LEVENT DEVECI

SENIOR EXECUTIVE | CEO / COO / BOARD LEADERSHIP | TRANSFORMATION & GROWTH

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EXECUTIVE PROFILE

Senior executive, board member and former banking regulator with more than three decades of experience across financial services, real estate, construction, energy, industrials and advisory. Track record of leading companies through growth, restructuring, turnaround and complex stakeholder situations, with responsibility spanning strategy, P&L, financing, operations, M&A, business development and governance. Experienced in international and multicultural environments, including advisory assignments for the International Monetary Fund and senior public-sector roles during Türkiye's banking-sector restructuring. Has chaired or served on the boards of more than 30 companies and led organizations with workforces exceeding 3,000 employees.

CORE EXECUTIVE CAPABILITIES

Corporate Strategy & Execution	**P&L / Balance Sheet Leadership**	**Turnaround & Restructuring**	**M&A / Strategic Transactions**
Capital Raising & Structured Finance	**Real Estate Sales & Development**	**Board & Governance Leadership**	**Commercial Growth & Partnerships**

SELECTED CAREER IMPACT

- **Real estate commercialization:** Led marketing and sales mandates for real estate development projects with an aggregate value of approximately US$1.5 billion across B2C, B2B and B2B2C channels. At Yedimavi, a project valued at approximately US$550 million and facing significant negative market perception, sales reached approximately 80% by the time of departure.
- **Industrial investment & exit:** Initiated and fully bank-financed a quartz countertop manufacturing investment, achieved average EBITDA of approximately 35%, sold a 27.5% stake to Templeton to fund further capacity expansion, and subsequently completed a full exit at US$158 million.
- **Debt restructuring & contract growth:** Restructured approximately US$100 million of debt for an oil & gas contractor and oil-field investor, expanded banking facilities to support operations, and helped secure approximately US$700 million of new contracts.
- **Holding-company value creation:** Led a holding company with net worth of approximately US$25 million and, over a three-year period, increased total net worth to approximately US$130 million.
- **Banking-system restructuring:** Held senior roles at the Turkish Treasury, BRSA and SDIF during a period of systemic banking-sector stress; worked on the intervention and resolution of more than 20 banks, bank M&A and asset separation, restructuring of public banks, related-party loan recovery, and inter-agency crisis coordination.
- **International financial-sector advisory:** Served as an IMF contractual expert on banking supervision and restructuring, supporting missions including Nigeria, Uganda, Eswatini, Ukraine and Ghana, and advising local supervisory authorities on practical restructuring and supervisory frameworks.
- **SDIF finance transformation:** Managed SDIF finance and accounting activities for a balance sheet of approximately US$30 billion and led the transition to a banking-style accounting system within six months to support a materially broader post-intervention asset base.

PROFESSIONAL EXPERIENCE

KDM Consultancy — 2026 - Present

Managing Partner | Consultancy & Business Development

- Lead strategic advisory, business development and executive-level consulting engagements.

Mars Real Estate — 2024 - 2026

General Manager & Partner | Real Estate Marketing, Sales, Fundraising & Development

- Managed the company with full P&L responsibility across marketing and sales of real estate development projects, fundraising and project preparation.

- Directed commercial strategy, partner relationships and execution across real estate development mandates.

Propline Technology
2022 - 2024

Chairman & Entrepreneur | PropTech

- Founded and chaired a technology-driven start-up serving the real estate sector.

Metraco Textiles
2017 - 2023

Executive Board Member | Finance, Real Estate Development & International Relations

- Provided board-level leadership across finance management, real estate development activities and international relations.

KDM Financial Consultancy / Selected Private-Sector Companies
2015 - 2024

Managing Partner; CEO / Chairman / Board & Executive Committee Roles | Executive Advisory & Interim Management

- Provided financial consultancy and business development services while undertaking senior executive and board assignments, typically for one to five years, across multiple private-sector companies.
- Supported strategy, restructuring, finance, governance and performance improvement at portfolio companies.

Peker Group of Companies
2011 - 2014

Chief Executive Officer | Engineering, Construction, Renewable Energy, Energy Trading & Industrial Manufacturing

- Held full executive management responsibility, setting group strategy and leading new investments across engineering, construction, renewable electricity production, wholesale energy trading and countertop manufacturing.

Attila Dogan Construction A.S.
2007 - 2010

General Manager | Oil & Gas Contracting and Oil-Field Investment

- Led executive management, financial restructuring and representation with international clients.
- Restructured approximately US$100 million in debt, expanded financing capacity and supported the award of approximately US$700 million in new contracts.

KDM Financial Consultancy / Selected Private-Sector Companies
2005 - 2011

Managing Partner; CEO / Chairman / Board & Executive Committee Roles | Executive Advisory & Interim Management

- Delivered financial consultancy, business development and senior executive management support across multiple private-sector companies.

International Monetary Fund (IMF)
2004 - 2011

Contractual Expert | Banking Supervision & Bank Restructuring

- Advised IMF missions and local banking supervisors on bank supervision, restructuring and practical implementation of reform programs in multiple countries.

Savings Deposit Insurance Fund of Türkiye (SDIF)
2004

Advisor to the President | Strategic Projects & Bank Resolution

- Led selected strategic projects, including the Halkbank-Pamukbank merger, development of SDIF strategic planning, and non-performing loan resolution and sale initiatives.

Interaktif Telecommunication 2004
Deputy Chairman | Board Leadership

Toprak Leasing 2003 - 2004
Board Member | Board Oversight

Savings Deposit Insurance Fund of Türkiye (SDIF) 2003 - 2004
Head of Finance Department (CFO) | Fund & Debt Management / Financial Reporting

- Managed fund and debt activities, accounting and financial reporting; supported insured deposit settlements following bank interventions.
- Led the project to establish a risk-based premium system for deposit insurance and represented SDIF in International Association of Deposit Insurers board meetings.
- Managed finance and accounting for a balance sheet of approximately US$30 billion and led implementation of a banking-style accounting system within six months.

Turkish Treasury / Central Bank of Türkiye / BRSA 2001 - 2004
Member, State Action Coordination Committee | Inter-Agency Banking-Sector Coordination

- Participated in inter-agency coordination among the Turkish Treasury, Central Bank and BRSA during a period of systemic banking-sector restructuring.

Banking Regulation and Supervision Agency (BRSA) 2001 - 2004
Vice Chairman, Risk-Based Supervision Committee | Supervisory Standards & Methodology

- Co-led the committee established to define standards and methods for risk-based banking supervision.

Banking Regulation and Supervision Agency (BRSA) 2000 - 2003
Deputy Head, Enforcement Department | Bank Supervision, Enforcement & Resolution

- Led bank supervision and enforcement activities, including resolution and intervention processes for distressed banks.

Turkish Treasury 1998 - 2000
Division Chief, Bank Supervision | Bank Supervision & Off-Site Audit

- Managed bank supervision, off-site audit and enforcement activities.

Turkish Treasury 1993 - 1998
Expert | Banking & Insurance Supervision / Regulation

- Conducted supervision of banks and insurance companies, off-site audit and enforcement work, and contributed to preparation of regulations.

EDUCATION & CREDENTIALS

Executive Program — Management School of Maastricht | 1996
B.S., Business Administration — Middle East Technical University | 1992
High School Diploma — TED Ankara College | 1987

LANGUAGES

Turkish and English — bilingual proficiency