



Corporate Governance Principles Compliance Rating Report



***Educational Volunteers
Foundation of Turkey***

28 December 2018

Validity Period: 28.12.2018-28.12.2019

LIMITATIONS

This Corporate Governance Compliance Rating Third Period Revised Report for the Educational Volunteers Foundation of Turkey, issued by Kobirate International Credit Rating and Corporate Governance Services Inc. has been compiled in accordance with CMB's Corporate Governance Principles, the Laws and the Regulations applicable to the NGO in question, and Corporate Governance Principles Compliance Rating Methodology for Non-Governmental Organizations (Revision 2015 / 2) created by our company based on General Corporate Governance Principles.

The Rating report by Kobirate International Credit Rating and Corporate Governance Services Inc. has been drafted based on 69 documents, information and files sent by the NGO in question, data disclosed to the public by the NGO, DRT Independent Audit, Independent Accounting and Financial Consultancy Inc.'s Independent Audit report for 2017 dated 12 April 2018, as well as our experts' observations and interviews at the NGO in question.

Kobirate International Credit Rating and Corporate Governance Services Inc. has formulated its Ethical Rules according to the Law on Banking, CMB and BRSA regulations on the Operations of Rating Companies, widely accepted ethical rules of international organizations such as IOSCO and OECD, widely accepted ethical customs, and disclosed it to the public through its web site (www.kobirate.com.tr).

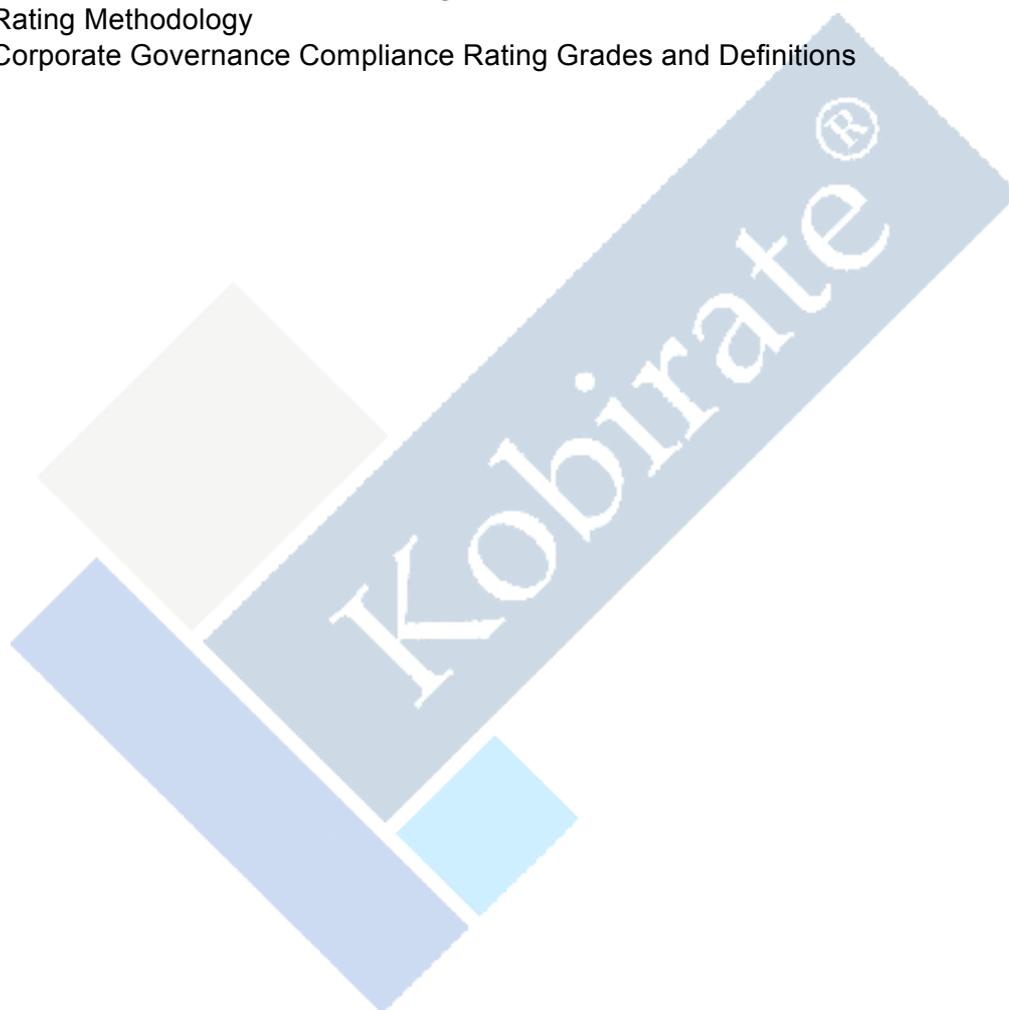
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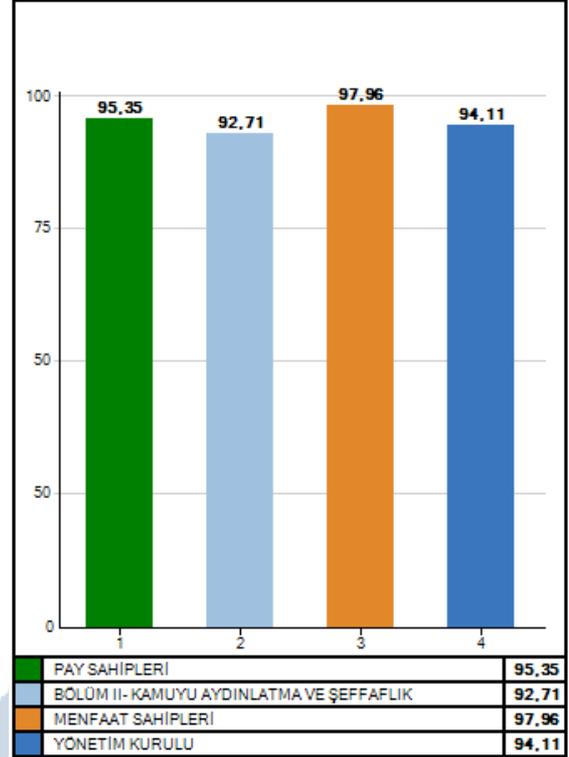
EDUCATIONAL VOLUNTEERS FOUNDATION OF TURKEY

CMB CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE GRADE

9.46

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1. THIRD PERIOD REVISED RATING RESULTS

Kobirate International Credit Rating and Corporate Governance Services Inc.'s 2018 Corporate Governance Revised Rating for **Educational Volunteers Foundation of Turkey** in accordance with Corporate Governance Principles Compliance Rating Methodology for NGOs (Revision 2015 / 2) is compiled through, on-site examinations of documents, interviews held with executives and persons involved, official web site of the NGO, PwC Independent Audit, Independent Accounting and Financial Consultancy Inc.'s 2014-2015-2016 Independent Audit Reports, DRT Independent Audit Inc.'s 2017 Independent Audit report and interviews at the NGO and other reviews.

As a result of the examination of 302 criteria under the main headings Shareholders, Public Disclosure and Transparency, Stakeholders, and Board of Directors, in line with the Corporate Governance Compliance Rating Methodology for NGO's (Revision 2015/2) developed by Kobirate International Credit Rating and Corporate Governance Services

Inc, Corporate Governance Compliance Rating Grade of **Educational Volunteers Foundation of Turkey** for the period 26.12.2018-26.12.2019 has been revised as **9.46**.

This result shows that **TEGV** has achieved a considerable level of compliance with Corporate Governance Principles, Laws and Regulations applicable to the NGO, and Widely Accepted Corporate Governance Principles, awareness and culture of responsibility for members, donors, beneficiaries and all other stakeholders is embedded within the NGO, public disclosure and transparency activities are sufficiently developed, rights of stakeholders are protected in fairly, many policies and procedures are put into effect to develop a corporate governance approach, and Board of Director's structure and working principles are in full compliance with Corporate Governance Principles.

Below is a brief summary of the main headings of assessment

In the section of **Shareholders** (Internal and External Stakeholders) the Foundation achieved a grade of **95.35**.

In Non-Governmental Organizations (NGO), shareholders consist of members of the Board of Trustees. In this section, it has been determined that TEGV complies and maintains Corporate Governance Principles at a very high level.

The NGO provides equal services, opportunities and means to all members, meeting certain standards and responding to the expectations of social stakeholders. It has been observed that all members are treated equally in the exercise of their right to obtain and review information. For the purpose of extending members' right to obtain information, all information that may affect the exercise of these rights is presented electronically for the use and information of members.

General Assembly meetings are held in accordance with applicable legislation, the NGO's charter and internal regulations. General Assembly meeting minutes are always accessible in written or electronic format. The NGO's official deed does not restrict the members' right to vote at the General Assembly and there is no regulation that suspends the voting right for a certain period of time after becoming a member.

Information, documents and training are provided to external stakeholders so as to help them understand and internalize the goals and principles of the NGO. The NGO shares experience with other NGOs, creates suitable environments to this end, and conducts effective networking activities.

It would be appropriate if the wages of NGO employees were determined at the General Assembly, allowing members to present their opinions on the matter.

TEGV received a grade of **92.71** for the section of **Public Disclosure and Transparency**.

It was found that, in compliance with the principles, the web site of the Foundation allows members, donors, beneficiaries and stakeholders to access up-to-date information about the Foundation and its activities.

The Foundation's Board of Directors formulated a list of principles, which can be defined as a disclosure policy. The NGO's Ethics Committee Regulation and Ethical Principles Regulation were shared with the public in line with the disclosure policy.

The NGO's financial statements and their footnotes are drafted by professional accountants and / or CPA in line with applicable legislation and international accounting standards, and are later audited by independent audit companies.

The web site is actively used for public disclosure purposes, and the NGO's web site contains the latest version of the NGO Charter. The NGO publishes comprehensive annual activity reports.

In the Annual Report, a separate section titled "**Corporate Governance**" has been created. The Foundation's activities in this field, management committees established, their duties and responsibilities, and activities in 2017 were shared with the public.

The annual report for 2017 includes the Foundation's Corporate Governance-related activities, efforts by Boards and Committees, and Board Members' CVs.

As a result of the **Supervisory Board's** efforts, in 2017, it was confirmed that there were no conflicts of interest between the Foundation and its management, public agencies and organizations, and other NGOs; the internal control system operated in a functional manner; the financial statements and their footnotes were accurate and reliable; there was no major lawsuit filed against the Foundation and / or by the Foundation; there were no lawsuits

filed against the Board of Directors and executives regarding the activities of the NGO. As a result, the rating was raised.

In the section of **Stakeholders**, TEGV achieved a grade of **97.96**.

Individual and corporate members, non-member donors, volunteers, beneficiaries, sponsors, NGO employees and society make up the stakeholders of NGOs.

In this section TEGV achieved a very good level of compliance with Corporate Governance Principles.

It has been confirmed that comprehensive policies are put in place for members, beneficiaries and donors. Issues concerning employees, such as job descriptions, powers, recruitment, remuneration, performance assessment, leaves and social rights are regulated.

Stakeholders are adequately informed about NGO policies and procedures regarding the protection of their rights.

Board Members and executives use the donations received by the NGO in a manner suitable for the purpose, so as to obtain maximum benefit. No unnecessary reduction of NGO's assets or doubtful activities have been observed.

Board Members and executives use the donations received by the NGO in a manner suitable for the purpose, so as to obtain maximum benefit. No unnecessary reduction of NGO's assets or doubtful activities have been observed.

The Foundation's revised **Ethical Principles Regulation** was approved by Board of Directors with a decision dated 24 September 2018 and numbered 20.

Care is taken to ensure that information on internal and external stakeholders and suppliers is not disclosed without their consent.

TEGV's compliance with principles in this section was found successful.

TEGV's grade in the **Board of Directors** section was revised as **94.11**.

The number of Board Members is sufficient to conduct productive and constructive work, and set up and operate efficient Board committees.

The presence of two female Board Members was deemed positive.

Board of Directors presents the purpose of the NGO in a clear, informative and motivating way to various stakeholders including members, beneficiaries, volunteers, donors, employees, the media and the public.

Board of Directors has established a risk management and internal control mechanism to minimize the effects of the risks that the NGO faces, and ensured that it operates effectively.

Board of Directors held 10 meetings in 2018 and reached 26 decisions. Board of Directors ensures that General Assembly meetings are held in accordance with legislation and the official deed, and implements General Assembly decisions.

As a principle, Board Members are nominated among qualified candidates with a high level of knowledge and skills, who can contribute to the attainment of the NGO's objectives, and have respectability and recognition in society.

The NGO has formed a sufficient number of committees and working groups to ensure that Board of Directors fulfills its duties and responsibilities in a robust manner, in line with its current condition and requirements. The activities of committees are detailed in the 2. section of this report.

2. INFORMATION ON THE NGO AND CHANGES WITHIN THE LAST YEAR

A- NGO PROFILE



NGO's Name : Educational Volunteers Foundation of Turkey
NGO's Address : Acıbadem Cad. Rauf Paşa Hanı Sokak No: 42 34660
Acıbadem / İstanbul
NGO's Telephone : (0216) 290 70 00 PBX
NGO's Fax : (0216) 492 32 33
NGO's Web Site : www.tegv.org
NGO's Date of Establishment : 23 JANUARY 1995
Location of NGO Head Office : İSTANBUL

NGO's Area of Activity : Despite its indisputable role in public education, the state faces difficulties fulfilling this duty due to lack of resources and certain structural problems. Volunteering organizations, private sector and the public must act in such a way as to enhance the state's efficiency in this vital area. They must share responsibility by providing support, setting examples, and resolving shortcomings. The raison d'être of the foundation is to support the primary education provided by the state.

The objective of TEGV is to provide educational programs and activities to help primary school level children become citizens loyal to the basic tenets of the Republic, who are rational, prudent, self-confident, creative, pacifist, respectful of different beliefs and thoughts, and who do not discriminate based on gender, nationality, religion or language in human relations.

TEGV's original educational programs are implemented by volunteers at Educational Parks, Learning Units, and Mobile Firefly Learning Units across the country.

NGO Representative in Charge of Rating:

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Brief History of the NGO

Educational Volunteers Foundation of Turkey (TEGV) believes that “the precondition for seeing bright faces in Turkey’s future is to provide best education to children today” and by its raison d’être, the Foundation aims to provide educational programs and activities to help primary school children become citizens loyal to the basic tenets of the Republic, who are rational, prudent, self-confident, creative, pacifist, respectful of different beliefs and thoughts, and who do not discriminate based on gender, nationality, religion or language. Its values are 1-Credibility, 2-Volunteerism and Solidarity, 3-Innovation, 4-Respect for Diversity, 5-Responsibility and its manifesto is EDUCATION EMPOWERS! EDUCATION IS AN OPPORTUNITY! EDUCATION IS A RIGHT:

TEGV was founded on 23 January 1995 by a group of industrialists, executives and academics, led by **Suna Kırac**, to “support the primary education provided by the government.”

TEGV was founded by a 55-member Board of Trustees who believe that the main reason for some of the major issues that Turkey faces is lack of education, and that it will not be possible to reach the level of contemporary civilization without resolving this issue.

Focused on providing “out-of-school education” support to primary school students, TEGV has become the most extensive NGO in its field of activity. In 2009, Council of Ministers declared TEGV as a foundation allowed to collect donations without prior approval. Since its foundation, TEGV has provided educational support to children across Turkey with over 7000 corporate and 660 thousand individual donors, and tens of thousands of volunteers.

In the Activity Year 2017-2018, TEGV provided educational support to **167,161** children (50% girls-50% boys) with the support of **7,561 volunteers**. Children received a total of **2,830,306 hours of education** at the activities they attended. In the same period, volunteers were offered **126,732 hours of training** to support their volunteerism efforts. Data on children's and volunteers' education and training hours over the years are given in the table below.

CHILDREN'S EDUCATION HOURS	2016-2017	2017-2018	INCREASE	INCREASE%
Education hours for children	2.732.250	2.830.306	98.056	3,6%
Training hours for volunteers	125.499	126.732	1.233	1,0%

As of 26.12.2018, there are **172** people in TEGV Board of Trustees, and TEGV has **144** employees.

Under the leadership of the Board of Directors, TEGV drafted the **2019-2021 Strategic Plan**. A project team was created for the systematic follow-up of this process to plan the next three years of TEGV, and the project started in March 2018. With the 23 March 2018 Workshop, and meetings held by the Board of Directors, TEGV's Mission and Vision were revised and Strategic Goals and Main Strategies were updated. Due to the management team's sensitivity for organizing the process in a participatory way, all employees participated in surveys and workshops at certain stages. The Annual Meeting gathering employees was held with the theme “Strategy 2021” and efforts were evaluated by Board of Directors at regular monthly meetings. The Strategic Plan is planned to come into force in December upon a decision of the Board of Directors.

The Foundation's development and efforts over the last decade are summarized below.

2008 The April 23rd Telethon campaign raised record high donations. Street Theater shows were organized under the I Read I Play Education Program. TEGV projects were promoted at an REM concert. The survey titled "Youth, Volunteering and Social Capital" was conducted. Projects called "Knowledge is My Business" with Avea, and "Young Jerseys" with Migros were initiated. Nirun Şahingiray, a board member who had supported TEGV since its inception, passed away, leaving most of his wealth to TEGV.

2009 TEGV is designated by the Council of Ministers as a foundation that has the right to collect donations without prior approval. Number of Fireflies reached 19, and results of TEGV's second public opinion survey "Lifelong Volunteerism and Achievements" were presented at December 5th World Volunteers Day Conference. Istanbul 2010 "Our Home Istanbul" project was launched and the "You Have Never Seen Them Like This" event was organized. Adım Adım (Step by Step) supported TEGV, and a one-month April 23rd Campaign was held.

2010 At Turkey Public Relations Association's (TUHID) Public Relations Awards, TEGV won the Golden Compass Award for the "You Have Never Seen Them Like This" concert. A record was broken in Beyaz Show with a promise of 4.7 million TL in donations. Under Istanbul 2010 European Capital of Culture scheme, the first thematic Firefly Culture Truck Trailer became active, in cooperation with European Capital of Culture Agency. The first thematic web site, Our Home Istanbul, was established and TEGV celebrated its 15th anniversary.

2011 Sevgi-Erdoğan Gönül Education Park was opened in Şanlıurfa, and after the Van earthquake, 9 Fireflies were sent to the region. TEGV's activities were brought to seasonal agricultural workers' camps via Fireflies, and TEGV joined the Hürriyet Train. 6th World Volunteers Day Conference was organized and "Fun, Learn, Hygiene" Event was launched with Unilever. For the first time, a TEGV program entered the National Education curriculum.

2012 TEGV joined European Voluntary Service and started to send volunteers. TEGV Culture Truck set off from Istanbul to Macedonia, and held activities in Skopje. The truck delivered TEGV's Education Programs to Macedonian children for 3 months. Fireflies covered 112,214 km in 12 years and reached 720,098 children, and their number rose to 23.

2013 "Good Life Training Program" and "Bernard Van Leer Firefly" Education Program were initiated with KIPA, and Local Volunteer Meetings were held. TEGV Communication Platform - Chatter was launched. Under the EU Financial Support Program and Democratic Citizenship and Human Rights Education Grant Program, "Support Workshops for Volunteers" was launched and MobileKids Traffic Firefly TEGV was created in cooperation with Mercedes-Benz Türk.

2014 With the support of Istanbul Development Agency, in order to help primary school children access plastic arts, Dream Wanderer Firefly started its activities. TEGV joined the executive board of National Volunteerism Committee, a strategic advisory body promoting the recognition, strengthening and expansion of volunteerism. TEGV was added to Harvard University curriculum as case study. On the 100th anniversary of Turkish Cinema, TEGV organized the concert Films Through Songs, where actors performed the songs of unforgettable movies.

2015 Based on the high quality Search Conference, which drew ample participation, a three-year Strategic Plan was drafted for the first time in Turkey for many years. On December 5th World Volunteers Day, 'Sustainable Development' activities were organized jointly with AÇEV, ÖSGD (Association of Private Sector Volunteers), TEMA, TOG, UGK (National Volunteerism Committee) and UNV (United Nations Volunteers) in Turkey. The second edition of Nirun Şahingiray International Forum was held with the participation of UN Evaluation Group Chair, Harvard University Faculty Members, international experts and leaders of the industry. After many years, a "TELETHON" was organized to invite viewers to support education. SMS donations and other

donations collected throughout the night secured support for the education of 80,000 children.

2016 This was a year when TEGV was appreciated at national and international levels. Due to its consistent participation in the Istanbul marathon for collecting donations, Istanbul Metropolitan Municipality Sports Inc. granted TEGV “Vodafone 37th Istanbul Marathon Incentive and Loyalty Award”. Sabancı University gave “The Most Sensitive Navy Blue Award” to TEGV, designated the NGO of the year by students' votes. Educational Volunteers Foundation of Turkey was awarded by Vefa High School the "Honor Award" for Kemal Sunal -a graduate of the school-, thus granting it the biggest award under its "Culture and Art Awards" organization. TEGV also became the first NGO to join United Nations Global Compact network's Turkey Board of Directors.

2017 TEGV launched its new informatics project algoritma.com in cooperation with Google.org, aiming to help children learn about coding and master basic digital skills. The third edition of the biennial Nirun Şahingiray International Forum, held in memory of Nirun Şahingiray, was held on 25 November 2017 at Kadir Has University, in partnership with Ashoka Turkey. TEGV volunteer and donor Ahmet Uysal became the first Turk to run a marathon at the North Pole.

TEGV is a member of Global Compact and holds WWF's Green Office Certificate.

Brief Information on the Activities of the NGO

TEGV conducts all of these education efforts in its fixed and mobile locations across Turkey, through its original educational programs, with immense support from volunteers.

Education Parks: TEGV has **10 Education Parks** in Turkey, two in İstanbul and one each in Ankara, Antalya, Eskişehir, Gaziantep, İzmir, Samsun, Şanlıurfa and Van. Education Parks have all the spatial and technological amenities required for versatile educational support. Indoor areas, activity rooms, workshops where hundreds of children can receive educational support, and multi-purpose meeting rooms constitute the activity areas of Education Parks. In outdoor areas, there are sports fields and green spaces. Children participate in sports activities such as basketball and volleyball. With a capacity of around 3,500 children, education parks have an enclosed area of 1,200 square meters and an outdoor area of 10,000-20,000 square meters.

Learning Units: Learning Units have an average area of 150-300 square meters, an average of three to four activity rooms, and standard infrastructure for basic educational and computer activities. There are 39 Learning Units in 26 provinces.

In locations without Education Parks or Learning Units, TEGV reaches children through mobile education units called **Firefly Learning Units**. Mobile education units were first launched after 1999 Marmara Earthquake within the scope of Hope 2000 Buses project in order to ensure that children continue their education without interruption. Then these vehicles were developed into “Fireflies”. All over Turkey, in cooperation with the Ministry of Education, Firefly Learning Units continue their activities in two different models: thematic and standard. Standard Firefly Learning Units consist of an Information and Technology Area with 12-16 computers, and a Free Activity Area for exercises in mathematics, science, reading and arts. In Thematic Fireflies, there is an activity room structured according to the specific theme of the Firefly. In addition to the activity areas, all Fireflies have a living space which the Firefly Manager inhabits. Standard Fireflies each have an annual capacity of approximately 2,400 children, while Thematic Fireflies have an annual capacity of around 1,500 children.

TEGV'S EDUCATION APPROACH AND MODEL

TEGV aims to help children, who are each born with different skills, discover their potential and abilities. To this end, it offers children an environment where they feel safe, express their thoughts and feelings freely, and learn in an active manner. The education model created with this spirit consists of five main dimensions:

Child-friendly spaces, well-trained volunteers, child-centered education programs, a systematic monitoring and evaluation structure, and a governance structure which embraces all these dimensions in a holistic manner and manages these interactively.

The education models developed within this model are centered first and foremost on children's needs, allowing children to express themselves and learn in a fun and active manner through various exercises. Programs are designed to provide children with basic skills and life skills, and bolster their self-confidence and motivation.

The education programs for primary school children are organized under the five main categories of Math, Science, Reading, Arts and Informatics, and the specific content changes according to the children's grade. In addition, Let's Learn Together program is devised for helping 1. grade children adapt easily to school and enhance their readiness. The programs last 10 weeks each. Furthermore, there are 1-4 hour Short Term Activities and 4-10 week Club Activities.

The education programs are designed by specialist consultants and TEGV's education experts, and the volunteers who deliver the programs undergo the necessary training before meeting with the children. Volunteers first receive the Basic Volunteer Training on how to interact with kids, and then the specific training for the program they will organize, before starting to educate children.

Education programs are implemented in fixed and mobile activity locations across Turkey in colorful, child-friendly venues which promote creativity and employ technologies effectively. TEGV also organizes programs and activities in state schools in line with the protocol it has signed with Ministry of National Education, General Directorate of Primary Education.

In order to monitor to what degree the programs deliver the targeted acquisitions, regular monitoring and evaluation efforts are conducted under each education program. The objective here is to ensure that children grow up as self-confident, creative, interrogative, peaceful individuals who express themselves freely and respect diversity.

LEARN MATH WITH FUN EDUCATION PROGRAM

Learn Math with Fun, consisting of interesting and entertaining activity and materials for children, and supported by Garanti Bank, aims to provide children the basic mathematics knowledge and skills. It also aims to help children develop a positive attitude of children towards math and reduce their anxiety towards this subject. With thought exercises, station work, cubes, colorful visuals, examples from daily life, geometric objects and stories children love mathematics, and learn by having fun. It is organized for 2.-7. grade children, for 90 minutes once a week, over a total of 10 weeks.

LEARN SCIENCE WITH FUN EDUCATION PROGRAM

Through the Learn Science With Fun Education Program, TEGV endeavors to help children become individuals who understand the stages of scientific processes, establish causal relations,

have the necessary knowledge and skills to use a laboratory, and have a positive approach towards science. In Learn Science With Fun, science is considered as a process to be explored not only by a community specializing in a branch of science, but by everyone starting from the first years of education. Upon request, the program is applied in primary schools for 2-4 weeks. It is organized for 2.-8. grade children.

I READ I PLAY - CREATIVE READING

In order to be able to read into the details of the world, one must possess diverse reading skills. Designed to enhance these skills among children, this program is based on interdisciplinary exercises to improve children's creative thinking capabilities. The program is implemented in primary schools for 2 weeks, upon request. At the schools, TEGV organizes reading and writing exercises so as to bolster children's reading habits and literacy skills.

I READ I PLAY - CREATIVE WRITING

I Read, I Play, Creative Writing education program aims to offer children the excitement of writing and their first steps towards acquiring a habit of writing. In this program, children are encouraged to express themselves in a creative manner. Supported by Yapı Kredi, the education program is a creative writing exercise in which children get active, think and have fun at the same time.

Upon request, the program is implemented in primary schools for 2 weeks. The activities implemented at schools consist of reading and writing practice, and enhancement of children's reading habit and literacy skills.

DREAMS WORKSHOP EDUCATION PROGRAM

Dreams Workshop is a program focusing on plastic arts disciplines. The program aims to develop children's and volunteers' life skills such as creativity, teamwork, problem solving, self-confidence, communication and responsibility, through fine arts. Curriculum consists of two and three-dimensional techniques such as painting, sculpture, printing, waste material, recognizing and introducing artists. The 10-week program ends in an exhibition of artworks by all the participating children.

Upon request, the program is applied in primary schools for 2-4 weeks.

DRAMA WORKSHOP EDUCATION PROGRAM

Drama Workshop Education Program was created to underpin the multidimensional development of children in a workshop environment. Drama techniques such as role-play, improvisation, games and dramatization are used in the program. The aim is to help children develop verbal or physical expression, creativity, problem solving, self-confidence, communication, comprehension and listening skills.

Upon request, the program is applied in primary schools for 2-4 weeks

INFORMATICS

Algo Digital Project

Designed to strengthen the basic digital skills of children, Algo Digital Project invites children to the world of informatics. The project, launched with the support of Google.org, aims to contribute to the development of children's skills in problem solving, algorithmic thinking,

block-based coding / programming, digital literacy and digital citizenship.

Digital Explorers

The Digital Explorers box game is implemented with the support of Google.org. The aim of the game is to raise participants' awareness about digital citizenship and digital bullying, technology and safe Internet use. Participants are expected to review their current knowledge, skills and experience. They are encouraged to research, analyze and evaluate correct information in various ways and share it with their peers.

My Code Name

Supported by Google.org, the carpet game My Code Name is featured in the Algo Digital Project. The purpose of My Code Name is to carry out the instructions according to certain conditions and in an order, by finding alternative solutions.

STARTING FROM ONE

Primary school 1st grade is important not only because it is the beginning of a long academic journey, but also because it is children's first experience with school and classroom. To support the needs of this age group, TEGV implements the education program *Let's Learn Together*, which aims to develop skills that play an important role in the development of 1st grade children.

Let's Learn Together aims to help children acquire the skills critical to their development. The program supports the advancement of children's language and communication, cognitive, self-management, cooperation and group work, motor and artistic skills.

COLORFUL PENCILS

Children who join together for the Color Pencils Project, which is the communication platform of the I Read, I Play Project, cover the news stories of their city in the Color Pencils Newspaper. This is a newspaper project created by children.

Colorful Pencils reinforces the achievements of children under the scope of the I Read, I Play Education Program, encouraging them to read and think, and helping them become individuals with advanced media literacy.

In the project, children get a newspaper ready for publication, by working on its layout, visuals, and choice of headlines and news stories, under the mentorship of well-experienced journalists and with the support of volunteers.

STANDARD FIREFLY LEARNING UNIT EDUCATION PROGRAM

The Firefly Learning Unit Education Program consists of short-term activities in disciplines such as informatics, mathematics, science, reading and arts. The program is conducted with content suitable for 2-8. grades in an active learning environment in the activity areas of Firefly Learning Units. Firefly Training Program consists of a total of 12 hours, with 6 hours dedicated to informatics exercises, and 6 hours to Learn Mathematics with Fun, Learn Science with Fun, Learn, I Read I Play, Drama Workshop and Fun, Learn, Hygiene activities.

The aim of this program is for children to master technological literacy, discover their inner creativity, better understand what they read, and express themselves more effectively, overcome their prejudices in math and science, build on their knowledge and skills in this field, and increase their awareness about hygiene.

SCIENCE FIREFLY EDUCATION PROGRAM

The Science Firefly Education Program aims to help primary school children grow up as individuals who think in a scientific manner, solve problems, and develop a positive attitude towards science, by providing them scientific thinking skills. It is organized for 2.-8. grade children, for 12 X40 minutes.

DREAM WANDERER FIREFLY EDUCATION PROGRAM

The Dream Wanderer Firefly Education Program aims to help primary school children enhance their artistic knowledge and skills, and develop a positive attitude towards arts.

The Dream Wanderer Firefly enables children to get to know various artists and artworks, learn about basic concepts in art, and have fun with art activities where they learn many different techniques.

MERCEDES MOBILE KIDS TRAFFIC FIREFLY EDUCATION PROGRAM

Mercedes Mobile Kids Traffic Firefly Education Program aims to increase traffic knowledge and awareness among elementary school children, and to help them acquire concepts, skills and attitudes related to traffic rules.

The program covers basic traffic concepts, focus in traffic, traffic rules, crossing the street, and special situations in traffic, and aims to enhance the competence, knowledge and skills of children in these subjects.

INFORMATICS EDUCATION PROGRAM

The Informatics Education Program was designed to raise children who can tap into computer and communication technologies in all areas of life, becoming citizens of the information society. The algorithm and coding work in this program ensures that children, who are born into rapidly evolving technologies, can transition from consumers to producers, understand and interpret mathematical thinking, and enhance their mental skills.

The educational content used in these activities allows primary school children to learn how to code through games. Writing code helps them not only learn about software, but also establish connections between different elements in Turkish, Mathematics and everyday problems, and thus understand and solve problems in a shorter time span.

LEGO ROBOT

Lego Robot is a program that aims to inspire in children love of science and technology, nourish their creativity, and enhance their teamwork skills.

SUMMER ACTIVITIES

In order to ensure that children spend their summer days efficiently and do not forget what they have learned during the semester, TEGV organizes activities where children's needs are at the center, they can take an active part in, an active learning approach is adopted, they learn with fun and have the opportunity to explore different topics.

Summer activities consist of short-term summer activities on science, arts, music, sports and nutrition, club activities, excursions, and events and seminars attended by parents as well.

CLUB ACTIVITIES

These are activities designed to enable children to carry out in-depth studies individually or as a group, and to come up with a product / performance in their areas of interest. Clubs can be opened in topics which the children demand, as well as in topics where they have a special interest and / or skills. These events are designed by volunteers and cover various fields such as environment, theater, music, media, photography, folk dances, arts and sports. It is organized for 1.-8. grade children, over a total of 4-10 weeks.

SHORT-TERM ACTIVITIES

In addition to these 10-week training programs, TEGV organizes 90-minute Short-Term Activities aiming to raise children's awareness in many areas such as arts, hygiene, reading, mathematics and social values. These original education activities are designed with objectives and content in line with children's age and grade, by specialist consultants and TEGV's education experts.

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These are activities designed to enable children to carry out in-depth studies individually or as a group, and to come up with a product / performance in their areas of interest.

These events are designed by volunteers and cover various fields such as environment, theater, music, media, photography, folk dances, arts and sports.

MONITORING-EVALUATION EFFORTS

Under the scope of each education program thus implemented, monitoring and evaluation efforts are expended so as to observe children's acquisition of knowledge, skills and attitudes targeted by the program. In this regard, various qualitative and quantitative data are collected and analyzed to evaluate children's acquisitions, volunteers' acquisitions and learning exercises, and reported to relevant stakeholders.

TEGV'S COLLABORATIONS:

Ministry of National Education aims to carry out efforts in scientific, social, cultural, artistic and sports issues for developing a sense of self-confidence and responsibility among students, and help them create new interests and skills, by means of compulsory courses in primary education, elective courses and leisure time activities. Ministry of National Education attaches importance to the contribution of social and cultural activities such as arts, sports and music to the academic success of children, and thus encourages cooperation with other institutions in this regard. In order to support these activities and render them effective, a cooperation protocol has been signed by MNE and TEGV to ensure that the former's primary education institutions in TEGV's regions of activity benefit from TEGV's amenities, programs and volunteer activities.

UN Global Compact is "the world's biggest corporate citizenship volunteerism initiative." Global Compact is a voluntary initiative that promotes sustainable development and good corporate citizenship practices. It consists of a set of principles based on universally accepted conceptions. The aim of the Global Compact initiative launched in 2000 is to ensure progress on ten universal principles such as human rights, labor standards, environment and anti-corruption. As of 2007, in addition to 3000 companies from nearly 100 countries, 700 international non-governmental organizations have joined Global Compact. TEGV, in order to leave a better and sustainable world for children, continues to diversify its efforts within the framework of the Global Compact that it signed in October 2007.

Adım Adım (Step by Step) Initiative consists of amateur athletes working as professionals in various companies and institutions. The aim is to bring people and institutions in need together with people and institutions which would like to help, by means of sports activities. Amateur athletes participating in these sporting events in Turkey and various countries around the world, announce, before and after the events, the NGO they want donations for, and so the sports event provides benefits to the society. The runners of the Adım Adım (Step by Step) Initiative ran to support the Foundation in the Runtalya and Eurasia Marathons in 2011, and helped build a TEGV Firefly with donations of close to 2000 individuals.

National Volunteerism Committee is a strategic advisory body working to enhance awareness about volunteerism, and to empower and spread volunteerism efforts. As a founding member, TEGV supports the NVC, along with 30 other institutions. NVC was first established in 2012 as a UN initiative. Three main targets were set: highlighting the contribution of volunteerism to society, involving volunteers in policies and strategies, and

enhancing strength and variety of volunteerism efforts. The committee was established officially at a meeting that took place at UN's Ankara office on 24 April 2013.

TEGV VOLUNTEERS:

"Volunteerism consists of activities carried out by individuals of their own free will and with a motivation not based on pecuniary gain, to benefit individuals and / or other living beings outside of their family or immediate community," according to UNV's State of the World's Volunteerism Report.

Educational Volunteers Foundation of Turkey draws its force from thousands of volunteers, who deliver education to children and support the Foundation in offices, excursions and meetings, working in activity locations across Turkey and joining forces with TEGV for a future illuminated with education. TEGV provides the volunteers with the opportunity to support education as an Education Volunteer, Trainer Volunteer and / or Support Volunteer, depending on their knowledge, skills, experience and preferences. **Education Volunteer** works voluntarily at education programs / activities that take place at TEGV locations all over Turkey or at schools in accordance with the Cooperation Agreement with the Ministry of Education. **Training Volunteer** is selected from among volunteers with at least two years of volunteerism work behind them and delivers training to volunteers. **Support Volunteer** provides support for the Foundation in areas other than education. Within this category are Communication Volunteers, Fundraising Volunteers, Office Volunteers and Project Volunteers. In order to become a TEGV volunteer one has to be over 18, have at least a high school diploma, embrace the Foundation's goal, vision and mission, and possess the professional, educational and personal skills and characteristics to ensure a positive contribution to the events and activities of the Foundation. TEGV volunteers support efforts to raise tomorrow's enlightened adults by dedicating their labor, time, knowledge and experience to children in awareness of their social responsibility. They don't only support children's education, but also contribute to raising social awareness by setting examples of active and responsible citizenship.

PUBLICATIONS AND SOCIAL MEDIA

TEGV publishes **Reports, Studies, Corporate Publications, Books and News Stories** in order to support the development of and raise awareness about education and NGOs in Turkey. These publications aim to strengthen bonds with all stakeholders and to help them access TEGV's efforts. The publications are made available to the public through the Foundation's web site.

Here are some TEGV publications issued since 2004 to this end:

- **E-newsletter on civil society and education published every three months,**
- **Colorful Pencils Newspaper launched as a communication platform for I Read I Play Program,**
- **Donors Bulletin sent to donors digitally once every two months,**
- **Annual Reports of the Foundation,**
- **Independent Audit Reports of the Foundation,**
- **Global Compact Progress Reports,**
- **TEGV Volunteerism Study Reports,**
- **TEGV Magazine,**
- **TEGV Impact Study,**
- **'School Life from the Eyes of Children' Research Report**

TEGV's 15. Anniversary promotion book including the biography of Founding Trustee Nirun ŞAHİNGİRAY was published under the title “**The Man Who Outgrew His Shell: One Child Changes, Turkey Flourishes**”. TEGV utilizes social media actively and interacts with tens of thousands of people over **Facebook, Twitter, YouTube, Instagram and Whatsapp**.

DONATIONS AND PRODUCTS

Celebrating its twenty-third anniversary, TEGV ensured that 175,645 children participate in its activities at 73 education locations consisting of 10 Education Parks, 39 Learning Units and 24 Fireflies as of the end of 2017. Since its establishment, TEGV has reached more than 2,553,322 children, empowering them with education and preparing them for a better life. TEGV conducts these activities with Volunteers, Donations and Sponsors.

Since its inception, TEGV has given education support to 2.5 million children across Turkey with over 7,000 corporate donors, 660 thousand individual donors and tens of thousands of volunteers. As of the end of 2017, 4,801,698 TL was collected from 117,897 individual donors and 12,710,883 TL was collected from 383 corporate donors.

TEGV receives donations in the form of donations with debit card, bank transfer, internet banking, SMS, sales of products with its logo, sponsorships, and joint projects with sponsors.

TEGV's statement on donors' rights is available on its web site.

Educational Volunteers Foundation of Turkey, Honorary President

Full Name	Title
Suna KIRAÇ	Hon. President

Board of Directors and Supervisory Board as of 30.11.2017 Educational Volunteers Foundation of Turkey Board of Directors

Full Name	Title
Cengiz SOLAKOĞLU	Chairman
Prof. Levent KILIÇ	Vice Chairman
R. Oktay ÖZİNCİ	Board Member
A. Ümit TAFTALI	Board Member
M. Özalp BİROL	Board Member
Melda GÖĞÜŞ	Board Member
Arzuhan DOĞAN YALÇINDAĞ	Board Member
Prof. Sami GÜLGÖZ	Board Member
H. Hüsnü OKVURAN	Board Member
Ali GÜRSOY	Board Member
Şirzat SUBAŞI	Board Member

Educational Volunteers Foundation of Turkey Executive Board

Full Name	Title
Cengiz SOLAKOĞLU	Executive Board President
R. Oktay ÖZİNCİ	Executive Board Member
A. Ümit TAFTALI	Executive Board Member

Educational Volunteers Foundation of Turkey Supervisory Board

Full Name	Title
Nevzat TÜFEKÇİOĞLU	Supervisory Board Member
Fusun AKKAL BOZOK	Supervisory Board Member
Kemal UZUN	Supervisory Board Member
Aka Gündüz ÖZDEMİR	Supervisory Board Sub. Member
Nadir ÖZŞAHİN	Supervisory Board Sub. Member
Mustafa DANDİK	Supervisory Board Sub. Member

Educational Volunteers Foundation of Turkey High Advisory Board

Full Name	Title
Prof. Yılmaz BÜYÜKERŞEN	High Advisory Board Member
Prof. Üstün ERGÜDER	High Advisory Board Member
Yılmaz ARGÜDEN	High Advisory Board Member

Educational Volunteers Foundation of Turkey Corporate Governance Committee

Full Name	Title
Oktay ÖZİNCİ	Corporate Governance Committee President
Cengiz SOLAKOĞLU	Corporate Governance Committee Member
Özalp BİROL	Corporate Governance Committee Member

Educational Volunteers Foundation of Turkey Audit Committee and Risk Management Committee

Full Name	Title
H. Hüsnü OKVURAN	Audit Committee President
Şirzat SUBAŞI	Audit Committee Member

Educational Volunteers Foundation of Turkey Ethics Committee

Full Name	Title
Prof. Levent KILIÇ	Ethics Committee President
Prof. Sami GÜLGÖZ	Ethics Committee Member
Ali GÜRSOY	Ethics Committee Member

**Educational Volunteers Foundation of Turkey
Education Consultative Committee**

Full Name	Title
Oktay ÖZİNCİ	Education Consultative Committee Member
Prof. Sami GÜLGÖZ	Education Consultative Committee Member
Prof. Levend KILIÇ	Education Consultative Committee Member
Melda GÖĞÜŞ	Education Consultative Committee Member

Working Groups

Volunteer Working Group

This working group, established upon a decision by the Board of Directors is chaired by Board Member Oktay ÖZİNCİ. The working group is active in determining the Foundation's volunteerism policies and basic principles of implementation. Working group members are Oktay Özinci, Sait Tosyalı, Esra Huri Bulduk Kaya.

Communication Working Group

This working group, established upon a decision by Board of Directors, operates to determine the communication strategy of the Foundation, establish the communication plan and manage the Foundation's brand.

Working group members are Özalp BİROL, Deniz MUKAN, Sait TOSYALI, Ebru AKYÜREK KÜÇÜK, ÖzlemŞİRİN Fusun ÖZTÜRK.

Fundraising Working Group

This working group, established upon a decision by Board of Directors, counts Board Member Şirzat SUBAŞI among its members. The working group is active in determining the Foundation's fundraising strategy and developing new models of funding. Working group members are Şirzat SUBAŞI, İ.Renay ONUR, İtir ERHART, Gülsevım KAHRAMAN, Fatma AK, Sait TOSYALI, Aytül ÇINAR, Ebru AKYÜREK KÜÇÜK.

Educational Volunteers Foundation of Turkey Executives (Head Office)

Full Name	Title
Sait TOSYALI	General Manager
Gürkan SERTELLER	Information Technologies Manager
Devrim UYGAN	Education Programs Manager
Onur BENÖN	Internal Audit Manager
Emine COŞKUN	Human Resources Manager
Ebru AKYÜREK KÜÇÜK	Business Development Manager
Evrım MEMECAN	Finance Manager
Didem BİLGİN	Plan and Project Manager
Bülent BELİN	Field Support Manager
Ayşe İNAN	International Project Manager

Educational Volunteers Foundation of Turkey Commercial Enterprise

TEGV Commercial Enterprise was established to buy and sell products and services that generate income for the Foundation, which holds a 99.9% stake. Foundation management runs the Commercial Enterprise, but their formal commercial relationship is almost non-existent. It generates income for the Foundation, but turnover and income volumes are rather low.

Simpar Otomotiv Inc.

Simpar Otomotiv Inc. is a distributor of electrical equipment for certain automotive brands. It is run by the Board of Directors elected by the Foundation, but there is no official commercial relationship between the company and Foundation. TEGV holds a 99.9% stake.

Educational Volunteers Foundation of Turkey - Comparison of Select Financial Indicators for the 12th months of 2016 and 2017

(THOUSAND TL)	2016/12	2017/12	Change %
Total Current Assets	94,522	100,092	5.89
Total Fixed Assets	11,208	11,302	0.84
Total Assets	105,730	111,394	5.35
Total Short Term Liabilities	2,368	3,200	35.1
Total Long Term Liabilities	3,447	3,992	15.81
Total Donations	13,634	13,464	-1.2

Source: Educational Volunteers Foundation of Turkey 2017 Independent Audit Report

(THOUSAND TL)	2016/12	2017/12	Change %
Total Revenues from Activities	27,365	28,468	4.03
Total Expenses from Activities	21,360	24,669	1.80
General and Administrative Expense	12,500	13,723	9.78
Net Surplus for the Period	4,068	3,494	-14.1

Source: Educational Volunteers Foundation of Turkey 2017 Independent Audit Report

B- Changes in the Foundation within the Last Year

i. Changes to the Official Deed:

No changes were made to the Foundation's official deed within the last year.

ii. Corporate Governance Compliance Progress:

In the rating report based on the assessment of the 2017 activities of Educational Volunteers Foundation of Turkey, the Foundation's Corporate Governance Compliance Rating had been designated as **9.33**. As of 26.12.2018, the Foundation's Corporate Governance Compliance Rating has reached **9.46** in a 1.39% increase. It has been observed that the Foundation's Board of Directors and Management make intense efforts for the advancement of Corporate Governance.

iii. Policies:

The Foundation's Disclosure Policy, Remuneration and Compensation Policy and Procurement Policy, already disclosed to the public, were not changed in this period. The **Human Resources Regulation** was updated according to current day conditions and legislative changes, and shared with the employees. After the review of the Ethics Committee, the regulation came into effect upon the decision of the Board of Directors dated 2 January 30, 2018. TEGV employees signed a contract that includes Ethical Principles Regulation, Ethics Committee Regulation, Human Resources Regulation, Travel and Expenses Regulation, Authorization Confirmation Matrix, and Inventory Count Procedures set forth by TEGV. In addition, newly recruited personnel started signing this contract, which is then placed in their personnel file.

iv. Information on Management, Committees and Organization:

The procurement, administrative affairs, and budget functions shown in the organizational chart were merged under Financial Affairs. The objectives here are the following:

For procurement: Separating functions that demand or carry out procurement,

For administrative affairs: Establishing synergy and coordination, as it largely overlaps with procurement,

For budget: Placing financial reporting and budget under the Financial Affairs function

The payroll procedure was outsourced.

Corporate Governance Committee: As of end-October 2018, three meetings were held by the committee. The last ordinary meeting of the year is planned for December. At the Ordinary General Assembly for 2017, Committee President Oktay Özinci informed the Board of Trustees about TEGV's compliance with Corporate Governance Principles and committee activities. Committee President Oktay Özinci held a comprehensive informative meeting for Department Managers. Information was provided on what needs to be done for the internalization of Corporate Governance Principles across TEGV, role of the management, and the road map. In 'A Glance at the Future' Meeting annually held by General Manager Sait Tosyalı, all employees were informed about corporate governance efforts. The "CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE STATEMENT" was drafted by the Corporate Governance Committee in order to share with the public TEGV's efforts for compliance with Corporate Governance Principles, and published in the 2017 Annual Report.

Ethics Committee: As of end-October, it held 4 meetings. Upon a decision of the Board of Directors, dated 25 June 2018 and numbered 13, Ali GÜRSOY was appointed as a member of the Ethics Committee after Nesteren Davutoğlu resigned from membership. Ethical Principles Regulation was approved by the Board of Directors with the decision dated 24 September 2018 and numbered 20.

Corporate Audit and Risk Management Committee: As of end-October, it held 3 meetings. Since "Corporate Risk Management" is among the responsibilities of the Audit Committee, the name of the latter was changed to "Corporate Audit and Risk Management" upon the decision of the Board of Directors, dated 25 June 2018 and numbered 13. "Audit Regulation" setting forth the work principles of the Internal Audit department entered into force. The risk-focused annual internal audit plan was approved by the Committee and then by the Board of Directors. The Committee drafted the Independent Audit Agreement, initiated the independent audit process, and supervised the independent audit firm's efforts. The Foundation's Independent External Audit for 2017 was conducted by Deloitte (DRT Independent Audit Inc.), which submitted no negative opinions. The Independent Audit Report was disclosed to the public via the web site and Annual Report.

TEGV's "Values" Study With a study conducted in 2018, "TEGV's Values" were updated. In this study designed to determine TEGV's values, ensure their internalization, and organize all activities in accordance with these values, expertise support was received from a specialized organization for methodology. Based on the results of the surveys, a series of workshops involving the entire TEGV Management Team were organized and TEGV's values were reformulated as follows:

TEGV's Values:

Credibility
Volunteerism and
Solidarity
Innovation
Respect for Diversity
Responsibility

v. Other

Here is a list of awards granted to TEGV since its inception

1999 II. Turkey Foundations Council - Foundation of the Year
1999 YOSAG New Phenomenon Art and Activity Group - Best Foundation
2001 LDP Young Dolphins - Best NGO of the Year
2001 Platin Magazine - Social Responsibility Award
2001-2002 Istanbul Governor's Office Environment Education and Action Project - Achievement Award
2002 Golden Spider - Best NGO Web Site
2002 YA-PA - NGO Caring for the Education of Children
2003 Özel Ortadoğu Education Institutions - Best NGO of the Year
2003 Golden Spider - Best NGO Web Site
2003 Kariyer.net - 'Respect for Humans First' Award
2010 International Union of Turkish Medical Students - Most Successful NGO
2011 Ncomputing - Go Green Innovation Awards & Case Study
2012 Golden Spider - Best NGO Web Site
2013 Golden Spider - Best NGO Web Site
2014 TBV "Information is My Business Project" - ICT Stars Awards
2014 Harvard Business School - TEGV Measurement Evaluation System Case Study
2016 Istanbul Metropolitan Municipality Sports Inc. Vodafone 37th Istanbul Marathon Press Incentive and Fidelity Awards / NGO Category
2016 Sabancı University NGO of the Year - Most Sensitive Navy Blue Award
2016 Vefa High School - Kemal Sunal Culture and Art Awards - Honor Award
2017 Corporate Governance Association - NGO with the 2nd Highest Corporate Governance Rating
2018 Corporate Governance Association - NGO with the 2nd Highest Corporate Governance Rating

3. RATING METHODOLOGY

Corporate Governance Compliance Rating is a system which audits whether or not an organization's management structure and management style, regulations for shareholders and stakeholders and processes of transparent and accurate disclosure are in accordance with the modern corporate governance principles, and then assigns a grade corresponding to the given situation.

In 1999, OECD Corporate Governance Principles were approved at the OECD Meeting of Ministers and published. Since then, these principles have been regarded as international references for decision-makers, investors, shareholders, companies and stakeholders throughout the world. The principles were revised in 2002 and updated. OECD continued to work on upgrading Corporate Governance Principles in 2014-2015.

Capital Market Board (CMB) has assumed corporate governance-related efforts in Turkey. CMB established its Corporate Governance Principles first in 2003, and later revised these in 2005. Recently, CMB revised the Corporate Governance Principles in December 2011 / February 2012 with the Communiqué Series: IV No: 56 and Series: IV No: 57. Finally, the latest version was issued with the Communiqué numbered II-17.1 dated 3 January 2014.

The principles are grouped under four main headings, namely: Shareholders, Public Disclosure and Transparency, Stakeholders and Board of Directors.

Aside from CMB, BRSA has issued Regulation on Banks' Corporate Governance Principles in the Official Gazette dated 01.11.2006 and numbered 26333, outlining the rules to be upheld by Banks.

Kobirate International Credit Rating and Corporate Governance Services Inc. (Kobirate A.Ş) conducts Corporate Governance Rating with a system based

fully on CMB's Corporate Governance Principles (SPKKYİ). In this system, companies are analyzed under four main headings: Shareholders, Public Disclosure and Transparency, Stakeholders and Board of Directors.

In this analysis, the full compliance of workflow and analysis technique with Kobirate Inc.'s Ethical Rules is evaluated.

During this analysis, 302 different criteria are examined in order to measure the NGO's compliance with Corporate Governance Principles. These criteria have been converted into Corporate Governance Rating Question Sets exclusive to Kobirate Inc., and the answers to these questions are received electronically from NGOs. The answers are checked by experts and analysts through an examination of documents and data, and a report complete with results is submitted to the Kobirate Corporate Governance Rating Committee for the final decision.

The sub-sections designated by Capital Market Board in Corporate Governance Principles are evaluated over 100 points. The weights of these sub-sections, as determined by CMB, show their impact on Corporate Governance Compliance Rating:

- Shareholders 25 %
- Public Disclosure & Transparency 25%
- Stakeholders 15 %
- Board of Directors 35 %

Section grades are transferred to a scale of 10, and the main Corporate Governance Compliance grade is calculated.

The grade to be assigned to the NGO ranges between 0-10. In this scale, a grade of "10" means excellent, full compliance with CMB's Corporate Governance Principles; while grade "0" means that there is no compliance with CMB's Corporate Governance Principles in the existing weak structure.

4. KOBIRATE INTERNATIONAL CREDIT RATING AND CORPORATE GOVERNANCE SERVICES INC. CORPORATE GOVERNANCE COMPLIANCE RATING GRADES AND DEFINITIONS

GRADE	DEFINITIONS
<p style="text-align: center;">9–10</p>	<p>The NGO has achieved a substantial compliance with Corporate Governance Principles issued by the Capital Market Board. Internal control systems are established and operational. Any risks to which the NGO might be exposed are recognized and controlled effectively. Rights of members are protected in a fair manner. Level of public disclosure and transparency is high. Interests of stakeholders are safeguarded fairly. The structure and work conditions of the Board of Directors are in full compliance with Corporate Governance Principles.</p>
<p style="text-align: center;">7–8,9</p>	<p>The NGO has complied considerably with the Corporate Governance Principles issued by the Capital Market Board. Internal control systems are in place and operational, although some improvements are required. Potential risks which the NGO may be exposed to are identified and managed. The rights of the members are safeguarded fairly. Public disclosure and transparency are at high levels. Rights of stakeholders are protected fairly. The structure and working conditions of the Board of Directors are in compliance with Corporate Governance Principles. Some improvements are needed in order to achieve compliance with Corporate Governance Principles even though they do not constitute serious risks.</p>
<p style="text-align: center;">6–6,9</p>	<p>The NGO has complied moderately with Corporate Governance Principles issued by the Capital Market Board. Internal Control systems have been established at a moderate level and are operational; however, improvement is needed. Potential risks that the NGO may be exposed to are identified and managed. Although the rights of members are safeguarded, improvement is needed. Even though public disclosure and transparency activities are conducted, there is need for improvement. Rights of the stakeholders are safeguarded, but improvement is needed. Some improvement is required in the structure and working conditions of the Board.</p>

GRADE	DEFINITIONS
<p style="text-align: center;">4–5,9</p>	<p>The NGO shows minimal compliance with the Corporate Governance Principles issued by the Capital Market Board. Internal control systems are in place at a minimum level, and are not full and efficient. Potential risks that the NGO is exposed to are not properly identified and are not yet under control. Substantial improvements are required to achieve compliance with Corporate Governance Principles in terms of members' and stakeholders' rights, public disclosure, transparency, the structure and working conditions of the Board.</p>
<p style="text-align: center;">< 4</p>	<p>The NGO has failed to comply with Corporate Governance Principles issued by the Capital Market Board. It has also failed to establish its internal control systems. Potential risks that the NGO might be exposed to are not identified and cannot be managed. The NGO is not responsive to the Corporate Governance Principles at any levels. There are major weaknesses concerning the rights of members and stakeholders, in public disclosure and transparency and in the structure and working conditions of the Board.</p>