 JSC TbilComBank, Accounts Manager

## Information on the Capital

In 2021 the Bank didn't issue any additional shares. Currently, the bank has issued one class of ordinary shares that are fully paid and amount to GEL 76,000,000. Halyk Bank Georgia's capital adequacy ratios for the current and previous year are as follows:

Capital Adequacy Ratios according to Basel III Framework	31 December 2021	31 December 2020
Common Equity Tier 1 capital ratio >= <b>6.24%</b>	11.9%	13.81%
Tier 1 capital ratio >= <b>8.33%</b>	11.9%	13.81%
Regulatory capital ratio >= <b>12.92%</b>	16.4%	20.03%

With intention to reduce Covid-19 pandemic-induced financial shocks, the National Bank of Georgia decided to ease the supervisory pressure on commercial banks and developed a temporary supervisory plan in March 2020.

According to the supervisory plan, the following changes has been made:

- Capital conservation buffer reduced to from 2.5% to 0% by indefinite term;
- For HHI and Grape buffers, the transitional schedule of buffer allocation rates between CET 1, Tier 1 postponed and remained at the pre-pandemic level until 31.03.2021; 15% for CET 1, instead of 30% and 20% for Tier 1 instead of 40%, for regulatory capital buffers allocation rate, remained untouched at 100%;
- CICR buffer requirement reduced by 2/3;
- LCR requirement at national currency reduced from 75% to 0% by 1-year period, until May 2021.

Financial Stability Committee deemed it appropriate to begin the recovery of capital buffers released in March, 2020. January 1, 2022 is set as the starting date for the recovery of capital buffer requirements and banks are given 2 years to meet restored capital requirements. Banks will be required to restore currency induced credit risk (CICR) buffer by January 1, 2023 and capital conservation buffer requirement by January 1, 2024.

The Bank's total equity amounts to GEL 117,010,418 whereas ordinary shares at the end of the year amounted to GEL 76,000,000.

As of 31 December 2021, the Bank fully complied with the requirements of the NBG. In particular:

- Common Equity Tier I capital amounted to GEL 110,553 thousand versus the required GEL 58,157 thousand.
- Total Tier I capital amounted to GEL 110,553 thousand versus the required GEL 77,574 thousand.
- Total regulatory capital amounted to GEL 152,499 thousand versus the required GEL 120,402 thousand.

The Bank conducts its risk management activities within the framework of its unified risk management system. The involvement of all governance levels in risk management, clear segregation of authorities and effective communications between different entities facilitate clarity regarding the Bank's strategic and risk objectives.

The Bank's governance structure ensures adequate oversight and accountability, as well as clear segregation of duties. The Supervisory Board has overall responsibility to set the tone at the top of the Board of Directors (the "Board") and monitor compliance with the established objectives, while the Board governs and directs the Bank's daily activities.

Risk weighted positions according to Basel III Framework total to GEL 931,551 thousand wherefrom the risks are distributed as follows:

<b>Risk weighted positions</b>	<b>31 December 2021</b>	<b>31 December 2020</b>
Risk weighted positions on credit risk	877,579,459	592,723,831
Risk weighted positions on market risk	2,619,699	1,154,699
Risk weighted positions on operation risk	51,351,880	51,351,880
<b>Total Risk weighted positions</b>	<b>931,551,038</b>	<b>645,230,409</b>

#### **Additional ratios related to assets quality:**

<b>Additional ratios</b>	<b>31 December 2021</b>	<b>31 December 2020</b>
Non-performaing loans (NPL) / total loans	7.39%	12.04%
LLP* / total loans	5.26%	8.94%

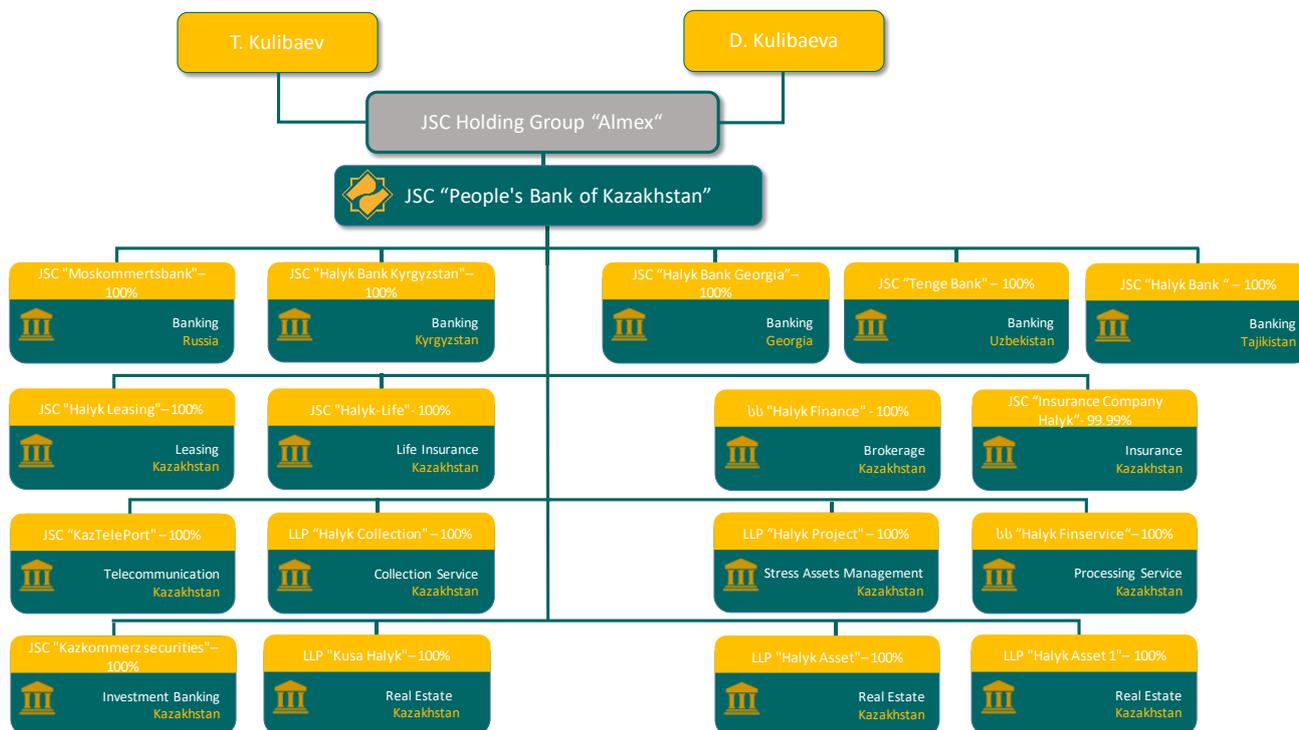
*\*LLP is the Loan Loss Provision provided by the bank's balance sheet, which is created by the Bank to cover possible losses of loans for the unidentifiable and identifiable losses*

#### **Liquidity ratios**

<b>Liquidity ratios</b>	<b>31 December 2021</b>	<b>31 December 2020</b>
Liquid assets / total assets	23.9%	17.1%
Term and call deposits / total assets	28.75%	19.2%

## Bank Group Structure

Information about the Bank owners and the group structure is presented in the chart below:



## General Meeting of the Bank Shareholders

The General Meeting of the Shareholders is the highest body of the Bank. Decisions relating to the issues that fall within the competence of the General Meeting of the Shareholders according to the applicable legislation and the Bank's Charter shall be made ultimately by shareholder in writing.

A regular General Meeting of Shareholders is held within a period of not more than two months after preparation of the annual balance sheet.

The Annual General Meeting of Shareholders of the Bank shall approve the annual balance sheet of the Bank, determine the rules for the distribution of net profits for the last fiscal year of the Bank, calculate the amount of dividends in one ordinary share of the Bank and other issues in accordance with the agenda of the General Meeting of Shareholders.

The General Meeting shall be entitled to:

- 1) Make changes to the Bank's Charter;
- 2) Make decisions on reorganization or liquidation of the Bank;
- 3) Cancel entirely or partially the shareholder's pre-emption right to acquire securities (through issuance of securities in case of capital increase);

- 4) Accept or refuse the use of the net profit on the proposal of the Supervisory Board or the Board of Directors, and if the above bodies do not receive a single proposal on distribution of net profit, make a decision on distribution of the total profit of the Bank;
- 5) Elect members of the Supervisory Board or dismiss them from the Supervisory Board in order to determine the term of election of a member of the Supervisory Board;
- 6) Approve the Report of the Board of Directors and the Supervisory Board;
- 7) Decide on the issue of remuneration of members of the Supervisory Board;
- 8) Appoint an auditor;
- 9) Make decisions about participation in the proceedings initiated against the Supervisory Board and the Board of Directors , including appointment of a representative for such proceeding;
- 10) Make decisions regarding the alienation and encumbrance in any other form whatsoever of the Bank's assets (or transactions related to each other) the value of which is more than half of the value of the Bank's assets, except for the transactions that are normally generated;
- 11) Other issues concerning decisions made by the Georgian legislation or the present Charter may be subject to the special competence of the Bank's General Meeting of Shareholders.

Organization structure of Joint-Stock Company "Halyk Bank Georgia":



## Corporate Governance

The **Supervisory Board** of JSC "Halyk Bank Georgia" is the Bank's body supervising the Bank's activities.

The Supervisory Board consists of 5 (five) members:

Chairperson, Independent member - Arman Dunayev

Member - Alia Karpikova

Member - Evgenia Shaimarden

Member – Viktor Skril

Independent member – Nana Ghvaladze

Making decisions on the following issues shall fall within the special competence of the **Supervisory Board**:

- 1) Determining the strategic goals of the Bank, establishing its policies, and control over execution thereof by the executive body of the Bank;
- 2) Approval of annual budget and business plan, taking long-term liabilities by the Bank;
- 3) Determining the procedures regulating the Bank's internal policies and internal activities, including credit, investment, currency management policies and procedures, management of assets and liabilities, asset

- assessment, their classification and creation of adequate reserves for possible losses, economic activity, supervision of the Georgian legislation, including other issues related to the competence of the Supervisory Board, except for the documents that the Bank's Board of Directors takes for organizing the Bank's activities;
- 4) Determination of the composition of the Bank's Board of Directors, as well as early termination of their authority (at any time), determining the terms and conditions of remuneration, conclusion and termination of contracts therewith;
  - 5) Determination of the scope of authorities of the Board of Directors;
  - 6) Control over execution of the decisions of the General Meeting of the Shareholders of the Bank;
  - 7) Approval of the Bank's Audit Committee and the Staff Composition of the Bank's Internal Audit Service, determining the terms and conditions of remuneration of employees of the Internal Audit Service Staff and Audit Committee members;
  - 8) Approval of the Bank's organizational structure;
  - 9) Taking decision on creation of the Bank's branches, representations and other similar subdivisions, and termination of their activities,
  - 10) Review of results of audit conducted by the external auditor, internal audit service, audit committee and authorized body and taking the appropriate measures;
  - 11) Determination of the rules for use of the Bank's reserve capital;
  - 12) Acquisition and alienation of 50% of shares in enterprises according to the procedure provided by the legislation of Georgia
  - 13) Taking decisions on transactions with persons having special relations with the Bank;
  - 14) Control over operation of the risk management and internal control system in the Bank, including by approving the relevant documents defined by the legislation;
  - 15) Establishment of a system for identification and settlement of corporate conflicts arising between the shareholders and the bodies, the bank officials and the shareholders in the Bank in accordance with the internal regulations of the Bank;
  - 16) Holding a continuous dialogue with the Bank's shareholders;
  - 17) Establishing other bodies and committees of the Supervisory Body and selecting their members, defining their number, personal composition and the scope of their powers;
  - 18) Determination and approval of the minimum and maximum amount of interest rates that the Bank uses for credit resources and deposits;

### **Corporate Governance – Board of Directors and Committees**

The **Audit Committee** of the Joint Stock Company " Halyk Bank Georgia" consists of 3 members of the Supervisory Board and its majority is independent members. Its main function is to facilitate the operation of the internal audit and external auditors of the Bank.

The Committee facilitates the Supervisory Board in the complete and accurate preparation of financial statements, the effectiveness and adequacy of internal control and risk management systems, and coordinates the work of the internal audit (participates in consideration of the Bank Internal Audit reports).

Chairperson - Nana Ghvaladze (Independent Member of the Supervisory Board)

Member - Arman Dunayev (Independent Member of the Supervisory Board)

Member – Alia Karpikova (Member of the Supervisory Board)

7 meetings of the committee were held during 2021.

A new **Risk Committee** has been set up under the Bank's Supervisory Board to review risk strategies for both aggregate and individual risk, to provide relevant recommendations to the Supervisory Board, to prepare and to submit to the same Board a report on the risk culture in the Bank; to review the Bank's risk policies; to monitor adherence to appropriate procedures by the Board of Directors and compliance with risk policies; to provide recommendations concerning effectiveness of risk strategies and policies -to the Supervisory Board, including the maintenance and distribution of sufficient capital for identified risks; to monitor capital and liquidity management strategies, as well as all types of risks, such as credit, liquidity, market, operating, and reputation risks, to ensure that their risk is consistent with the appetite.

The Committee is composed of 3 members of the Supervisory Board and its majority is independent members.

Chairman - Arman Dunayev (Independent Member of the Supervisory Board)

Member - Evgenia Shaimarden (Member of the Supervisory Board)

Member - Nana Ghvaladze (Independent Member of the Supervisory Board)

6 committee meetings were held during 2021.

The **Board of Directors** is a collegiate executive body of the Bank which carries out the current management and representation of the Bank.

Chairman of the Board of Directors - Nikoloz Geguchadze, General Director;

Member of the Board of Directors - Konstantine Gordeziani, Deputy General Director;

Member of the Board of Directors - Shota Chkoidze, Deputy General Director;

Member of the Board of Directors - Marina Tankarova, Deputy General Director;

Member of the Board of Directors - Tamar Goderdzishvili, Deputy General Director.

The **Board of Directors** ensures execution of decisions of the Bank's General Meeting of Shareholders, Supervisory Board and is authorized to make decisions on all issues except the issues that fall within the exclusive competence of the Bank's General Meeting of Shareholders and the Supervisory Board. In order to determine independent members, the Bank is governed by the Georgian legislation and the Bank's Corporate Governance Code. 229 meetings were held within a period of 2021.

The member of the **Bank's Supervisory Board** fully meets the criteria for bank administrators - qualification, professional experience, competence and bonafide in the work.

The members of the Bank's Supervisory Board have relevant higher education in Economics, Finance and International Business Management.

Members of the Bank's Supervisory Board have relevant qualifications and professional experience. The combination of their experience and skills corresponds to the extent and complexity of the Bank's activities. Their competence involves and is not limited to issues such as financial analysis, financial stability problems, financial statements, information technologies, strategic planning, risk management, corporate governance, etc.

The Supervisory Board has the ability to reasonably perceive local, regional and global economic impacts and ensure education/experience of the Board members in order to reduce the dominant entity's risk.

The Bank's Supervisory Board shall define and approve:

- Long-term (three-year) strategic business plans and monitor their performance by the Bank's Board of Directors on annual basis.
- Short-term annual budget and ensure adjustment thereof, if necessary.

The budget adjustment is based on the results of the first half of the year and/or in case of the significant change of external conditions and strategic changes in the Group.

The Bank has the appropriate system of control and monitoring of the relevant the scope and complexity of transactions carried out with the related parties. The Supervisory Board shall review annually the reports of the transactions performed with the parties and submit it to the National Bank.

- The meetings of the Supervisory Board are held every month at least once.
- The meetings of the Audit Committee are held at least twice a year upon completion of the scheduled audit report.
- The majority of the members shall attend the Supervisory Board meetings. During 2021, 16 absentees and 1 attending Board meetings were held.

The issues discussed at the Board Meeting shall cover discussion of daily activities of the Bank, approval of large transaction and consideration of risky transactions, risk appetite, risk profile and strategy development, approval of various policies, etc.

The Annual General Meeting of Shareholders shall evaluate the Supervisory Board's performance.

The Supervisory Board should undertake a formal and rigorous annual evaluation of its own performance, including individual assessments of its subordinate committees and collegial bodies. According to the Corporate Governance Code, the Chairman of the Supervisory Board analyzes the results of the activities of the Board, and identify its strengths and weaknesses.

In turn, the Supervisory Board evaluates the work of the Board of Directors according to the approved the so-called KPI monitoring.

In addition to the rights conferred by the legislation and charter of Georgia, the Supervisory Board has given full delegation to the Board of Directors and Credit Committees to independently decide on the review and approval of corporate, small and medium business loan applications whose terms do not comply with the Supervisory Board.

The Supervisory Board empowers the Board of Directors to individually review credit applications submitted in all areas of business lending (retail, small, medium and corporate) and independently reduce the base rates by up to 2%.

Furthermore, the Supervisory Board authorized the Board of Directors to make changes and additions to retail lending procedures related to the issuance of secured / unsecured loans, as well as credit cards and overdrafts.

## Assessment of activities of the Supervisory Board

The in-house assessment of activities of the Supervisory Board, Committees and individual members was performed by the Supervisory Board. The assessment was made by completing a detailed questionnaire, covering some different assessment directions:

1. Supervisory Board membership and structure;
2. Supervisory Board's work planning, organization and performance;
3. Supervisory Board's activities' functional field;
4. Self-assessment of the Supervisory Board members;

Results of the assessment showed that it was aimed to improve the efficiency of Supervisory Board, Committees and individual members and was unanimously declared as one of the most important tools to reach this goal.

Some more points were outlined, such as:

Supervisory Board membership and structure (in terms of its members' education and experience) is optimal and balanced to fulfill its commitments, including the monitoring of Bank's development strategy performance. The Board's working specifics and psychological environment is supportive to each members' efficient and constructive working process.

Supervisory Board members' skills and experience fully provide a high efficiency of the Boards' activities. It's equipped with competences in business activities, corporate management, strategic management, finance, financial accounting, internal control and risk management fields.

The Chairman of the Board has quite a vast working experience as in private sector as well as in Governmental structures, occupying such positions as a Deputy Minister of the Ministry of Finance and Ministry of Economics. It's not less important for the Bank his working experience through various years as a Chairman of the Supervising Agency of Financial Markets and Institutions of Republic of Kazakhstan. And a Chairman and a Deputy Chairman of the Board of the Foundation "Samruk Kazina". In recent years he holds the position of the Chairman and an independent Board member of "Halyk Group" subsidiaries.

Other Board members are also qualified specialists and their education and diverse working experience include all fields and directions of banking activities. Including the new technology development sector- development of so called digitalization field in terms of digital service implementation.

Intense cooperation between the Supervisory Board and Directorate provides the Bank's successful activity according to the share- holders interests.

The system of the Supervisory Board's Committees provides the adequate support of the Board's functioning in profile sectors – Audit, Risk Management, etc.

Apart from holding the sessions, the Board members are always open to discuss any questions within their competence. They are familiar with the Bank's goals, fragilities, needs and restrictions. Also they have a comprehensive knowledge of the whole Halyk Group structure and are aware of the essential risks and problems which can affect the Group and affiliate organizations.

The Board members can benefit the services of independent consultants in complex and important decision making cases.

The assessment results have outlined once more:

Compliance with the Bank's charter, policies and procedures;

Satisfaction in terms of information obtaining and sharing needed to successfully perform the duties assigned to this position;

The number of sessions, duration, agenda and discussed materials are fully in line with the standards and requirements needed to fulfill the Bank's strategy.

General Director and Deputies are always available in the intervals between the sessions and they are always ready to provide timely and relevant information.

The Supervisory Board is successfully carrying out the function of management control, defining and approving KPI indicators. The members are distinguished for their effective skills in interest conflict regulation and are helpful to find out the efficient ways of their resolution.

The tasks' performance corresponding monitoring process is efficiently implemented in the Bank and the Board members are duly informed (through protocols and reports) about decisions made.

The scope of the Board is:

- Fulfillment of long term strategic development plan of environmental, social and governing issues;
- Organizing the Board's activities assessment process by independent consulting companies;

As a conclusion to the assessment results, we can say that the Group has achieved a high level of fairness, transparency and loyalty, through constant elaboration of corporate governance. It's stated that high level corporate governance is a necessary condition for the bank's successful activity on a free competitive market. On it's part, the parent company "Halyk Bank Kazakhstan" is among listed companies on London stock exchange since 2006 and complies with the requirements of legislation of Kazakhstan as well as Great Britain's Corporate Governance Code

## **Bank Committees**

### **Credit Committees:**

#### **Expanded Credit Committee**

Chairman of the Committee - Nikoloz Geguchadze, General Director

Deputy Chairman of the Committee - Konstantine Gordeziani, Deputy Director General

Committee Member - Shota Chkoidze, Deputy General Director

Committee Member - Marina Tankarova, Deputy General Director

Committee Member - Tamar Goderdzishvili, Deputy General Director

Committee Member - Head of Legal Division

### **Small Credit Committee**

Chairman of the Committee - Tamar Goderdzishvili, Deputy General Director

Committee Member - Head of Credit Risk Division

Committee Member - Head of Small and Medium Business Lending Division

Committee Member - Head of Legal Division

### **Retail Credit Committee**

- I level delegation

Committee Member – Chief manager of Risk Division

- II level delegation

Committee Member - Head of Credit Risk Division

- III level delegation

Committee Member - Konstantine Gordeziani, Deputy General Director

Committee Member - Shota Chkoidze, Deputy General Director

### **Other Committees**

#### **Asset Liability Committee (ALCO)**

Chairman of the Committee - Nikoloz Geguchadze, General Director

Deputy Chairman of the Committee - Shota Chkoidze, Deputy General Director

Committee Member - Konstantine Gordeziani, Deputy General Director

Committee Member - Marina Tankarova, Deputy General Director

Committee Member - Tamar Goderdzishvili, Deputy General Director

Committee Member - Head of the Treasury

Committee Member - Head of JSC "People's Bank of Kazakhstan"

Committee Member - Head of Financial Risk and Portfolio Analysis Division

#### **Risk Management Committee**

Chairman of the Committee - Arman Dunayev, Independent Member of the Supervisory Board

Member of the Committee - Evgenia Shaimarden, Member of the Supervisory Board

Member of the Committee - Nana Ghvaladze, Independent Member of the Supervisory Board

#### **Tariff Committee**

Chairman of the Committee - Tamar Goderdzishvili, Deputy General Director

Deputy Chairman - Shota Chkoidze, Deputy General Director

Committee Member - Marina Tankarova, Deputy General Director

Committee Member - Head of Operations Division

Committee Member - Head of Marketing and Public Relations Division

## **Information Security Committee**

Chairman of the Committee - Nikoloz Geguchadze, General Director  
Committee Member - Shota Chkoidze, Deputy General Director  
Committee Member - Head of Security Division  
Committee Member - Head of Software Division  
Committee Member - IT Security Manager of the Security Division  
Committee Member - Head of Operational Risk Division  
Committee Member - Head of Distance Services Development Division  
Committee Member - Head of IT Infrastructure Division  
Committee Member - Head of HR Division

The Supervisory Board has developed a policy for selecting members to the Board of Directors. During the first stage the Board examines the internal resources of the bank and before appointment of such person it determines, whether the applicant complies with the Georgian legislation and the compatibility criteria of the administrators determined by the Bank's Charter.

Prior to the appointment, the Board shall collect the documents required by the Regulation and provide a detailed examination of the veracity and accuracy of the information contained therein.

The Board of Directors and their supervisory responsibilities:

Chairman - Nikoloz Geguchadze, General Director  
Legal Division, Marketing, Evaluation Division, Security Division, Financial Monitoring Division, HR Division

Member of the Board of Directors - Konstantine Gordeziani, Deputy General Director  
Credit Risk Division, Financial Risk and Portfolio Analysis Division, Operational Risk Division, Credit Administration Division

Member of the Board of Directors - Shota Chkoidze, Deputy Director General  
Retail Sales Division, Retail Product Development Division, Software Division, Remote Service Development Division, Information Technology Infrastructure Division, Bank Cards Division, Contact Center

Member of the Board of Directors - Marina Tankarova, Deputy General Director  
Accounting and Reporting Division, Financial Division, Operations Division, Economic Division, Front Office

Member of the Board of Directors - Tamar Goderdzishvili, Deputy General Director  
Corporate Sales Division, Small and Medium Business Lending Division, Credit Analysis Division, Treasury

## **Risk Management**

The Bank has a Risk Management Policy that defines the main concepts and types of risks arising from the bank's activities, as well as the basic principles, methods and means of risk management in the bank, defines the bodies and units responsible for their implementation. The Policy aims at the following:

- Formulation and description of the general approach of the bank to risk management and distribution of the duties between the bank's services;
- Obtaining the maximum income of the bank at the risk management level;
- Building the integrated system of risk management.

The risk management process consists of the following interrelated stages: 1) risk identification; 2) risk measurement or assessment; 3) risk control and monitoring; 4) corrective measures.

**Risk identification:** Risk identification occurs at the level of independent structural subdivisions of the Risk Management Service and Bank Business Operations. All existing business processes and risks characteristic of the Bank are described and regulated by relevant Internal Regulations that define risks and their management rules. In the case of introduction of a new, previously non-existent business process, the relevant initiatives will pass risk assessment and analysis procedure together with risk management service.

**Risk measurement or assessment:** The key objective of risk assessment is to determine the adequacy of the Bank's business capital for coverage of potential losses incurred by the various types of risk typical to the Bank's activity, comparison of the risks with the possible yields, provision of the information about the potential losses to the Bank's management to take as far as possible well-founded business decisions.

The Bank uses the following quantitative and qualitative methods of risk measurement:

- Credit risk – determining the required amount of provisions, defaults, as well as statistics on overdue and restructuring for more than 30 and 90 days, weighting assets by credit risk, determining the internal rating of borrowers (if necessary), analysts' expert findings, stress-tests, etc.
- Market risk - VAR (value at risk) and stop-loss indicators, limits on open currency positions, exchange rate, percentage GAP analysis, exchange rate volatility, early warning indicators, simulation, asset weighting according to market risk quality, stress-tests, etc.
- Operational risk – statistics of losses generated after its realization, expert conclusions of the divisions involved in the internal processes / products coordination process, etc.
- Liquidity risk – Liquidity GAP analysis, liquidity ratios, early warning indicators, stress-tests, etc.
- Legal risk, collateral risk, reputation risk, compliance risk - Expert conclusions of the bank's subdivisions / bodies.

**Risk Control and Monitoring** is carried out as follows:

- Monitoring of various limits, indicators and prudential norms;
- Regulation of operations, development of operations and business operations procedures in order to ensure regular control and monitoring of risk
- Risk documenting
- Regular reporting

**Making corrective business decisions based on risk analysis:**

- Insurance, hedging (a method of preventing possible losses by making a balanced deal).
- Reserving (formation of sufficient levels of provisions to cover losses).
- Risk coverage (risk distribution between the parties to a transaction through a guarantee, collateral, bilateral penalty sanctions system).

- Diversification (placing more financial assets into more than one type of property which prices or income are poorly correlated).
- Risks limiting (determining the maximum acceptable, marginal mark for risk bank).

Integrated risk management processes in the Bank include - control and monitoring of limits performance; quantitative measurement of potential risks; determining the amount of capital that will cover all types of potential bank risks. Quantitative determination of potential risks allows each transaction to be able to choose the best possible efficiency between income and risk at the level of various segments of portfolios throughout the entire portfolio.

Risk management services carry out the calculation of limits, which is approved by the collegial bodies of the bank (Asset – Liability Committee (ALCO), credit committees, Board of Directors, etc.) within the scope of their competence.

The risk management organization includes the functions of independent services and collegial bodies in risk assessment, control and monitoring, as well as the redistribution of powers and responsibilities between them.

In terms of risk management, the Risk Committee provides significant assistance to the Supervisory Board. The functions of the Risk Committee include: reviewing risk management policies, as well as reviewing the Bank's risk culture and risk appetite, and developing recommendations for the Supervisory Board. It also monitors the activities of the Board of Directors for compliance with risk policies / procedures. The Risk Committee monitors all types of risks to ensure compliance with their risk appetite;

The Bank operates **three** levels of risk management and control:

**Level I:** includes the relevant business units that are carrying out banking operations, and are responsible for the risk management control policy, as well as the knowledge and use of relevant internal documents regulating the risk management process, risk control and management within their competence.

The body responsible for realization of all types of banking risk management policies is the Board of Directors, which determines the basic principles of risk management and ensures control over their implementation, through co-operation with business units and the relevant committees of the Bank.

All policies of risk management must be accepted by the Bank's Supervisory Board, which, in turn, checks their compliance with the organization's goals and strategies.

**Level II:** Risk management services that are responsible for organizing the risk management system and ensure the identification, evaluation and control of all risks in the bank, which may arise before the bank and the banking group participants.

Furthermore, committees are established in the Bank, which will be granted the different types of rights to take decisions within the scope of the risk control and risk management policy, including credit committees (head office/branches); the Assets and Liabilities Committee (ALCO); audit committee, information security committee, tariff committee.

In order to prevent illegal revenue and terrorism financing, the Bank is set up with the Financial Monitoring and Compliance Service, which is an independent service and is subordinate to the Director General.

The committees act on the basis of the relevant provisions and are accountable to the Bank's Board of Directors or the Supervisory Board in accordance with the Bank's internal documents.

**Level III:** Internal Audit Service - an independent structure aimed at checking the bank's operations and expressing independent opinions and recommendations to the bank's Board of Directors regarding the adequacy and effectiveness of risk control measures.

Risk Management Departments and Internal Audit Office act on the basis of relevant regulations. Risk management units are subordinated to the Deputy Director General of the Bank in the risk sphere, while the Internal Audit Office is subordinated to the Bank Supervisory Board.

More specifically, the management of individual risks is carried out in the Bank as follows:

### **Credit Risk:**

Credit risk is considered the Bank's risk of loss as a result of credit activity, due to the inability of the borrower to timely pay back their obligation.

The main purpose of credit risk management for the Bank is to maintain the minimum level of losses derived from credit activities (including economic downturn) for which the Bank:

- initiates credit relations only with the counterparty, in case of sufficient persuasion of return of credit funds at the agreed time, and taking into consideration the provided collateral;
- performs periodic monitoring of the credit portfolio in order to identify the quality deterioration in the early stages and maximize return of credit funds;
- does not allow excess risk concentration of the borrowers at the level of the sector, by the geographical setting;

For the effective management of credit risk, the Bank has implemented a number of measures, both in the organizational structure and in the management of business processes, which in turn is defined as risk management policies and credit services provisions. All credit products in the Bank are in compliance with the above norms.

The Bank has a Credit Risk Department, which takes responsibility to identify and mitigate risks in timely manner. The functions of Department also include determination of the risk policy at the Bank and ensuring its full compliance, permanent monitoring the quality of the loan portfolio, monitoring the bank's prudential ratios and sector limits.

The bank-lending direction divided into corporate, SME and retail business departments. The criterion for separation is volume of the credit limits, the volume of customer and source of income. Credit decision-making is delegated by the Board of Directors to credit committees within the frameworks defined by certain lending policies, thereby establishing the basic terms of lending. Credit applications that go beyond the standard terms are approved by the superior authority (Board of Directors and/or Supervisory Board).

The Bank also has a credit rating system for business loans, which guarantees the counterparty's default rate. The credit portfolio is regularly monitored by Financial Risk and Portfolio Analysis Division, which submits monthly loan portfolio analysis results to ALCO. The analysis includes the following information:

- Composition of the credit portfolio according to currencies, terms and sectors;
- An analysis of the concentration of credit portfolio, in the context of the 20 largest borrowers group;

- Quality analysis of credit portfolios as sectors, overdue days, according to volume of reserves, according to products;
- Detailed analysis of negative classified loans;
- Detailed analysis of the restructured portfolio;
- Detailed information on the utilization/compliance of the limits set for business financing targeted sectors, according to directions;

The Financial Risk and Portfolio Analysis Division quarterly submits to the Board of Directors the quarterly results on the composition and quality of the credit portfolio, according to the sectors, compared to market. The Board of Directors is informed about the normative changes and their impact during the quarter, as well as the novelties introduced in the Bank in context of a specific risk management.

#### **Financial Institutions and Country Credit Risk:**

The Bank performs operations with the financial institutions within the set limits on specific operations (deposits-nostros, commercial, off-balance, conversion) approved by ALCO. The limits are based on the need / requirement of Operations Division or the Treasury Department and detailed analysis of the counterparty conducted by Financial Risk and Portfolio Analysis Division that is accompanied by a positive assessment of AML Department. Similarly, in which country the counterparty operates, assessing the country and approving the limits on the country takes place. The daily control of financial institutions and country limits is performed by the Operations Division and the additional monitoring – by the Financial Risk and Portfolio Analysis Division, which submits results monthly to ALCO.

#### **Liquidity Risk:**

For the effective control of liquidity, the Bank divides the liquidity management into the following parts: current / short-term and medium-term / long-term.

In order to manage liquidity risk, the Bank:

- Establishes the risk level - through the authorized collective body - sets the risk appetite as well as limits on liquidity ratios and early warning indicators;
- Periodically conducts monitoring of the established limits and indicators;
- In case of increasing the level of risks, takes decisions regarding its mitigation in timely manner.

A more detailed description of the liquidity risk assessment, limitation, monitoring and reporting methodology is determined in the policies and methods dedicated to this risk measurement and control. In particular, the Bank has a GAP reporting methodology for liquidity risk management and has internal limits. Based on these, the Financial Risk and Portfolio Analysis Division analyzes the risk of liquidity and monitors the established limits and submits the results to ALCO.

In addition to risk control, the Financial Risk and Portfolio Analysis Division makes independent recommendations to ALCO regarding current / short-term liquidity management, measures to be taken, and increase or decrease of the minimal "liquidity buffer" in case of providing the proposals by Treasury, as well as in situations when the prudential regulations or the liquidity of the internal rate of liquidity reaches a limit.

Setting restrictions on the minimum value of current / short-term liquidity is the competence of the Asset Liability Management Committee. Operating management of the current / short-term liquidity of the Bank is delegated to the Treasury.

The decision on restricting, limiting and management of medium/long-term liquidity falls only within the competence of ALCO. In addition, it has the following functions of risk management:

- Study and analysis of the relevant Proposals of initiating unit and recommendations of the Risk Management Divisions related to the Liquidity Risk Measures and Restrictions (Limits);
- Establishment of liquidity GAP limits, review of transactions bearing liquidity risks of the bank and making decisions about them;
- Regular reporting of liquidity risks and control of the bank's respective departments in terms of adequate risk of liquidity and corrective measures if necessary

### **Market Risk:**

The decision-making on the market risks in the bank falls within the special competence of the Asset-Liability Management Committee (ALCO). In particular, it is responsible for the following functions:

- Study and analysis of relevant recommendations of Risk Management Divisions and proposals of the initiating units for market risk approval;
- Acceptance of decisions on the approval / absence of transactions/operations containing market risk; approvals of market-based operations, position limits;
- Review regular accounts with market risks, control over the respective subdivisions of the bank with adequacy of market risks and corrective measures if required.

The Bank has a Market Risk Management Policy that ensures that the maximum loss caused by changes in exchange rates and interest rates is within the pre-set limits, which it implements through a variety of methods, including setting limits and using stress tests. The Financial Risk and Portfolio Analysis Division regularly monitors and analyzes market risks and delivers the results to the ALCO. In addition, it is responsible for minimizing risks by presenting recommendations on individual operations / liabilities / market positions with market risks.

### **Operating Risk:**

Operating Risk Management is an integral part of the bank's daily activities. Risk Division daily monitors operational risks and by its recommendations contributes to their prevention or hedging/mitigation. To this end, operational risks characteristics of the products and processes are evaluated and analysed, as well as recommendations are elaborated and submitted to the Bank's Board of Directors, while the document of matrix of the software access rights is evaluated and approved by the Information Security Committee. To find information needed to determine risk assessment, control effectiveness and identification of potential problems, the following tools are used in the Bank:

- Operational loss databases
- Procedures for the approval of new products / processes and their substitution changes
- Risk Self-Assessment Procedure
- Key risk indicators
- Testing a business continuity plan

### **Reputational Risk**

Reputational risks that accompanies clients, products, bank processes are the responsibilities of the relevant structural subdivisions which are in charge of their management. In addition, the Bank's Independent Services

(e.g. Internal Audit, Risk Management Departments, Security Service, etc.) are also responsible for initiating the issue in case of detecting reputational risk facts and submitting to the authorized bodies for consideration. Issues related to the bank's name and reputation protection by risk levels are considered and decided at the meetings of the Supervisory Board and the Board of Directors.

### **Strategic Risk**

The Board of Directors and the Supervisory Board of the Bank are responsible for strategic risk management.

The Board of Directors of the Bank and the Supervisory Board perform strategic risk management through developing the bank's strategy and business plan. The Bank's strategy, business plan is developed by the Board of Directors and approved by the Supervisory Board in accordance with the Bank's internal normatives.

Strategy is drawn up for a period of not less than 3 years and, if necessary, is adjusted by considering the actual results and changes in market conditions.

### **Legal and Compliance Risks**

The main principle of legal risk management is the compliance of the Bank's activities with the legislation of Georgia, in relation to non-residents - compliance with the laws of other states and the bank's internal documents.

The legal departments of the Bank and its branches are responsible for the reduction of legal risk in the bank's activities. In order to reduce the legal risks in the Bank's activities, the Bank's units shall carry out their activities in compliance with the Georgian legislation, Internal Regulations and documents of the Bank.

The Risk Management Divisions, as well as the Bank's Financial Monitoring and Compliance Service are responsible for reducing the compliance risk in the bank's activities.

### **ICAAP and Stress-Tests**

An ICAAP (Internal Capital Adequacy Assessment Plan) is prepared annually, using various risk assessment models and measuring capital buffers. Stress tests are also conducted on the Bank's loan portfolio, profitability, market risks using the supervisory macro scenarios which shows the vulnerability of the Bank to the different risks and the required level of capital buffers.

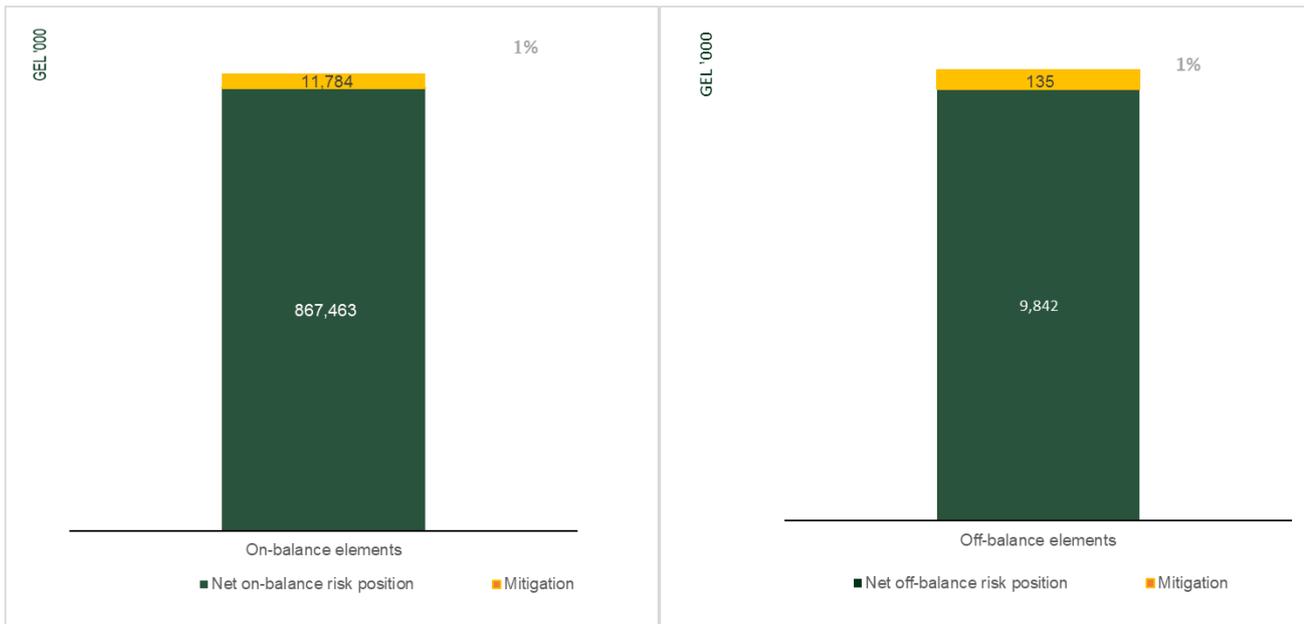
### **Risk Appetites**

In order to manage risks, risk appetite indicators were identified for all major material risks (credit, liquidity, market, operating, reputation, efficiency, weighted assets as a whole), which are determined annually by the Supervisory Board, no later than the 1<sup>st</sup> of October, based on report of the Board of Directors and recommendations of the Risk Committee. The risk appetites are monitored by the Financial Risk and Portfolio Analysis Division, which submits quarterly reports to the Board of Directors. In its turn, the Board of Directors is accountable to the Risk Committee, which develops further recommendations for the Supervisory Board.

### **Credit Risk Mitigation**

The well-developed Collateral Assessment System plays an important role in terms of credit risk mitigations, in particular, assessment ensures that in accordance with the requirements of the International Valuation Standards (IVS), determination of the pledge value using the marginalized coefficient presented at the Regulation based on the market value which changes according to the type of property. The pledged immovable and movable property are evaluated by professional internal assessors, regardless of the market value of the assessment property, so the employees involved in the assessment of customer satisfaction / credit assessment do not participate in the real

estate assessment process. If the borrower is the General Director of the Bank or the employee of the Assessment Department, the assessment is carried out by external evaluators. Also, the external assessor evaluates property owned by the Bank. The immovable / movable property inspection is carried out by a certified appraiser and the property condition and other price factors are fixed. Real estate re-evaluation is carried out no less than 12 months, the time revision is carried out if the loan is restructured or the change of physical condition of the property is present. Furthermore, the credit risk mitigation tool is the cash deposits placed on the deposit account. At December 31, the total market value of mitigation instruments amounted to GEL 14,562 thousand. By using this instrument, the Bank carries out a 1% mitigation of its total risk weighted position.



## Remuneration Policy

The Supervisory Board determines the remuneration policy of the Board of Directors. Prior to the final decision, the Board agrees the advance payments to the head office staff and the Group Management Department of the Group. On the other hand, HR Department recommends on the issue of remuneration of the Board of Directors within compensation scheme approved the Supervisory Board. The Bank's remuneration system is the main component of personnel management and is based on the specifics of bank activity, corporate values, goals and strategies. Remuneration system promotes the following basic goals and tasks: attraction/ maintenance of the skillful staff provided that they do not impede healthy accumulation of the capital, stimulation of professional achievements of the employees, building a common corporate standard for labour remuneration, staff stability, protection and strengthening the sense of care by the organization. The staff remuneration system consists of three components - labor remuneration, quarterly bonuses and compensation/benefits. Labour remuneration consists of

- 1) Guaranteed remuneration;
- 2) Bonus generated by annual performance;

Quarterly motivation bonuses - which constitutes 11% of the fixed monthly salary to be paid once a quarter and depends on the performance of the staff activity in the structural units during the reporting period. This system applies to all employees of the Bank except for supervisory management (Supervisory Board and the Board of Directors) and technical or support staff.

In determining employees' labour remuneration, the Bank is guided by the following key factors:

- 1) Labor Market Analysis, which gives an opportunity to assess the salaries of the bank. To this end, the Bank participates in market payroll surveys organized by independent outside companies. According to changes in the labor market, the bank adjusts the range of labor remuneration.
- 2) Ranking positions that allow you to determine the value of a particular position (valuation) for the bank.

### **Salary Determination Procedure:**

The Bank's Board of Directors independently approves the maximum and minimum wages of the head office and branch offices, the so called schemes. The amount of specific salary is determined within the framework of the approved scheme and depends on the difficulty of the occupational position, the qualification and the performance of the work.

In order to encourage employees to work efficiently, the Bank will issue premium on the results (performance factor) of the year. The main condition of this is the performance of the Bank's planned financial results and business plan parameters not less than 90%. Key performance indicators (financial performance and business plan parameters) are approved annually in the form of KPIs and are listed as the instrument of higher management and overall banking.

Retail and business lending, card acquiring and treasury departments belong to the front-office and the amount of bonuses of their structural units exceeds the amount of bonuses of the employees of other back-office structures. Employee's bonus is calculated individually on the basis of a bonus scheme, based on the position and subdivision and will be calculated in proportion to the worked period, according to the changes in the wage, position and subdivision.

Approval of bonuses for employees (except the Board of Directors, Audit Committee and Internal Audit) shall be provided by the Board of Directors of the Bank and the amount of bonuses for employees of the Board of Directors, Audit Committee and the Internal Audit Department shall be approved by the Supervisory Board.

By the end of 2019, according to the provisions of the Corporate Governance Code, changes have been made in the bank's payroll and other risk-taking policy: material change has affected the principles of deferment and restraint.

- **Principle of restraints** - non-refundable part of the variable remuneration, which is issued in the form of a deposit certificate, is subject to a period of at least 1 year of restraint.
- **Deferral principle** - Payment of at least 40% of the variable part of the annual salary will be deferred for a period of up to 5 years.
- **Payment forms** - A maximum of 50% of both the deferred and non-deferred portion of the variable payment will be issued in cash and the rest to be paid as a deposit certificate.

Information on the remuneration granted to the Bank's Board of Directors, Supervisory Board and other material risk takers during 2021 is given in Annex - Table N24.

Information on deferred payments for 2021 is given in Annex - Table N26.