



Corporate Governance Compliance Rating Report

Darüssafaka
1863 **SOCIETY**

Darüşşafaka Society

29 December 2025

Validity Period 29.12.2025-29.12.2026

LIMITATIONS

The revised Corporate Governance Compliance Rating Report, prepared by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. on Darüşşafaka Cemiyeti, has been prepared in accordance with the Corporate Governance Principles Compliance Rating Methodology based on the CMB's Corporate Governance Principles and good corporate governance practices.

The Rating Report issued by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. has been prepared based on 69 documents, information sets and files submitted electronically by the relevant non-governmental organization, the Independent Audit Report dated 13 March 2025 issued by BDO Denet Bağımsız Denetim ve Danışmanlık A.Ş. regarding the Association's 2024 activities, the Audit Board Report dated 12 March 2025 presented at the General Assembly where the Audit Board's review of the Association's 2024 activities was discussed, the data publicly disclosed by the Institution, and the examinations and interviews conducted at the Institution by our experts.

Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. has formulated its Ethical Rules according to the Banking Act, the CMB and BRSA Directives on the Operations of Rating Companies, generally accepted ethical rules of the IOSCO and OECD, including generally accepted ethical customs, which are shared with the public through its Internet website (www.kobirate.com.tr).

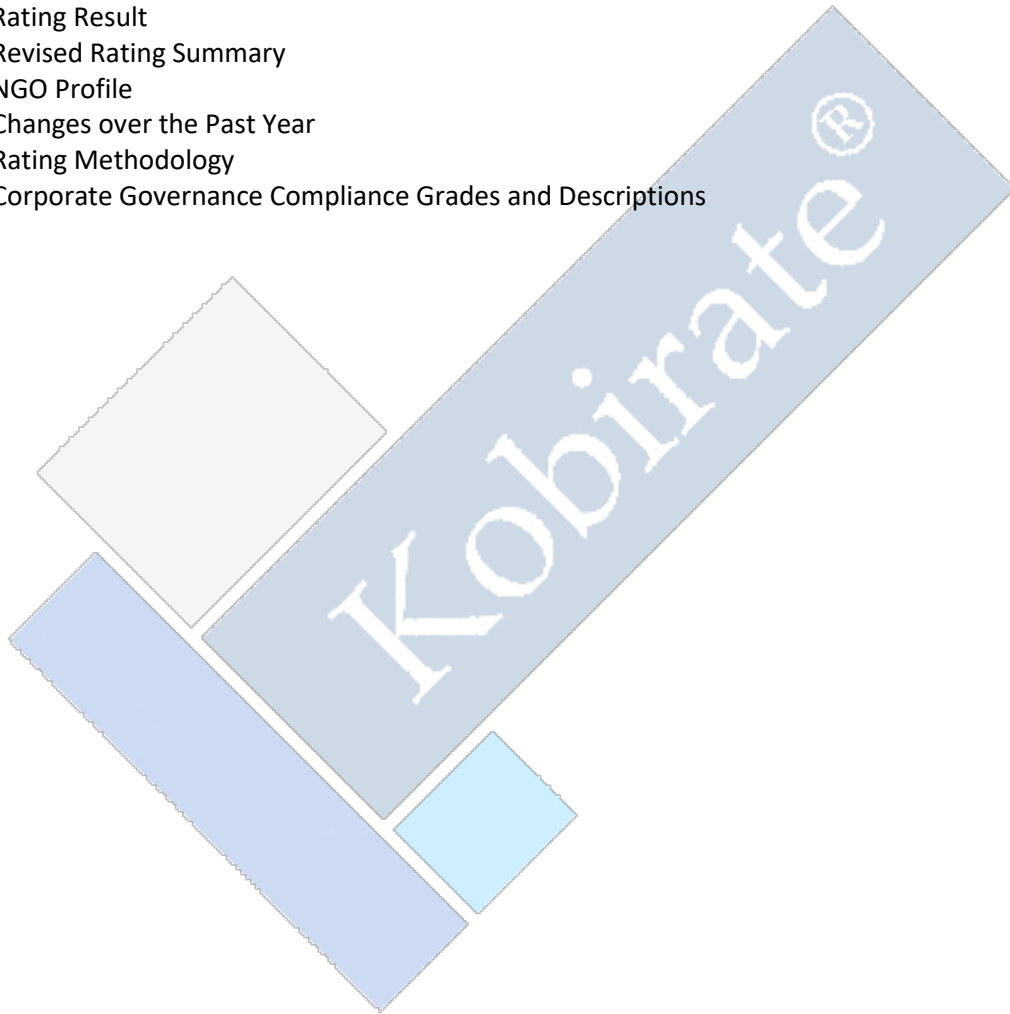
Although rating is an assessment based on numerous data, it is consequently the institutional opinion of Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş., formed according to the methodology disclosed.

The rating grade does not constitute a recommendation to purchase, to hold or to dispose of any kind of borrowing instrument. Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. cannot be held responsible for any losses incurred due to investments made in the company by referring to this report.

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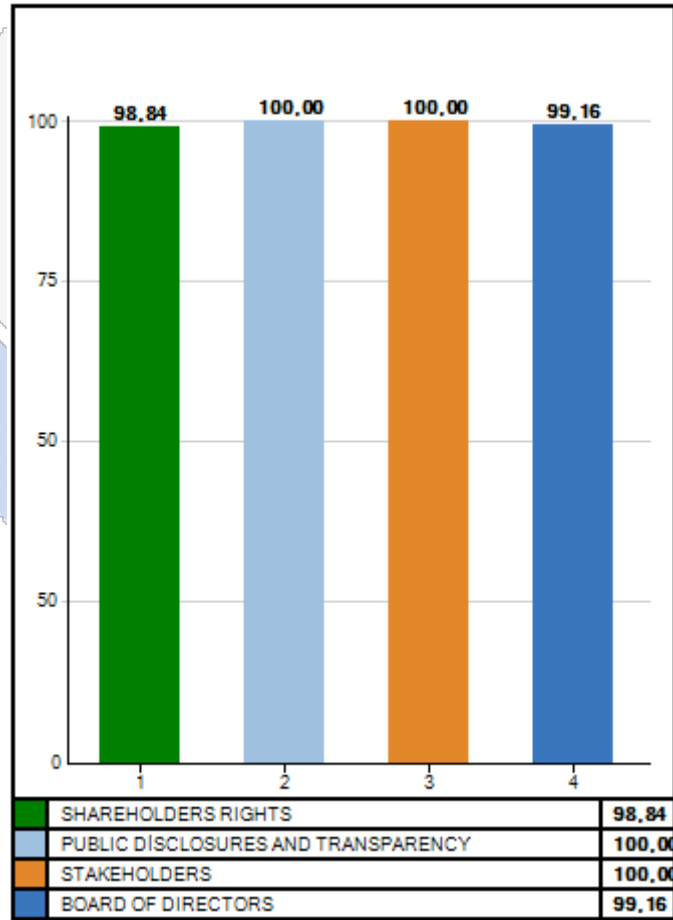


DARÜŞŞAFKA CEMİYETİ

1. RATING RESULT

CMB CORPORATE GOVERNANCE
PRINCIPLES COMPLIANCE GRADE

9.94





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2. REVISED RATING SUMMARY

This report of the rating of compliance of Darüşşafaka Cemiyeti with the Corporate Governance Principles is concluded through onsite examinations of the documents and information open to the public, interviews held with executives and persons involved, and other examinations and observations.

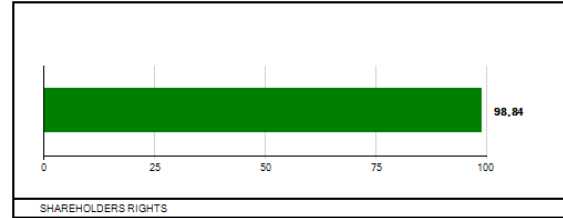
The study has been held in accordance with the NGO Corporate Governance Compliance Rating Methodology developed by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. In the methodology and rating process, the Capital Markets Board's Communiqués on Corporate Governance and Rating Agencies and good corporate governance practices were taken as a basis.

The rating study was carried out under the headings of Shareholders, (Internal and External Stakeholders), Public Disclosure and Transparency, Stakeholders and the Board of Directors. Darüşşafaka Cemiyeti's Corporate Governance Compliance Rating Score has been revised upwards to **9.94**, according to the methodology prepared by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. for "Non-Governmental Organizations" within the framework of the above headings and as a result of examining and evaluating 302 criteria.

This result indicates that DARÜŞŞAFAKA CEMİYETİ fully complies with the Corporate Governance Principles; it has established a consciousness and culture of responsibility towards its members, benefactors, beneficiaries, public and all other stakeholders and society, and its activities related to transparency and disclosure are at a high level; its internal control systems have been established and are functioning, and the structure and working principles of its Board of Directors are in line with the Corporate Governance Principles.

The evaluations for the reviewing period under the section headings are as follows.

SHAREHOLDERS (INTERNAL AND EXTERNAL STAKEHOLDERS)



The Shareholders (Internal and External Stakeholders) Section: This section evaluates the association based on **86** criteria under six subheadings, including **Facilitating Membership Rights, Responsibilities and Obligations of Members, Right to Receive Information and Examine, Right to Participate in General Assembly Meetings, Voting Rights, Voluntary Individuals and Organizations, donors, Public Institutions** and Organizations, and other NGOs. In this section, the association's confirmed score is **98.84**.

The stakeholders of Darüşşafaka Cemiyeti have been identified as Members of the Association, Students, Darüşşafaka Alumni, Parents, Donors, Residence Donors, Public Institutions, NGOs, Members of the Board of Directors, Members of the High Advisory Board, Professionals, Other Educational Institutions, Darüşşafaka Sports Club, the Darüşşafaka Alumni Association, Private Sector Organizations, Press Organizations, and Suppliers.

Darüşşafaka Cemiyeti was established on March 30, 1863, by an imperial decree under the name "Cemiyet-i Tedrisiye-i İslamiye" (Ottoman Association of Education). It has continued its activities with the status of an "association serving the public interest" since 1940, pursuant to a Council of Ministers' Decree.

As of the report date, the Association, which has a 162-year history, has 612 members.

Membership in the Society is regulated between Articles 8 and 16 of its bylaws and is classified into two types: full membership and honorary membership.

Membership relations at Darüşşafaka are carried out by Mr. Tefvik SÖZBİR. It has been observed that the aforementioned executives are at a sufficient level with the knowledge and experience required by the task and play an active role in protecting and facilitating the use of membership rights, especially the right to obtain and review information. The member registry is also followed by the same employee, and it has been observed that these records are organized and up to date.

In the examinations made on the records and in the discussions with the officials, it has been understood that the corporate governance principles are carefully observed in exercising all rights related to the stakeholders by the Society.

Any data that might affect the exercise of members' rights is currently at the disposal of members on the society's website.

The right to receive and review information has been extended to include beneficiaries, benefactors and all strata of society, not just members.

The highest authority and decision-making body of the Darüşşafaka Cemiyeti is the General Assembly. All regulations concerning the General Assembly are set out in Articles 18 to 26 of the Association's Bylaws. The General Assembly meeting at which the activities for the year 2024 were discussed was held on 12 April 2025, and the resolution to convene the Ordinary General Assembly was adopted by the Board of Directors with its decision dated 21 January 2025 and numbered 2025 4. The agenda of the General Assembly was determined by the Board of Directors' decision dated 27 February 2025 and numbered 2025 11. It is stipulated by Article 18 of the Society's Bylaws that members who have paid all their dues and do not owe any

dues until the end of the previous year can attend the General Assembly. Within the scope of this article, it has been determined that 134 members from 490 Darüşşafaka Cemiyeti Members, who do not owe dues as of 31.12.2024, attended the general assembly meeting.

The invitation to the assembly was announced in a national newspaper dated 28.02.2025 and announced on the corporate website of the Society. In addition, invitations, agendas and attachments were sent to all members by e-mail and shared with the public through the website.

Pursuant to Article 26 of the Society's Bylaws, resolutions at the General Assembly are adopted by a majority vote of those present at the meeting, without prejudice to any specific provisions regarding quorum requirements. Each member has one vote, and in accordance with the applicable laws, regulations, and the Society's Bylaws, each member may exercise their voting right in person by attending the meeting.

The General Assembly call and meeting minutes are shared with the public annually on the official website.

As a result of the examination of the prepared documents and minutes, it was understood that the members were properly informed about the agenda items before the General Assembly, all members were given the right to speak while the agenda items were being discussed, and the necessary opportunity was provided to discuss all aspects of the issues.

All of the full and substitute members of the board of directors and the majority of the regular and substitute members of the supervisory board attended the general assembly meeting.

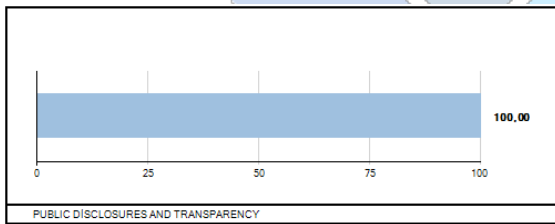
There is no general assembly resolution of the Society from the previous period that has not been implemented.

The Society adheres to widely accepted scientific, technical accuracy, and integrity principles in all research, information, and statements provided to external stakeholders when seeking support for its mission.

The Society's collaborations with public institutions and organizations, as well as other NGOs, its engagement in international activities, and its participation as a member in associations and organizations abroad have continued to constitute significant practices within the scope of this section. The Society holds memberships in numerous national and international organizations, including the United Nations Economic and Social Council (ECOSOC), UN Global Compact, Global Schools Program, Beba Association Innovation & Entrepreneurship, Benevity, GlobalGiving, Bridge to Türkiye Fund, Charities Aid Association of America (CAF), Turkish Educational Association (TEF), Turkish Philanthropy Funds (TPF), The UK Online Giving Association, Fikret Yüksel Association, TÜSEV, Açık Açık, Fonzip, Türkiye Özel Okullar Derneği, Adım Adım, and Sistem Düşünce Derneği.

Providing information about employee salaries at General Assembly meetings and allowing members to express their opinions and suggestions on this matter has continued to be an area for improvement in this section.

PUBLIC DISCLOSURE AND TRANSPARENCY



Public Disclosure and Transparency department; As a result of **48** criteria review under three headings, **Public Disclosure Principles and Tools, Corporate Website and Activity Reports**, the grade of this section was revised to **100**.

The reason for the grade increase in this section is that all information required to be disclosed under the principles of corporate governance is presented in detail on the Society's official website and in the highly comprehensive Integrated Annual Report, which has been published for the past five years and contains extensive information, including all payments made by the NGO, all income items, as well as payments and other benefits provided to all employees, including executives.

The Board is charged with and has the responsibility for watching, monitoring and improving Public Disclosure and Information Policy for Darüşşafaka Cemiyeti. The "Disclosure Policy" approved by the Board of Directors is published on the Society's corporate website, and the members' right to receive information is explained in detail within the scope of this policy. The Disclosure Policy was presented to the attendees as the 11th item of the agenda at the General Assembly held on 06.04.2019.

Much up-to-date information about the Society and its activities, which are listed in the principles and that members, benefactors, beneficiaries and all stakeholders may need, is available on the corporate website.

The Society's official website provides access to all relevant reports and information for the public, stakeholders, and other interested parties. These include Activity Reports, Financial Reports, Independent Audit Reports, Audit Committee Reports, announcements related to the Society's general principles and policies, as well as details on the Board of Directors, committees, and commissions. It has been observed that this information is consistent with the disclosures made in accordance with the provisions of the relevant legislation and does not contain contradictory and incomplete information. The corporate website is designed with a convenient, easily accessible structure and is published in English and Turkish simultaneously.

The corporate website of the Society is constantly being updated. Under the leadership of the Information Security Management team, in collaboration with Quality Management, efforts have been made to upgrade the existing ISO-27001 certification from the 2013 version to the 2022 version. Additional work has been carried out on the new information security scope topics introduced by the updated standard, and the system has been prepared for audit.

With the report prepared for 2024, the Society has completed its fifth year in its Integrated Annual Report journey. Integrated activity reports contain detailed information about the activities of the Society and are prepared in a very comprehensive manner to inform all stakeholders. With its 2024 Integrated Report, Darüşşafaka Cemiyeti was awarded first place in all six categories it entered at the international MarCom Awards, namely "Annual Report for Non-Profit Organizations," "Content," "Cover Design," "Overall Design," "Interior Design," and "Infographics." The Society, which published its first Integrated Report in 2020, has to date received a total of **26 international** and **3 national** awards. The Report also ranked first in the "Best Design" and "Most Successful NGO Integrated Report" categories at the Integrated Reporting Awards, organized for the first time this year by the Integrated Reporting Türkiye (ERTA). Accordingly, the 2024 Integrated Report of Darüşşafaka Cemiyeti has received a total of **8 awards**, including **6 international** and **2 national** awards.

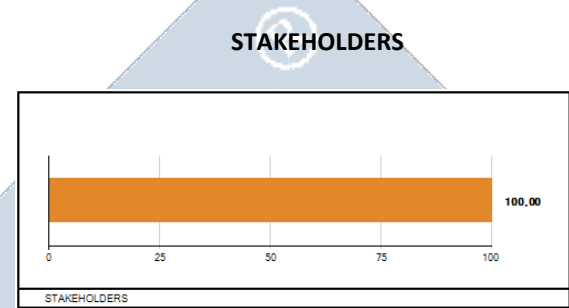
In addition to the quarterly information letters shared with Society members and Darüşşafaka alumni, monthly information letters have also continued to be sent to the email addresses of members and alumni. The monthly information letters sent to Society members are delivered in bulletin format.

The independent external audit of the Society's and its Affiliated Institutions' financial statements for the year 2024 was conducted by BDO Denet Bağımsız Denetim ve Danışmanlık A.Ş., and a qualified opinion was

issued in the audit report dated 13 March 2025. The reason cited was the lack of provisions in the financial statements for liabilities related to certain donors benefiting from the Society's services during their lifetime.

It has been learned from the officials and the independent audit report that no event took place with the independent audit company or with its auditors that could damage this company's independence, and there was no legal conflict with it.

The Society's level of compliance with the principles in this subsection is high.



This section was evaluated using **49** criteria under the headings of **Civil Society Policies Regarding Stakeholders, the NGO's Human Resources Policy, and the Code of Ethics, Social Responsibility and Sustainability**. The grade achieved by the Association regarding this section has been confirmed as **100**.

The stakeholders of the Society have been identified across a wide range, including Society members, students, Darüşşafaka alumni, parents, donors, residence donors, government institutions, non-governmental organizations, Board of Directors members, Audit Committee members, professionals, other educational institutions, Darüşşafaka Sports Club, private sector organizations, media outlets, and suppliers.

The stakeholders are adequately informed about the NGO's policies and procedures regarding the protection of their rights.

In December 2024, an e-survey was conducted to understand the external environment from

the perspective of the Society's stakeholders, to evaluate a SWOT analysis (assessing Darüşşafaka Cemiyeti's strengths, areas for improvement, opportunities, and threats), to measure the perception of being "Darüşşafakalı," (Darüşşafaka Alumni) and to identify the essential "materiality" criteria in areas where it creates value. The survey was sent to 15 different stakeholder groups, including Darüşşafaka students, parents, alumni, Audit Committee members, corporate and individual donors, regular donors, will donors, residence donors, supplier companies, non-governmental organizations, public institutions, private schools, state schools, universities, and media representatives, to measure their perception of Darüşşafaka.

According to the survey results, 35% of Darüşşafaka Cemiyeti stakeholders prefer to donate to civil society organizations focused on education, 20% to environmental causes, 20% to rights-based initiatives, 15% to health-related causes, and 10% to mutual aid and solidarity-oriented organizations. In response to the question, "Can you name the first five civil society organizations operating in the field of education that come to mind?", stakeholders ranked the Society first with 70%, representing an increase of 7 points compared to the previous year. Approximately half of the stakeholders stated that they trust civil society organizations operating in the field of education to use donations in line with their intended purpose.

In the view of stakeholders, the Society's strongest attribute is its 162-year history and its dedicated mission of promoting Equal Opportunity in Education. The most significant opportunity, identified by 22%, is the increasing awareness among individuals and institutions regarding donations to civil society organizations operating in the field of education. The greatest threat, identified by 39%, is the inability of donors to continue their support due to economic and similar challenges. The results of the 2024 survey were published in the 2024 Integrated Annual Report.

Board members and managers use the donations received by the NGO in accordance with its purpose and to obtain maximum benefit. It can be evaluated without causing any unnecessary decrease in the assets of the NGO and without giving rise to any doubt. The NGO's total net assets increased by 7.43% compared to the previous year.

It has been ensured that the aid in the form of goods, services or others obtained from donors and suppliers is allocated fairly to the service of the users, without discrimination among the beneficiaries, such as language, religion, political opinion, etc. Necessary care is taken to ensure that any information regarding internal and external stakeholders and suppliers is not disclosed without their consent.

The Society communicates with its Education administrators and teachers, the administrative staff serving at the School, the professionals working within the Society's units, and all employees in healthcare and care institutions through mass communication channels, its website, digital media, e-mail, video conferencing applications, social media platforms, physical events, meetings, telephone calls, letters, the internal intranet system, bulletins, and procedures.

The Society has actively supported this process by encouraging the continuous learning and development of its teachers and employees. Within this framework, during the period between August 2023 and June 2024, teachers completed an average of 67.24 person-hours of professional development programs.

As part of the Annual Performance Evaluation process, all employees of the Society, the Residence, and the economic enterprises were simultaneously subject to competency assessments, which were completed in February 2024. A 180-degree performance evaluation system was implemented, granting employees the opportunity to conduct self-assessments in a digital environment. As of 2024, a target-based evaluation process has also been incorporated into the Performance Evaluation system, and the Target Card +

Competency Assessment model has been put into practice. The 2024 Competency Assessment was conducted in December through the same platform. All administrative staff of the Society, the Residence, the Economic Enterprises, and DEK were included in this process. In order to observe employees' level of organizational commitment and the factors affecting their motivation, an "Employee Engagement" survey was conducted among all employees through an independent research firm.

The Society's Residences, which operate to generate sustainable resources for the Society's Students and to ensure that donors spend their later years in a safe, healthy, and comfortable environment, host a total of 427 donors in 2025, including 293 women and 134 men. In 2025, 33 new donors joined the Residences. For the first time this year, training sessions were organized specifically for residence donors on topics such as self-esteem, effective communication skills, coping with stress, anger management, and healthy aging.

In 2024, in addition to ensuring the sustainability of the ISO 9001 Quality Management, ISO 27001 Information Security, ERP (Enterprise Resource Planning), and Integrated Reporting projects implemented in 2020 in line with compliance with corporate governance principles, efforts focused on the Ministry of Health's Healthcare Quality Standards in our Physical Therapy Center and on Corporate Risk Management across the institutions in general. Within the scope of ISO 9001 Quality Management activities, all processes were reviewed, and improvements were achieved by monitoring and controlling processes through quality audits. Under the ISO 27001 Information Security initiatives, the transition from the 2013 version to the 2022 version was completed in compliance with ISO (International Organization for Standardization) requirements. As a result of planned efforts and independent audits conducted accordingly, no nonconformities were identified, and the continuity of our Quality Management and Information Security

certificates was maintained. The Information Security Certification was upgraded to the 2022 version. Work related to the **ISO 45001 Occupational Health and Safety Management System** is ongoing. Within this scope, two personnel members received ISO 45001:2018 Occupational Health and Safety Management System Awareness and Internal Auditor training.

In August 2025, the SAP Human Resources Management System was put into operation in order to manage employee personnel records and performance. A digital workflow application was developed to enable the tracking of recruitment and termination processes and to help automate user operations. In 2025, a total of 174 personnel were recruited for the Society and its affiliated institutions. In this context, 41,500 candidates applied to 186 published job postings. 637 candidates were contacted, and 472 candidates were interviewed.

In 2024, the Ethics Committee held its regular meetings on 16 April, 8 August, and 6 December, in accordance with the Regulation, ensuring that no more than four months elapsed between meetings. In order to determine employees' perceptions of ethics and to contribute to identifying which areas should be prioritized in ethical practices, an Ethics Survey was again conducted among Society employees in 2024. The increase in participation in the 2024 Ethics Survey compared to previous years was considered significant, as it highlighted employees' growing interest in ethical matters and provided useful guidance for shaping ethics-related initiatives. Ethics applications were reviewed within the 30-day period specified in the Regulation, and meetings concerning ethics applications were held on 8 August, 6 December, 13 December, and 30 December. The decisions taken and the outcomes were shared with the Board of Directors and the Chairman of the Board. As it was deemed necessary to introduce amendments to the Regulation to ensure that the Ethics Committee could convene regularly and in a timely manner, a proposal was submitted to amend

Article 8 of the Ethics Committee Regulation. This amendment was approved by the Board of Directors with its decision dated 03.12.2024 and numbered 61. In addition, the Ethics Committee Report on the 2024 ethics activities was prepared by the Chairman of the Ethics Committee for submission to the Board of Directors.

Pursuant to the decision of the Society's Board of Directors dated 17.06.2025 and numbered 33, the Environmental and Social Sustainability Commission and its regulation were established. The purpose, authority, duties, and responsibilities of the Commission were defined under this regulation.

The **NGO's Corporate Sustainability** Strategy aims to contribute to the value creation chain by implementing environmental and social priorities, as well as sustainability targets such as project-based initiatives and energy efficiency practices, across all units of the institution. The materiality criteria have been identified as follows: Quality of Education; Use of Resources in Line with Their Intended Purpose and Financial Soundness; Ethical Rules and Risk Management; Access to the Right Children Experiencing Inequality of Opportunity; Effective **Communication with Stakeholders; Institutional Trust (Principles of Good Governance);** Institutional Brand and Employee Engagement; Digital Transformation; International Recognition; Employee Competency; Safe Living Spaces; Leadership and Innovation. **The strategic priorities have been grouped under eight main headings. Equal Opportunity in Education:** Darüşşafaka Educational Institutions aim to provide full scholarship, boarding education opportunities, and to ensure the realization of all rights set forth in the United Nations Convention on the Rights of the Child in order to uphold "Equal Opportunity in Education." **Donor Satisfaction and Diversity:** The Institution primarily aims to recognize its donors and all stakeholders and to establish sustainable relationships with each of them. It carries out integrated planning through collective reasoning regarding the level, channel, and frequency of

communication. By measuring stakeholder experience across digital channels, developing and maintaining an appropriate technological infrastructure to support all donations, it creates sustainable value. **Sustainable and Strong Financial Structure:** Preserving and strengthening the Society's 162-year sustainable and disciplined financial structure is among its primary strategic priorities. Financial discipline is maintained and enhanced by diversifying resources through reaching a broader donor base and by ensuring the effective allocation of resources through strict budgetary discipline. **Effective and Efficient Risk Management:** A perspective encompassing comprehensive risk management, full compliance with legislation, utmost efficiency and diligence in legal processes, and the evaluation of the effectiveness and efficiency of management processes through internal control is implemented across all our operations. This perspective includes developing systematic and disciplined approaches to support the fulfillment of the objectives set forth in the Society's bylaws. In this way, the system is surrounded by an impartial and independent assurance mechanism. **Healthy, Safe, Comfortable and Social Living in the Residences:** Providing donors with the opportunity to lead a healthy, safe, comfortable, social, and active life in their later years is among the primary focus areas. In our residences, continuous access to required services, the protection of personal data, enhancing donor satisfaction through the comfort provided, and supporting their participation in social life are targeted. **Strong and Secure Technological Infrastructure:** In order to ensure the uninterrupted continuation of our educational and Society activities, a highly robust technological infrastructure is established and operated. Data breaches are prevented, and information security is ensured. The technological needs of the units are carefully analyzed, designed as projects, implemented, measured for satisfaction, and continuously improved. **Safe and Comfortable Living in the Facilities:** In order to provide safe and comfortable living spaces across all our locations, efficient use of

all resources is taken as a fundamental principle. Feedback received from the field and from internal stakeholders, together with data analysis, guides a strong focus on delivering excellent service. **Effective Management of Human Resources and Competencies:** With a commitment to continuous development, the Society aims to ensure that human resources processes are carried out in line with sound management and good governance principles. Reputation management is prioritized separately for both potential and current employees, and is measured at regular intervals and improved accordingly.

The Society continued its carbon footprint efforts in 2024. In addition to the measurements conducted in 2023 to determine the current situation, Scope 3 data were also included this year. Within the scope of Scope 3, water consumption, travel, and purchased materials are evaluated; however, measurements for which the organization is solely responsible for announcement purposes are not included. The corporate approach regarding this matter has been incorporated into the plans for 2025.

The Corporate Carbon Footprint Report for 2024 has been prepared. The work was conducted in compliance with the ISO 14064-1:2018 standard, using emission factors from IPCC, DEFRA, and the National Grid (for electricity consumption). This study aimed to determine the current situation, and the work was carried out by adding Scope 3 data to the Scope 1 and Scope 2 data used in the initial reporting period (2023).

In order to reduce the carbon footprint, electric vehicles were procured. With the acquisition of two electric vehicles, an emission reduction of 8.7 tCO₂e (tons of carbon dioxide equivalent) was achieved. In addition, as an indicator of our environmental sensitivity, the Darüşşafaka Memorial Forest, consisting of 8,000 trees, holds significant importance.

The organizations included in the projects carried out by the Society with its corporate supporters are listed below: Türkiye İş Bankası,

Doğuş Holding, Procter & Gamble, Esas Holding, Fundación MAPFRE, Siemens Caring Hands e.V., Altar'd State, Mehmet Zorlu Eğitim, LC Waikiki, Kahve Dünyası, Fikret Yüksel Association, Kerim Eğitim Kültür ve Sağlık Vakfı, APS Tekstil, Kemal Halil Tanır Vakfı, Toyota Otomotiv, KPMG Bağımsız Denetim, Magnezyum ve Metal Tozları, Akbank, Ceylan İşletme Turizm, İfo Yatırım, Bosch San. ve Tic. A.Ş., Tradeware Teknoloji.

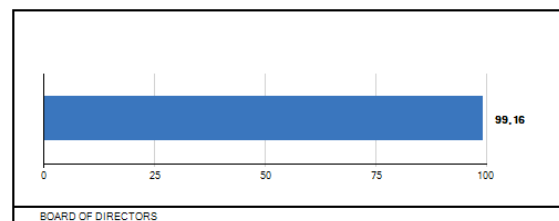
Darüşşafaka Cemiyeti continues to support its students even after graduation. The Society provides scholarships in four categories to successful and financially disadvantaged students who continue their higher education: the Higher Education Scholarship, the Higher Education Achievement Scholarship, the Master's Scholarship, and the Doctoral Scholarship. For 2025, the scholarship amounts have been determined as 6.500 TL, 7.800 TL, 9.750 TL, and 11.700 TL, respectively.

The developments presented under the Stakeholders heading also reflect the corporate sustainability approach of the Darüşşafaka Cemiyeti and are disclosed to the public in detail in the 2023 integrated annual report.

The Society and its Educational Institution have received numerous awards across various categories.

With regard to this section, the Society maintains a high level of compliance with the principles and has achieved full compliance under this main heading through its practices.

BOARD OF DIRECTORS



In the Board of Directors section, an evaluation was made with **119 criteria** under the headings of **the Function of the Board of Directors, Principles of Activity of the Board of Directors, Structure of the Board of**

Directors, Form of Board Meetings, Committees Established within the Board of Directors and Financial Rights Provided to Board Members and Senior Managers. The grade reached by the Society has been confirmed as **99.16**.

This grade indicates that the Society ensures a high level of compliance with the Corporate Governance Principles and continues to improve its practices in this regard.

In order to establish a sound system aligned with institutionalization and good governance, the duties to be undertaken by the Chairman and Members of the Board of Directors, the individual qualifications they must possess, and the expected performance standards have been defined, and the **Board of Directors Corporate Governance Handbook** was published pursuant to the Board of Directors' resolution dated 17.06.2025 and numbered 33.

The provisions regarding the Board of Directors are set forth in Articles 27 to 45 of the Society's Bylaws. The Board of Directors is elected by the General Assembly by secret ballot, as 15 full and 5 substitute members. The Board of Directors elects, by secret ballot at its first meeting following the Annual General Assembly each year, a Chairman, three Vice Chairmen, and one Treasurer from among its members. One-third of the members of the Board of Directors are renewed each year. The term of office for principal members is three years, while the term for substitute members is one year. Members whose terms have expired may be re-elected. The services of the members of the Board of Directors are honorary.

The number of members of the board is sufficient for the members of the board of directors to carry out productive and constructive work, and for the formation and organization of commissions (committees) effectively.

Again, in Article 29 of the Bylaws, there is the statement "Re-election is held every year instead of one-third of the Members of the

Board of Directors in accordance with the provision of Article 27, the member whose term has expired can be re-elected". In accordance with this article, 1/3 of the Board of Directors of the Society is re-elected every year.

Among the principal members serving on the Board of Directors, there are 9 female and 6 male members. The proportion of female principal members on the Board stands at 60 percent. Together with the 2 female substitute members, the total number of female members on the Board reaches 11. The ratio of female members has been positively evaluated and is of exemplary nature.

It has been determined that the Board of Directors has defined its strategic goals in order to achieve the goals set in the Society's Bylaws. The purpose of the Society can be presented in a clear, informative and motivating way for various stakeholders, including members, beneficiaries, benefactors, volunteers, employees, media and all layers of society. An internal control mechanism has been established, and it has been ensured that it works effectively.

Pursuant to Article 35 of the Society's Bylaws, the quorum for meetings of the Board of Directors is at least eight members. Decisions are taken with the majority of the members attending the meeting. In the case of a tie, the side supported by the Chairman prevails.

The Chairman of the Board (with a maximum term of six years), Vice Chairs, and the Treasurer form the Executive Board. The duties, working principles, and procedures of the Executive Board are determined by the Board of Directors. (Bylaws Article 44)

There is no lawsuit filed against the Members of the Board of Directors due to their activities. The secretariat of the Board of Directors is carried out by the General Secretariat.

The duties of the Chairman of the Board of Directors and General Secretary are carried out by different people. To protect the

interests of the NGO, apart from assignments made by the Board of Directors, the Secretary General/General Manager has not assumed any other roles outside the organization.

The Corporate Governance Committee conducts an annual Performance Evaluation of the Board's operations, sharing the survey results with Board Members along with improvement recommendations.

The Board of Directors convened 38 (thirty-eight) times in 2024 and took 69 (sixty-nine) decisions. As of December 2025, 39 (thirty-nine) meetings were held, and 71 (seventy-one) decisions were taken. The Board has 2 (two) more meetings planned until the end of the year. The Executive Board, consisting of the Chairman, Vice Chairman, and Treasurer, held 35 meetings in 2025, with 2 (two) more meetings planned by the end of the year.

It has been observed that the Audit, Corporate Governance and Early Detection of Risk Committees (Commissions) referred to in the Principles have been established, and the working principles have been prepared as written documents. The results of the board meetings are shared with the Board of Directors as annexes to reports. These committees held a total of 29 meetings and delivered 9 presentations to the Board of Directors.

In addition to these three main commissions listed in the principles, 7 (seven) separate commissions and specialty committees have been established to support the effective and dynamic management of the Society.

These committees are detailed below:

Education Committee: Contributes to ensuring that the educational and teaching activities of the educational institutions align with Darüşşafaka's mission, embrace all social and technological developments required by the modern era, and continue at a high and qualified academic level. (Consists of 13 members) In 2025, they held 12 meetings and delivered 7 presentations to the Board of Directors.

Asset Management Committee: Monitors the functioning and effectiveness of the management practices concerning all assets and liabilities of the Society, identifies deficiencies that may hinder the achievement of objectives, and provides recommendations for improvement. (Consists of 8 members) In 2025, they held 11 meetings and delivered 1 presentation to the Board of Directors.

Donations, Communication, and Resource Development Committee: Strengthens the Society's brand recognition and reputation as a trusted organization among the public, ensures accessibility to all segments of society, increases potential in terms of donations and resource development, and identifies new strategies for expansion. It also presents results and recommendations regarding these matters. (Consists of 13 members) In 2025, they held 7 meetings and delivered 3 presentations to the Board of Directors.

Student Selection, Enrollment, and Admission Committee: Monitors and provides recommendations on the selection of students who will study at Darüşşafaka Educational Institutions, the organization of exams, student registration and admission, and the implementation of orientation programs. (Consists of 12 members) In 2025, they held 6 meetings and delivered 4 presentations to the Board of Directors.

Darüşşafaka Culture and History Committee: Supports the embedding of Darüşşafaka's historical and cultural awareness primarily among students and alumni, as well as among all stakeholders. It also emphasizes the NGO's place and importance in the country's history and culture, reinforces brand recognition and reputation, and contributes to the development of strategies and policies toward these objectives. (Consists of 6 members) In 2025, they held 5 meetings and delivered 1 presentation to the Board of Directors.

Digital Transformation Committee: Contributes to ensuring Darüşşafaka's adaptation to the requirements of the digital

age, supporting transformation and development. It provides recommendations on integrating global best practices in information and technology into the system. By developing foresight regarding the digital applications of tomorrow as of today, it provides support in the creation of a Digital Transformation Strategy and Roadmap and in establishing and implementing the necessary infrastructure in this regard. (Consists of 9 members) In 2025, they held 20 meetings and delivered 2 presentations to the Board of Directors.

Residences and Residence Governance Committee: Identifies deficiencies in the residence system that hinder the achievement of set goals and offers corrective and developmental recommendations. Additionally, it evaluates the membership admission conditions for residences, residence applications, existing member applications and complaints. Furthermore, it aims to reinforce Darüşşafaka's brand recognition and trusted reputation among the public through residence-related practices and works toward increasing potential in terms of resource development. The final version of the Regulation was adopted by the resolution of the Board of Directors dated 17/06/2025 and numbered 33. (Consists of 8 members) In 2025, they held 2 meetings and delivered 1 presentation to the Board of Directors.

The committees established by the Board of Directors have been formed with a sufficient number of competent experts in their respective fields, with particular attention given to ensuring that the committee chairmen are members of the Board of Directors.

The duration of committee operations has been aligned with the terms of the Board of Directors, and all work carried out by the committees and commissions is documented and recorded in writing.

A competency assessment and goal card tracking system has been established and

formalized as part of the performance evaluation system for senior executives.

The remuneration of the Society's senior executives and other personnel is determined in line with the framework resolution adopted by the Board of Directors, taking into account the duties and responsibilities undertaken, experience, and key performance indicators, and considering the working conditions of equivalent positions within and outside the Society, as well as the Society's strategies and policies and the individual's performance.

The remuneration, rights and obligations of senior executives are collectively disclosed in the relevant sections of the activity reports.

The structure of the Board of Directors of the Darüşşafaka Cemiyeti, the ratio of female members, the composition of the committees and commissions established within the Board, and the regular performance evaluation methods applied to Board members and senior executives are regarded as notable and prominent practices under this section.

3. INTRODUCTION OF THE NON-GOVERNMENTAL ORGANIZATION



Title of the NGO : Darüŝafaka Cemiyeti
Address of the NGO : Darüŝafaka Mah. Darüŝafaka Cad. No:5/9 34457 Maslak
Sarıyer/İSTANBUL
Phone number of the NGO : (0212) 939 2800
Fax number of the NGO : (0212) 276 5011
Website of the NGO : www.darussafaka.org

Date of Incorporation : 1863
Province the NGO Center is Located : İstanbul
Line of Business of the NGO : Education
Purpose of the NGO : To provide contemporary education, both domestically and abroad, in accordance with modern educational principles to talented children who are citizens of the Republic of Türkiye, whose father and or mother is deceased, and who are financially disadvantaged, by ensuring equal opportunity in education; and to raise them as lifelong learners who embrace universal values, possess self-confidence, and are aware of their duties and responsibilities toward their country and society, becoming leaders in their communities. This purpose **was adopted by the resolution of the Extraordinary General Assembly dated 14.04.2012.**

NGO's Representative in Charge of Rating:

Suat ÇETİN

General Secretary

suat.cetin@darussafaka.org

(0212) 939 2802

GOVERNING BODIES AND COMMISSIONS AS OF THE REPORT DATE**Darüşşafaka Cemiyeti Board of Directors (2025-2026)**

Name/ Surname	Title
Oğuz Güleç (DŞ'72)	Chairman
Erman Süsler (DŞ'75)	Deputy Chairman
Zeynep Necipoğlu	Deputy Chairman
Eşref Biryıldız(DŞ'73)	Deputy Chairman
Burak İhsan Çetinçeker (DŞ'02)	Treasurer of the Board of Directors
Prof. Dr. Esra Ekmekci Çalicioğlu	Permanent Member of Board of Directors
Dr. Serpil Tunçer (DŞ'79)	Permanent Member of Board of Directors
Prof.Dr. Feryal Çelikel	Permanent Member of Board of Directors
P.Nesrin Bayazıt (DŞ'79)	Permanent Member of Board of Directors
İpek Üstündağ	Permanent Member of Board of Directors
Melek Eyigünlü Sarıbekir	Permanent Member of Board of Directors
Büşra Giray (DŞ'14)	Permanent Member of Board of Directors
Akın Rota	Permanent Member of Board of Directors
Kıvılcım Pınar Kocabıyık	Permanent Member of Board of Directors
M.Özgen Özkan	Permanent Member of Board of Directors
Nilgün Özdemir (DŞ'79)	Associate Member of Board of Directors
Sabiha Gürdemir(DŞ'07)	Associate Member of Board of Directors
Cenk Eyüboğlu	Associate Member of Board of Directors
Ahmet Kavak	Associate Member of Board of Directors
Ulaş Çavdar (DŞ'12)	Associate Member of Board of Directors

In accordance with the Society's bylaws, following the election held during the Ordinary General Assembly Meeting on 12.04.2025, for members whose terms had expired, the Board of Directors now consists of newly elected members along with those whose terms are ongoing. The list of the current Board of Directors is provided above.

Darüşşafaka Cemiyeti Board of Supervisors (2024-2027)

Name/ Surname	Title
A.Kamil Uzun	Chairman of Board of Supervisors
Zafer Boztuna (DŞ'77)	Member of the Board of Supervisors
Süleyman Morbel (DŞ'90)	Member of the Board of Supervisors
A.Engin Ergüden	Associate Member of Board of Supervisors
M. İsmail Özsürücü (DŞ'69)	Associate Member of Board of Supervisors
Aydın Yağcı (DŞ'01)	Associate Member of Board of Supervisors

Darüşşafaka Cemiyeti Court of Honor (2025-2027)

Name/ Surname	Title
Halit Yurdal Tilki (DŞ'59)	Member of the Court of Honor
Ergün Bankoğlu (DŞ'62)	Member of the Court of Honor
Mehmet Buçukoğlu(DŞ'63)	Member of the Court of Honor
Davut Ökütçü (DŞ'65))	Member of the Court of Honor
B.Fırat Tekin (DŞ'64)	Member of the Court of Honor

Directors of the Darüşşafaka Cemiyeti and its Affiliated Institutions 01.12.2025

Name/ Surname	Title
Suat Çetin	General Secretary
Av. Dr. İnci Ercan	Chief Legal Counsel
Levent Çolakođlu	Facility Services and Procurement Dep. Sec. Gen.
Dođan Sözer	Operation and Financial Affairs Dep. Sec. Gen.
Gökhan Tarhan	Information Technologies and Digital Transformation Dep. Sec. Gen.
Nilgün Eken	Donation Management and Benefactor Relations Dep. Sec. Gen.
Ebru Arpacı	DEK General Manager
Azize Ően Tosun	DEK High School Principal
Őule Uyar	DEK Middle School Principal
Muhammet Erken	DEK Living Space Manager
M. Fahri Özbey	DEK Administrative Affairs Coordinator
Elif Varan	Career Development Center Coordinator
Dr. Can Bostancı	Chief Physician and Director of Maltepe Special Care Unit
Zeynep Ellidokuz	Őenesenevler Residence Institution Manager
Furkan Canlı	Yakacık Residence Institution Manager
Dr. Mehmet Yıldız	Maltepe Residence Institution Manager
Elçin Aykutođlu	Maltepe PTR Center Responsible Manager
Neval Erkmen Yıldız	Urla Residence Institution Manager
Tugay Koralay	Urla Yaşam Institution Manager
Ahmet Aygen	Internal Audit Director
Muhittin OnbaŐ	Human Resources and Internal Communication Unit Manager
Lale İlan	Corporate Communications Manager
Ethem Yenigün	Corporate Risk Assessment Manager
Ö. Kubilay Karaman	Information Technologies Unit Manager
Mert Ak	Financial Affairs Manager
Kenker YeŐilyurt	Purchasing Manager
Utku B. Balkal	Security and Civil Defense Manager
Güney AteŐ	Budget and Financial Reporting Manager
Yeliz Karadeniz	Financial Affairs Unit Accounting Manager
Fatma Aliakar	Financial Affairs Unit Finance Manager
Ercan AktaŐ	Real Estate Unit Manager
Latif Konak	Systems and Infrastructure Unit Manager
M. Tufan Atacan	Information Security Unit Manager
Canan Mençi	Software Technologies Unit Manager
Mehmet Eken	Warehouse Fixtures Manager
Bora KantaŐ	Purchasing Manager
Esrnur Kök	Corporate Communications Manager
DerviŐ C. Demirel	Headquarters Technical Services Unit Manager
Selim Bayram	Anatolian Side Facility Services Manager
M. Kadir Düzkiye	Urla Facility Services Manager

COMMISSIONS (COMMITTEES) OF THE BOARD OF DIRECTORS

Committee	Committee Members	Duty within Committee	Duty within the Association
Audit Commission	S. Akın Rota	Chairman	Member of Board of Directors
	İpek Üstündağ	Member	Member of Board of Directors
	M. Özgen ÖZKAN	Member	Member of Board of Directors
	Ahmet Kavak	Member	Associate Member of Board of Directors
	Vedat BAYRAK	Member	Former Member of Board of Directors
	Müge ÖREN	Member	Society Member
	İlknur Anadol KAMPER	Member	Society Member
Corporate Governance Commission	Prof. Dr. Esra EKMEKÇİ ÇALICIOĞLU	Chairman	Member of Board of Directors
	Eşref BİRİLDİZ	Member	Deputy Chairman
	Burak İhsan ÇETİNÇEKER	Member	Treasurer of the Board of Directors
	İpek Üstündağ	Member	Member of Board of Directors
	M. Özgen ÖZKAN	Member	Member of Board of Directors
	Nilgün ÖZDEMİR	Member	Associate Member of Board of Directors
	Vedat BAYRAK	Member	Former Member of Board of Directors
	Mustafa U. DEMİRCİ	Member	Former Member of Board of Directors
	Sevhan GÖK KAHYA	Member	Society Member
	Tayfun BAYAZIT	Member	Society Member
Early Detection of Risk Commission	Burak İhsan ÇETİNÇEKER	Chairman	Treasurer of the Board of Directors
	Erman SÜSLER	Member	Deputy Chairman
	Zeynep NECİPOĞLU	Member	Deputy Chairman
	Prof. Dr. Esra EKMEKÇİ ÇALICIOĞLU	Member	Member of Board of Directors
	İpek Üstündağ	Member	Member of Board of Directors
	S. Akın Rota	Member	Member of Board of Directors
	Ulaş ÇAVDAR	Member	Associate Member of Board of Directors
	Beşir ÖZMEN	Member	Society Member
	Müge ÖREN	Member	Society Member

OTHER COMMITTEES UNDER THE DARÜŞŞAFKA BOARD OF DIRECTORS

Donation Communication and Resource Development Commission

Zeynep Necipoğlu (Chairman)
Eşref Biryıldız
P. Nesrin Bayazıt
Dr. Melek Eyigünlü Sarıbekir
Kıvılcım Pınar Kocabıyık
M.Özgen Özkan
Nilgün Özdemir
Cenk Eyüboğlu

Ulaş Çavdar
Beşir Özmen
Figen Atalay
Tayfun Bayazıt
Vahap Munyar

Asset Management Commission

İpek Üstündağ (Chairman)
Burak İhsan Çetinçeker
S. Akın Rota
Kerim Rota
Cem Şipal
Ayla Heyfegil
Tayfun Bayazıt
Alev Göçmez

Student Selection, Registration and Admission Commission

Büşra Giray (Chairman)
Prof. Dr. Esra Ekmekci Çalıcıoğlu
Dr.Serpil Tunçer
Prof.Dr.Feryal Çelikel
P.Nesrin Bayazıt
Sabiha Gürdemir
Ulaş Çavdar
Davut Ökütçü
Mustafa U. Demirci
Vedat Bayrak
M.Hakan Tahiroğlu

Türkiye İş Bankası (Müge Nevşehirli-Simge Boymul-Ceren Aybek)

Education Commission

Erman Süsler (Chairman)
Eşref Biryıldız
Dr. Serpil Tunçer
Prof. Dr. Feryal Çelikel
Kıvılcım Pınar Kocabıyık
Sabiha Gürdemir
Cenk Eyüboğlu
Prof. Dr. Emine Erktin
Prof. Dr. Soner Yıldırım
Dr. Kamile Hamiloğlu
Betül Çotuksöken
Jale Onur
Haluk Bal
Betül Akan
Nuran Çakmakçı

Türkiye İş Bankası (Müge Nevşehirli-Simge Boymul-Ceren Aybek)

Residences and Residence Governance Commission

Erman Süsler (Chairman)
Zeynep Necipoğlu
Burak İhsan Çetinçeker
Dr. Serpil Tunçer
Prof. Dr. Feryal Çelikel
Dr. Melek Eyigünlü Sarıbekir
Sabiha Gürdemir
Ulaş Çavdar

Darüşşafaka Culture and History Commission

Dr. Serpil Tunçer (Chairman)
P. Nesrin Bayazıt
Dr. Melek Eyigünlü Sarıbekir
Büşra Giray
Sabiha Gürdemir
Beşir Özmen

Digital Transformation Commission

M.Özgen Özkan (Chairman)
Eşref Biryıldız
Büşra Giray
Nedim Gürbüz
Serhan Yılmaz
Burak Müjdecı
Serkan Bayır
Vildan Dayıbaş Koçali
Fatih Mert

Members of the Environmental and Social Sustainability Commission

Nilgün Özdemir (Chairman)
, Eşref Biryıldız
, Burak İhsan Çetinçeker
, Kıvılcım Pınar Kocabıyık
M. Özgen Özkan
Sabiha Gürdemir
Cenk Eyüboğlu
Ulaş Çavdar
Gökçe Ersel Ötkün

Comparison of Darüşşafaka Cemiyeti and Its Affiliates' Consolidated Financial Position Statements For The 12th Months of The Last Two Years in Selected Items (TL)

	2023/12	2024/12
Total Current Assets	4,276,488,190	4,432,261,953
Total Fixed Assets	16,625,368,649	18,021,940,917
Total Assets	20,901,856,839	22,454,202,870
Total Short-Term Liabilities	227,406,431	266,758,706
Total Long-Term Liabilities	249,848,608	172,752,440
Total Liabilities	477,255,039	439,511,146
Total Net Assets	20,424,601,800	22,014,691,724

Source: Darüşşafaka Cemiyeti 2024 Independent Audit Report

	2023/12	2024/12
Donations and income from activities	2,501,892,681	3,222,671,977
Expenses related to activities (-)	1,253,693,543	1,444,089,059
Net Income from Activities	1,248,199,138	1,778,582,918
Financial Incomes Net	1,298,427,286	1,137,393,692
Other Incomes Net	16,027,759	34,950,987
Monetary Pos. Loss Net Losses (-)	1,767,202,424	282,436,549
Net Activity Result	795,451,759	2,668,491,048
Net Overall Activity Result	7,007,104,766	964,340,829

Source: Darüşşafaka Cemiyeti 2024 Independent Audit Report

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB). As of the year-end 2024, the Society's accounts have been audited by BDO Audit Company in compliance with IFRS (International Financial Reporting Standards). The criteria for assessing high inflationary economies are set out in IAS 29 "Financial Reporting in Hyperinflationary Economies" ("IAS 29"). Pursuant to IAS 29, financial statements prepared in the currency of a hyperinflationary economy must be presented in terms of the measuring unit current at the reporting date, and prior period financial statements must also be restated in accordance with the purchasing power of the Turkish Lira at the end of the current reporting period. Accordingly, the Group has presented its consolidated financial statements dated 31 December 2023 and the related notes on the basis of purchasing power as of 31 December 2024.

The Society's financial structure supports its corporate governance development.

Brief History of Non-Governmental Organization

"Cemiyet-i Tedrisiyye-i İslamiye", a society aiming to provide Islamic education, was established on March 30, 1863, upon an imperial order of the Sultan, under the leadership of Yusuf Ziya Pasha, by Gazi Ahmed Muhtar Pasha, Vidinli Tefvik Pasha, Sakızlı Ahmet Pasha, and Ali Naki Effendi. The purpose of the establishment was to support the education of needy and orphaned children. The Association, whose members comprised many Ottoman pashas and intellectuals, constituted the very first non-governmental organization of Turkey in the field of education.

In 1868, construction of the building designed by the Italian architect Barironi and blueprinted by the chief architect of Dolmabahçe Palace, Ohannes Balyan, began on a plot purchased with the help of a donation from Sultan Abdülaziz. The school building is the first building designed as an education complex of this size, suitable for the education of girls and boys under the same roof, with facilities far ahead of its time.

The bylaws of the Society, dated 25 March 1872, stated clearly that the Society would attach great importance to love of nation and national dedication, and so its members would comprise people who have internalized these concepts. The bylaws also specified that the school would provide education to children not older than 10 years, that all the expenses of those children would be covered by the Society, that both an administrative and an educational board would be established, and that a headmaster and a headmistress would be appointed. (It was no earlier than 1965 when Nazıma Antel was appointed, and the school had a headmistress, and the admission of the first female students was in 1971.)

In 1873, Darüşşafakar'ül İslamiye, as a free boarding school designated with special status, started its first academic term with its 54 students, along with the first lecture given by Captain Mustafa Effendi. The curriculum comprised the syllabi of primary, secondary, and high schools, and was more qualified than the one prepared by the Ministry of Education. The syllabus for the last 2 years of the 8 years in the school was prepared in accordance with the program of College Education. For this reason, Darüşşafaka graduates were deemed college graduates until 1894. In addition, last year, Darüşşafaka was called "Telegram-Science School", and Darüşşafaka was then known as a telegram-science school between the years 1873-1894.

In 1881, Darüşşafaka celebrated its first graduates. Eight people who were the first graduates of the school were recruited by the Ministry with the efforts of the Post and Telegraph Minister İzzet Efendi, a member of the Society. By then, 125 students were studying at Darüşşafaka.

Until this date, there had been no high schools in the country other than Darüşşafaka, Galatasaray, and the military high schools. Many intellectuals of the time served as voluntary instructors in Darüşşafaka during the 1880s and until the mid-1990s. These included poet Namık Kemal, state chronicler Abdurrahman Şeref Bey, Manyasizade Mustafa Refik Bey, Babanzade Naim Bey, composer Zekai Effendi, Ahmet Mithat Effendi, painter Agah Effendi, Selim Sırrı (Tarcan), poet Yahya Kemal (Beyatlı), historian Yusuf Akçura, Tahir Olgun, and painter Ali Rıza Hoca. Additionally, lots of important artists, scientists and scholars were Darüşşafaka graduates (such as mathematicians Salih Zeki and Mehmet İzzet, financier Hasan Ferit, journalist Ahmet Rasim, author İsmail Safa, historian Osman Nuri Ergin, educator Ali Kami Akyüz, who later served as the headmaster of Darüşşafaka between 1920 and 1940, and painter Mahmut Cûda), and most of them later served as instructors in Darüşşafaka for many years.

In 1888, the members of the Society were prevented from coming together, as holding meetings of any kind was banned. Meetings were on hold. Darüşşafaka was in financial difficulty. Abdülhamit took Darüşşafaka under his protection. The state then initiated the practice for each company, which has been granted privileges, to provide financial support to Darüşşafaka, and so this practice ended the financial difficulty.

In 1903, due to a resistance movement arising among students, the Ottoman Empire seized control of the School, and eventually, the administration of the School was attached to the Ministry of Education. It put an end to the situated practice of intellectuals volunteering as instructors. Cemiyet-i Tedrisiye-i İslamiye was disbanded. Turned into a public school, Darüşşafaka deviated from its original purpose.

Some of the notables' children, and some children who actually had parents, were accepted to the School as well. It continued as such until the second constitutionalist period.

II. proclamation of the second constitutional monarchy, former members of the Society and Darüşşafaka graduates came together. The members of the Cemiyet-i Tedrisiye-i İslamiye, along with the famous politicians of the time, came together under the chairmanship of the Grand Vizier, and the Society began to work again.

First thing to do was to apply to the Ministry of Education to take over the School's administration, and their request was met the same year.

The Law on Unification of Education, dated 1924, aimed at unifying and secularizing the education system. It also put an emphasis on the concept of Turkish nationality. The Board of the Society decided they would make significant amendments in accordance with this Law. The School became a full-time private high school, and followed the curriculum of the public schools. Thereafter, the School was called "Darüşşafaka High School". Those amendments were accepted by the Ministry of Education; thus, Istanbul University and other universities began admitting Darüşşafaka graduates along with graduates of public high schools without an examination.

In 1927, with the purpose of training primary school teachers, a separate "teachers' class", at the level of the senior class of the Teaching Schools, was opened. The first group graduated in 1929. The class was closed in 1930, at the request of the Ministry.

By 1931, the graduates had mostly chosen to study in the fields of science at the university. So, the School had only science classes. The literature class was opened in 1931.

In 1935, the Society changed its name to "Turkish Teaching Institution". In 1939, 83 children who went through the Erzincan earthquake and who fulfilled the conditions to study at Darüşşafaka were admitted to the School. İsbank undertook all expenses of those children and paid them to the Society. This exemplary behavior of Darüşşafaka was found to be applaudable.

Until that year, Darüşşafaka students, as the students at public high schools, had the right to repeat a year, but the Society decided it would be best to put an end to this practice, so that more qualified students, with the awareness of how much money and time were invested in their education, could be raised. Starting from 1940, the students who failed in the class started to be expelled from the school with a compulsory certificate.

Prime Ministers holding office during the 40s (Recep Peker, who was also a member of the Society, Hasan Saka, and Şemseddin Günaltay) were closely interested in the School. They focused mainly on the acceptance of female students to the School, and their governments supported Darüşşafaka.

In 1945, Darüşşafaka started providing English courses in addition to French courses.

In 1949, a student dormitory in Fatih named Atabinen was provided to Darüşşafaka graduates studying at university.

In the season 1950-1951, the Darüşşafaka High School Basketball Team became champion among the high schools in Istanbul. Thus, basketball became active in Darüşşafaka. And Darüşşafaka Sports Club started to offer the basketball branch in addition to football and volleyball. The amateur Basketball team started playing in the leagues in 1961, won the championship cup several times after that, and even raised successful players for the national team.

The Society adopted the name “Darüşşafaka Cemiyeti” with a bylaw’s amendment.

Poet and writer Sait Faik Abasıyanık passed away. His mother, Makbule Abasıyanık, donated the copyright of his books and some of his assets to Darüşşafaka Cemiyeti, as per his wish. She also initiated the "Sait Faik Story Award" (1955), to be given each year on his death anniversary (11 May) to the favorite storybook of the previous year.

The Award, given in cooperation with Yapı Kredi Bank from 2003 to 2011, started to be given in cooperation with Isbank as of 2012.

His house in Burgazada was transformed into a museum by Darüşşafaka (1964).

The academic year 1955-1956 was significant for Darüşşafaka. The School obtained a college status, offering education in English. It introduced a two-year prep class, and science and mathematics courses started to be given in English.

In 1957, Darüşşafaka started to hold its entrance exam in Ankara, İzmir, and Adana, in addition to Istanbul.

In 1958, investment policies were remarkably modified in order to obtain more sustainable sources of income and secure Darüşşafaka's future. A shopping mall called "Darüşşafaka Complex" in Halaskargazi Street in Şişli was constructed in line with this purpose, and was put into service by Prime Minister Adnan Menderes.

In 1964, the School began admitting financially disadvantaged students whose fathers were alive, too. This practice ended in 1976.

The Board of Directors made the decision to switch to coeducation in 1969. In the 1971-72 academic year, female students also started to study at Darüşşafaka.

The renovated five-storey school building, with its conference hall, sports hall, modern kitchen, dining hall, laboratories, and lodgings, was put into service by President Cevdet Sunay.

Children of soldiers martyred in the Cyprus Peace Operation were accepted to Darüşşafaka with no requirement of examination.

Darüşşafaka celebrated its first female graduates.

Darüşşafaka Cemiyeti was exempted from all kinds of tax, fee and other financial obligations with Law no 3685, published in the Official Gazette on 5 December 1990.

In 1992, it was decided to move out of the facilities in Fatih and construct residences for benefactors, so that they would spend their older ages in a safe, healthy environment. Part of the treasury's land in Maslak Balabandere, which had been allocated for the Ministry of Defense and which was about to be handed over to the Istanbul Metropolitan Municipality, was transferred to the Society. A competition was organized to decide on the architectural Project. The jury selected the Project of Master of Architecture, Dr. Fatih Gorbon. The construction of the Maslak Campus began.

As the Darüşşafaka Schools' new campus in Maslak was put into service. The 120-year-old building in Fatih was sold to Ziraat Bank.

In 1997, "Darüşşafaka Yakacık Residence" was put into service as the first example of the "residences" project, which was decided as a new donation and finance model based on creating a new donation flow to Darüşşafaka and providing people with high financial means to a peaceful and comfortable life in their old age. The sports complex in Maslak was completed and opened the same year.

In 1998, the book "The History of Darüşşafaka 1863-1994" was published following detailed research, in cooperation with the Economic and Social History Association of Turkey.

41 students, living through the earthquake of 17 August, were accepted to the School with no examination. In addition, in the 1997-2007 period, a total of 78 martyred soldiers and police children were admitted to the school without an examination.

In 2003, Darüşşafaka hosted 108 students, who lived through the Bingöl earthquake, for a while.

In 2004 and 2005, Maltepe Residence, Şenesenevler Residence, Darüşşafaka Physical Therapy and Rehabilitation Center, and Maltepe Special Care Unit opened their doors to Darüşşafaka benefactors.

Fundamental changes took place regarding both the Society and the School administration: As a result of several meetings held with the participation of the administrators of both the Society and the School, teachers, representatives of both the students and the Parent-Teacher Society, and experts in the field of education, a 5-year strategic plan for the years 2007 to 2012 was developed with the purpose to improve the School further.

Urla Residence started operating in İzmir.

Darüşşafaka Elementary School started organizing a column-writing competition in the memory of journalist and writer Ahmet Rasim, who was both a graduate and a teacher of Darüşşafaka, among the elementary schools in Istanbul.

In 2008, in order to deepen the practice of the principle of equal opportunity in education and to increase the success of students in rural areas, whose opportunities are limited compared to big cities, but who have high talent, in Darüşşafaka entrance examinations, the exam system based on knowledge measurement was changed to an examination system based on intelligence, talent and creativity, and the number of provinces where the examination was held was increased.

Darüşşafaka started the "Darüşşafaka Seeks for its Parents" program, as well as annual donation campaigns within the Darüşşafaka family.

The project "81 Students from 81 Provinces" was initiated in cooperation with Isbank, and the first students accepted within this scope began studying at Darüşşafaka.

In 2009;

To ensure Darüşşafaka broadens its horizon in the globalizing world, the High Advisory Board was established with the participation of opinion leaders of the society.

A social responsibility project called "From Dreams to Reality" was initiated in cooperation with Procter & Gamble Turkey.

In 2011;

The Darüşşafaka Educational Institutions Regulation, the MEB Private Darüşşafaka Primary School Regulation, and the MEB Private Darüşşafaka High School Regulation were each approved separately on 13 September 2011 by the Board of Education of the Ministry of National Education. Due to the reform of the education system in Türkiye, which extended the duration of high school education to four years, Darüşşafaka High School did not graduate any students during the relevant period. In memory of Nazima Antel, the first headmistress of Darüşşafaka, the School began granting "Nazima Antel Awards" to students who achieved success in the field of English in out-of-school activities. As it was the 40th year after the first time female students were accepted to the School, female Darüşşafaka graduates started the campaign "Daçka Girls 40th Year", with the purpose of collecting TL 1,000,000, the education expenses of ten girls for ten years.

In 2012;

The purpose of the bylaws was amended on 14 April 2012, in the extraordinary general assembly, to which President Recep Tayyip Erdogan participated as the natural president of Darüşşafaka Cemiyeti. With the amendment introduced, not only children whose fathers are deceased but also those whose mothers are deceased were granted the opportunity to receive education at Darüşşafaka. The phrase "Turkish-Islamic children" stated in the Purpose Article was revised and modernized as "Citizens of the Republic of Türkiye." In addition, the qualifications sought in the young individuals to be educated by Darüşşafaka were incorporated into the bylaws as a formal provision. In addition to third-grade primary school students whose fathers are deceased, students whose mothers are deceased were, for the first time, admitted to the Darüşşafaka Entrance Examination. The "Equal Opportunity in Access to International Quality Education" Conference was organized.

In 2014;

The 2015–2020 Strategic Plan was prepared. The Darüşşafaka Tech-Entrepreneurship Youth Center was launched. Started giving scholarships to university students who are not Darüşşafaka graduates.

In 2015;

First steps were taken in accordance with the strategic plan of 2015-2020. The focus was on receiving regular donations. Within this framework, a donation campaign was launched with the slogan "Not all expenses are essential, but education is". Darüşşafaka Cemiyeti was granted the "special consultative status" by ECOSOC (UN Economic and Social Council). With the donation of Şenesenevler Residence benefactor Halidun Tınaztepe, the admission quota to Darüşşafaka Secondary School was increased from 120 to 130 students. An independent research firm was asked to conduct Darüşşafaka Reputation Research.

In 2016;

Through the contributions of Şenesenevler Residence benefactor Halidun Tınaztepe and Yakacık Residence benefactor Güler Haşimoğlu, the admission quota to Darüşşafaka Secondary School was increased from 120 to 122 students. The campaign with the slogan "Not all expenses are essential, but education is" won the Golden Effie Prize in the CSO (Civil Society Organization) Category.

In 2017;

The "81 Students from 81 Cities" project, which was implemented on September 3, 2008, in cooperation with Türkiye İş Bankası and the Society, celebrated its 10th anniversary. The project

celebrated its first graduates to university in 2017. In addition, the documentary titled "Darüşşafakalıyız Biz", prepared by beIN İz TV, in collaboration with Türkiye İş Bankası, was recognized and appreciated by the public. The traditional Islamic Memorial Service ceremony was carried out in Ankara, Izmir, and Istanbul. Darüşşafaka Cemiyeti received the Felis Award with the donation story of "Klas Hamal" Mehmet Ateş, who makes his living as a porter in Kocaeli's Kandıra district, and the new communication campaign prepared with the volunteer support of 4129Grey. Darüşşafaka Robotics Club won the "Chairman's Award", which is the most prestigious award at the FIRST Robotics Competition San Francisco Regional Tournament, which it participated in this year in the USA, and was entitled to participate in the FRC World Championship held in Houston. It also won the "Team Spirit" award in the World Championship. Four students from the DŞMakers Club represented Turkey in the science fair called "Canada Wide Science Fair" held in Canada, where the world's bright young scientists compete with two projects they developed for the disabled, namely "Mind Controlled Smart Home" and "Remote Board Control with Gloves," and won two gold medals.

In 2018;

The year 2018, in which the 155th anniversary of the Darüşşafaka Cemiyeti was celebrated, hosted many events. The prominent one was the Darüşşafaka Roof Talks, organized under the title of "Small Stories on Big Topics". Nearly 1,000 participants from all over Turkey followed the all-day event, which was held at the TIM Exhibition Center on October 24. Famous pianist and composer Fazıl Say gave a recital at İş Sanat Culture Center on April 6 for the 155th anniversary of its association. Darüşşafaka Robot Club "Sultans of Turkey", which is a pioneer in this field as the first high school robot club in Turkey, won the "Chairman's Award", the most prestigious award of the "FIRST Midwest Regional" robot competition held by the FIRST Association on April 4-7 in Chicago, USA. Darüşşafaka Basketball Team became the EuroCup Champion.

In 2019;

Talha Çamaş (DŞ'69), who had been the Chairman of the Board of Directors at Darüşşafaka for six years, handed over his duties to M. Tayfun Öktem (DŞ'82). Having received the "Engineering Inspiration Award," which was received by a Turkish team for the first time at the First Robotics Competition in the USA, Darüşşafaka Robotics Club was entitled to go to the grand finals to be held in Houston in 2020 with the support of the American Aerospace Agency (NASA), without participating in any qualifying rounds. The 2015–2020 Strategic Plan was prepared.

In 2020;

ISO 9001:2015 Quality Management System certificates were obtained for the Society and all affiliated institutions.

ISO 27001:2013 Information Security Management System certification studies have been completed. As of 23.12.2020, the necessary inspections were completed, and the certificate was awarded. The Darüşşafaka Culture and History Commission was established.

In 2021;

The Digital Transformation Project was launched, and the Digital Transformation Commission was established. About 1000 identified risks were classified by the Early Detection of Risk Committee. The Darüşşafaka Young Board was established. The Board consists of ten full and five substitute members to be elected among graduates who are younger than 30 years old. The term of office of the Board is three years, and its members will be renewed at the end of this period. The "2020 Integrated Report", the first integrated report of Darüşşafaka Cemiyeti, received two first ranks(Platinum) and one second

rank (Gold) awards in 3 categories at the MarCom Awards, which is described as the world's largest participation competition.

In 2022;

M. Tayfun Öktem (DŞ'82), who had been the Chairman of the Board of Directors since 2019, handed over his duties to Oğuz Güleç (DŞ'72). Within the scope of the Digital Transformation Project, the Digital Transformation Commission started its work. An independent research company was commissioned to conduct Darüşşafaka Cemiyeti Reputation and Perception research and Darüşşafaka Educational Institutions Strategy research. Within the scope of Corporate Governance and risk studies, the FMEA (Failure Mode and Effects Analysis) study was initiated. The Early Detection of Risk Committee and the Residences and Residence Governance Committee were also formed. The logos of all institutions were registered.

In 2023;

Following the 6 February Kahramanmaraş earthquakes, the Society increased its student admission quota within the capacity of the school, with the support of Türkiye İş Bankası, in order to provide qualified education to children in the earthquake-affected region who had lost their parents. Through this collaboration, students affected by the earthquake were granted the right to receive eight years of full scholarship, boarding, and high-quality education at the School. Türkiye İş Bankası's support for the students' education will also continue throughout their university studies. Following the entrance examination held on 21 May in 32 provinces, a total of 220 students were admitted to the School, including 100 students from 11 earthquake-affected provinces and 120 students from other provinces. In addition to the 100 students admitted from the earthquake-affected region, scholarships and distance education support were provided to a further 100 students from the same region who took the examination but were not granted the right to study at Darüşşafaka. In order to extend access to qualified education to a greater number of children from the earthquake-affected region, a campaign titled "Education from Us, A Home from You" was launched to rebuild the campus by expanding the capacity of its living and educational facilities. The 160th anniversary of the Society, the 150th anniversary of the Educational Institutions, and the 100th anniversary of the Republic were celebrated throughout the year with various events. Within this scope, on 25 November, the premiere of the Darüşşafaka Cantata, reviving Darüşşafaka's 160-year-rooted history and dedicated to the 100th anniversary of the Republic, was held at Süreyya Opera House. The first Sustainability Impact Report of the Darüşşafaka Cemiyeti was published. Our new campaign, titled "It Happens Through Education," was officially launched.

In 2024;

In order to add value to the lives of more children, the groundbreaking ceremony for the expanded campus was held on 4 December at the Darüşşafaka Ayhan Şahenk Sports Hall. With the new campus, it is aimed to gradually increase the School's capacity from 1,000 to 1,500 students, to ensure that students can continue their education in a safer environment in the event of a possible Istanbul earthquake, and to structure the educational and dormitory buildings for secondary and high school students separately, taking pedagogical considerations into account. As in the previous academic year, an additional quota of 100 students was created for 11 provinces in the earthquake-affected region for the 2024–2025 academic year with the support of Türkiye İş Bankası. Following the examination held on 26 May in 41 provinces, a total of 220 students were admitted to the School, including 100 students from the earthquake-affected region and 120 students from other provinces. With the admission of a total of 200 children from the earthquake-affected region, the total number of students enrolled at the School has exceeded 1,000. As in the previous year, in the 2024–2025 academic year, in addition to the 100 students admitted from the earthquake-affected region, scholarships and

distance education support were provided to a further 100 students from the same region who took the examination but did not gain the right to study at Darüşşafaka. Thus, a total of 200 students from the earthquake-affected region were provided with distance education and scholarship support. At the 46th İstanbul Marathon organized by Türkiye İş Bankası on 3 November, the Society achieved a historic record once again, taking pride in becoming champion for two consecutive years and breaking its own donation record. The Society became the NGO that raised the highest amount of donations among 60 non-governmental organizations (NGOs). At TEKNOFEST, Türkiye's largest aviation, space, and technology festival, the Darüşşafaka High School UAV Team ranked first in Türkiye with its project titled "Fixed-Wing UAV with Intelligent Image Processing for Search and Rescue Operations in Open Seas."

There are 14 associations whose revenues have been dedicated to the Darüşşafaka Cemiyeti.

Brief Information about the Activities of the Non-Governmental Organization

Vision of the Darüşşafaka Society: To take our place among the world's most respected educational institutions by educating talented young individuals and providing them with the association to realize their full potential. .

Mission of the Darüşşafaka Society: To raise lifelong learners who are modern, self-confident, responsible toward society in all areas, and capable of becoming leaders. .

Values of the Darüşşafaka Cemiyeti: We are committed to the Principles of Atatürk. We respect people and the environment. We uphold the rights of individuals, children, and all living beings. We value ethical principles and put them into practice. We consider universal values alongside local ones. We are democratic, honest, reliable, and fair. We manage our processes in line with the principles of good governance. We are innovative and implement contemporary developments at every stage of education. We take responsibility and exercise initiative. We question and express our thoughts freely. We attach importance to diversity and inclusion and combat all forms of discrimination. .

The Society, one of Türkiye's first non-governmental organizations in the field of education, has sustained its existence since 1863 with the mission of "Equal Opportunity in Education." Meaning "home of compassion," Darüşşafaka today provides full scholarship, boarding, and high-quality education starting from the 5th grade to successful students whose father and/or mother is deceased and whose financial means are insufficient to access a good education; it works to ensure that each child reaches his or her full potential. Today, the Society educates more than 1,000 female and male students, selected through a nationwide entrance examination from all regions of Türkiye, at its school in Maslak, İstanbul. These students are raised as young individuals who are committed to their values; modern; continuously improving themselves through lifelong learning; adaptable to change; conscious of their responsibilities; proficient in Turkish; able to use English effectively; equipped with contemporary skills; highly competent in the use of current technologies; able to develop their talents in sports and the arts; self-confident; and successful both academically and socially. The Society sends its students off to the best universities in Türkiye and around the world as leaders who respect people and nature; uphold the rights of all living beings; combat all forms of discrimination; adhere to ethical principles; are honest, reliable, and guided by a strong sense of justice; are committed to the Principles of Atatürk; and have internalized their values. It continues to provide scholarship support throughout their higher education. Since 1863, the Society and its donors have taken justified pride in educating numerous individuals who inspire society, from academics to bureaucrats, and from scientists to artists. Since 1863, the Society has paved the way to the dreams of our children, the future of our country, with love and dedication, without ever compromising its mission. Operating as an association serving the public interest by virtue of a Council of Ministers' Decree since 1940, the Society creates

value together with its stakeholders. In order to generate resources for its students and educational activities, 16 associations have been entrusted to the Society. In addition, pursuant to Law No. 3685 dated 28 November 1990, the Society is exempt from all taxes, duties, charges, shares, and funds.

"Darüşşafaka Cemiyeti has launched Darüşşafaka Residences, Urla Yaşam Private Nursing Home and Care Center, Maltepe Ömran and Yahya Hamuloğlu Physical Therapy and Rehabilitation Center, and Maltepe Special Care Unit, with the aim of ensuring the perpetuation of the principle of "equal opportunity in education" that has been maintained for a century and a half at Darüşşafaka Educational Institutions, providing more children with access to this educational opportunity, and opening the doors of Darüşşafaka's "nest of compassion" to philanthropists who are dedicated to its mission.

Darüşşafaka Cemiyeti provides non-repayable scholarships to its high school graduates who continue their university education. The scholarship granted to encourage academic achievement is awarded, based on ÖSYM placement rankings, to newly admitted university students who rank within the top 100,000 in their respective score type, and to continuing students who have achieved a minimum cumulative grade point average of 3.00 out of 4.00 and have earned the right to advance to the next academic year. During the 2024–2025 academic year, a total of 5,344,000 TL in scholarships was awarded in October, November, and December to 390 university students (including Darüşşafaka graduates and 78 successful university students who are not Darüşşafaka graduates within the scope of the "Equal Opportunity in Education Scholarship Fund"). A total of 363 undergraduate, 9 graduate, and 3 doctoral students benefited from the scholarships. Among our Darüşşafaka graduate undergraduate students, 10 continue their education abroad; among our graduate students, 5 are pursuing their studies overseas.

The Darüşşafaka Cemiyeti **Career Development Center** was established in 2024 to support Darüşşafaka graduates who have completed Darüşşafaka High School and are continuing their university education until they begin their professional careers. The Career Development Center, which also carries out various initiatives to support the personal and professional development of Darüşşafaka graduates during their higher education, plays a significant role in maintaining communication with young alumni. A system has been established to monitor records from different platforms used for students outside the institution through a CRM structure. Within this structure, an APP integrated into the CRM, where records of Education, Scholarship, scholarship recipients, and students receiving mentoring and career counseling services are maintained and reported, was created in January 2025 and is actively in use.

Affiliates of the Darüşşafaka Cemiyeti

Trade name	Line of Business	Share(%)	The Nature of the Relationship with the Company
DAÇKA Eğitim Araştırma Tanıtım Organizasyon Hizmetleri A.Ş.	Organization Services	100	SUBSIDIARY
Darüşşafaka Cemiyeti İktisadi İşletmesi	Physical Therapy and Rehabilitation, Private Nursing Home and Care Services	100	SUBSIDIARY

Darüşşafaka Cemiyeti

Number of Society's Registered Members	Number
Number of Registered Members As of 31.12.2022:	954
Number of Registered Members As of 01.12.2023:	958
Number of Registered Members As of 01.12.2024:	952
Number of Registered Members As of 01.12.2025:	612

Number of Society's Donors	Number
Total Number of Donors As of 31.12.2022:	196,278 (Individual and Corporate)
Total Number of Donors As of 01.12.2023:	254,439 (Individual and Corporate)
Total Number of Donors As of 01.12.2024:	261,665 (Individual and Corporate)
Total Number of Donors As of 01.12.2025:	280,790 (Individual and Corporate)

Number of Students As of the 2025-2026 Academic Year **(As of 01.12.2025)**

	High school	Secondary school	Total
School Size	372	670	1,042
Total Girls	168	316	484
Total Boys	204	354	558

Number of Employees of Educational Institutions As of 01.12.2025:

Duty	Number of People	
Manager	26	
General Manager	1	
Manager	3	
Deputy Manager	12	
Coordinator	9	
Consultant	1	
Teacher	136	
Teacher Aide	57	
Academic Trainers	21	
Administrative Staff	43	
Other Personnel	121	
TOTAL	404	

Number of Employees of Residence and Health Institutions/ 01.12.2025			
Duty	Professional	Administrative	Total
Yakacık Residence	22	21	43
Maltepe Residence	40	23	63
Şenesenevler Residence	15	17	32
Urla Residence	36	31	67
Special Care Unit	33	9	42
FTR Center	17	7	24
Urla Living Unit	69	10	79
TOTAL	232	118	350

Number of Employees of the Society Center / 01.12.2025	
Duty	Person
Secretary General and Deputy Secretary General	5
Member of the Board of Directors	3

Chief Legal Counsel and Law Office	6	
Campus Project	4	
Donation Management and Benefactor Relations	15	
Residence and Bequest Donations	3	
Operation and Financial Affairs	5	
Human Resources and Internal Communication	7	
Information Technologies and Digital Transformation	14	
Corporate Communications	13	
Internal Audit	3	
Real estate	6	
Purchasing	7	
Career Development Center	3	
Corporate Risk Assessment	1	
Facility Services, Warehouse, Administrative Affairs	19	
Society Museums	3	
Ankara Office	1	
TOTAL	118	118

General Number of Employees / 01.12.2025		Person
Society Headquarter		118
Darüşşafaka Educational Institutions		404
Yakacik Residence		43
Maltepe Residence		63
Şenesenevler Residence		32
Urla Residence		67
Special Care Unit		42
PTR Center		24
Urla Living Unit		79
TOTAL		872

872

Number of Donors Staying in the Residences

Source:

Residence	01.12.2025
Yakacik Residence	79
Maltepe Residence	107
Şenesenevler Residence	70
Urla Residence	171
Total	427

Darüşşafaka Cemiyeti

4- CHANGES IN THE ASSOCIATION IN THE LAST YEAR:

i. Amendments made to the Society's Bylaws;

At the Ordinary General Assembly meeting held on 12 April 2025 regarding the Society's activities for the year 2024, pursuant to Article 13 of the Agenda, the proposed amendments to Articles 45 and 65 of the Society's bylaws were discussed, and the amendments made to Articles 45 and 65 as set out below were unanimously approved.

Article 45: "Pursuant to Article 34 of the Bylaws, commission chairpersons elected **thereunder shall, within one month from the date of their election, notify the Board of Directors** of the nominees for commission membership whom they designate from among the members of the Board of Directors or the Society members. Members of the Board of Directors who wish to serve on these commissions may also submit their candidacy applications to the Board of Directors within the same period. The Board of Directors shall establish the commissions by selecting the commission members from among all nominees, provided that each commission consists of a minimum of **five** and a maximum of **fifteen** members."

Article 65: The Darüşşafaka Society shall keep the following books:

- a) Membership Register,
- b) Resolution Book,
- c) **Document Record** Book,
- ç) **Journal Book,**
- d) **General Ledger.**

The amendments made to Articles 45 and 65 of the Society's Bylaws were discussed and adopted at the Ordinary General Assembly meeting held on 12 April 2025, and these amendments were approved by the T.R. Istanbul Governorship Provincial Directorate of Civil Society Relations through its official letter dated 27.06.2025, no E-87385697-450-923822.

ii. Corporate Governance Compliance Development

In the rating report resulting from the evaluation of the activities of the Darüşşafaka Cemiyeti in 2024, the Corporate Governance Compliance Score of the Association was determined as **9.89**.

As of 29.12.2025, the society's Corporate Governance Compliance score reached **9.94**. It has been observed that the Society's Board of Directors and senior management make significant efforts in the development of Corporate Governance.

iii. Policies;

There have been no amendments during our review period to the Information Disclosure Policy, Ethical Principles and Rules, Human Resources Policy, Remuneration Policy, and Personnel Compensation Policy that the Society has publicly disclosed. In 2025, pursuant to a Board of Directors' Resolution, the "DARÜŞŞAFKA LIFE FUND AND NAMED LIFE FUNDS PRINCIPLES AND POLICIES" were established and approved at the General Assembly, and within this framework, a "Life Fund" was founded as an endowment fund. All policies of the Society have been shared with the public under the "Policies" section on the official website.

Management and Organization:

It was learned that there was no change in the organization and management structure of the Society during the review period.

5- RATING METHODOLOGY

The Corporate Governance Compliance Rating is a system that audits whether or not the organization's management structures and management styles, the arrangements for shareholders and stakeholders and the process of informing in transparency and accuracy are performed in accordance with the modern corporate governance principles and which assigns a grade corresponding to the existing situation.

In 1999, the Organization for Economic Cooperation and Development approved and published the OECD Principles of Corporate Governance at the Council of Ministers. Since then, the principles have become an international reference for decision makers, investors, shareholders and companies around the world. The G20/OECD Corporate Governance Principles are set out in the Annex to the OECD Recommendation. The Corporate Governance Principles [OECD/LEGAL/0413] were adopted by the OECD Council on 8 July 2015 and were revised. 8 June 2023. The Principles were endorsed by the G20 in September 2023.

In Turkey, the Capital Markets Board (CMB) has undertaken studies on Corporate Governance. The CMB first established the Corporate Governance Principles in 2003, then revised and published them in 2005. Finally, the Board revised the Corporate Governance Principles in December 2011/February 2012 with the Communiqués Series: IV No: 56 and Series: IV No: 57. Finally, the Principles were reviewed once again, and their final version was published with Communiqué No. II-17.1 dated 3 January 2014.

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

Apart from the CMB, the Regulation on the Corporate Governance Principles of Banks published in the Official Gazette dated 01.11.2006 and numbered 26333 in the BRSA, and the rules required to be implemented by the banks are determined in this regulation.

Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. (Kobirate A.Ş.) carries out its Corporate Governance Rating with a system that is based on the Corporate Governance Principles of the Capital Market Board (SPKKYİ). The firms are analyzed under four main headings in this system according to CMB CGP. These are the Company's Shareholder Structure, Management Structure, Shareholders, Public Disclosure and Transparency, Stakeholders and Board of Directors.

In this analysis, the full compliance of workflow and analysis technique with Kobirate A.Ş.'s Ethical Rules is considered.

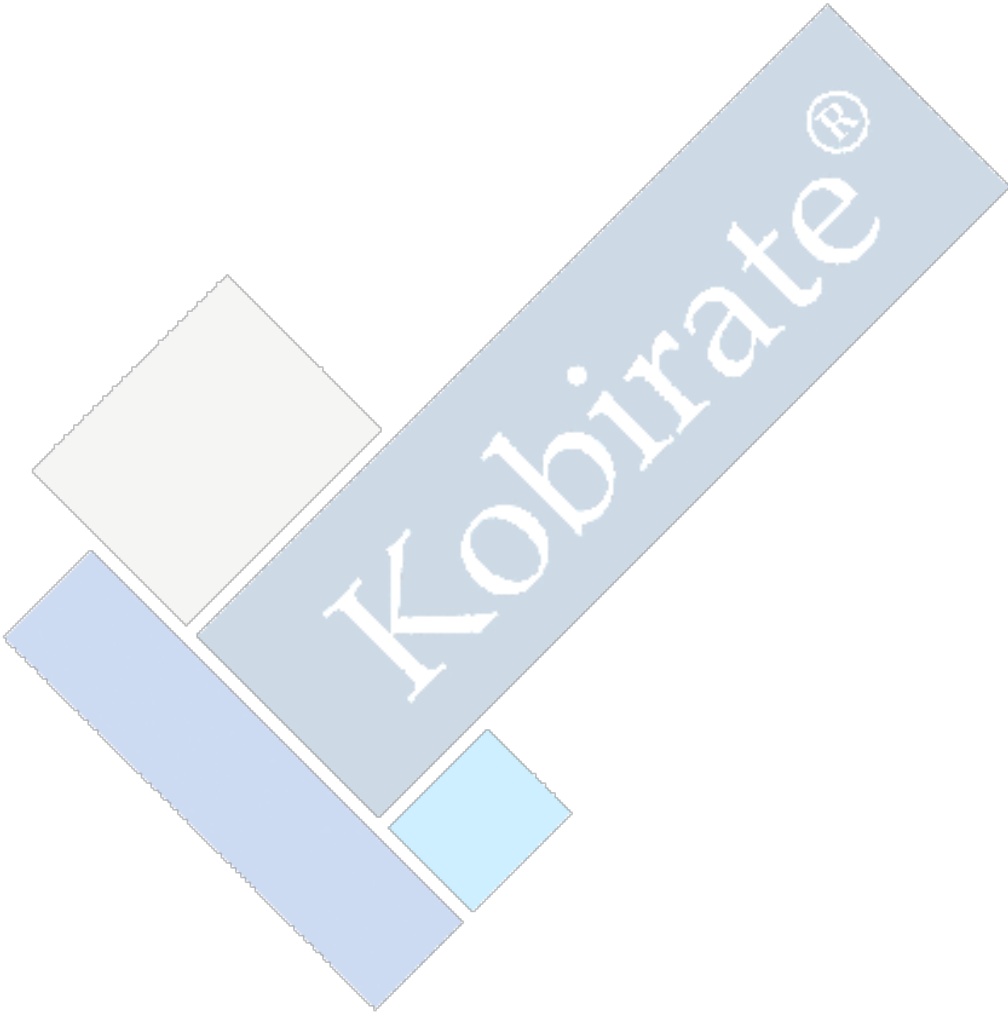
During this analysis, 302 different criteria are taken into account in order to measure the compliance of the Non-Governmental Organization with the corporate governance principles. These criteria have been transformed into Corporate Governance Rating Question Sets specific to Kobirate A.Ş., and the answers to these questions are received electronically from NGOs. The responses received are re-examined by rating specialists and analysts through a review of the relevant documents and information, and are compiled into a report together with the findings and submitted to the Kobirate Corporate Governance Rating Committee for final decision.

The sub-sections determined by the Capital Markets Board within the framework of the Corporate Governance Principles are evaluated over 100 points each. The coefficients determined by the CMB, which indicate the impact of these sub-sections on the overall Corporate Governance Compliance Rating score, are as follows.

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

The section grades are adjusted to a coefficient of 10 and thereby converted into the overall Corporate Governance Compliance Rating score.

The grade to be assigned to the NGOO by the Corporate Governance Rating Committee ranges between 0 and 10. In this scale of grade, "10" points mean 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 any sense, in the existing weak structure.



6- KOBİRATE ULUSLARARASI KREDİ DERCELENDİRME VE KURUMSAL YÖNETİM HİZMETLERİ A. Ş. CORPORATE GOVERNANCE RATING GRADES AND DESCRIPTIONS

NOTE	DEFINITIONS
<p>9-10</p>	<p>The NGO achieved substantial compliance with the Corporate Governance Principles issued by the Capital Market Board. Internal control systems are established and are operational. Any risks to which the NGO might be exposed are recognized and controlled effectively. The interests of the members are fairly considered. The level of public disclosure and transparency is high. The interests of the stakeholders are fairly considered. The structure and the working conditions of the Board of Directors are in full compliance with the Corporate Governance Principles.</p>
<p>7-8,9</p>	<p>The NGO achieved significant compliance 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 to which the NGO may be exposed are identified and can be managed. The interests of the members are fairly considered. Public Disclosure and transparency are at high levels. The interests of the stakeholders are fairly considered. Composition and operational conditions of the Board comply with the Corporate Governance Principles. Some improvements are needed in compliance with the Corporate Governance Principles, even though they do not constitute serious risks.</p>
<p>6-6,9</p>	<p>The NGO has moderately complied with the Corporate Governance Principles issued by the Capital Market Board. Internal Control systems at a moderate level have been established and operated; however, improvement is required. Potential risks that the NGO may be exposed to are identified and can be managed. The benefits of the members are taken care of, but improvement is needed. Although public disclosure and transparency are taken care of, there is a need for improvement. The benefits of the stakeholders are taken care of, but improvement is needed. Some improvement is required in the structure and working conditions of the Board.</p>

NOTE	DEFINITIONS
4-5,9	The NGO has minimally complied with the Corporate Governance Principles issued by the Capital Market Board. Internal control systems are in place at a minimum level, but are not fully efficient. Potential risks that the NGO is exposed to are not properly identified and are not under control. Members' rights, Public disclosure and transparency, Stakeholders' rights, and the Board of Directors' structure and working conditions require significant improvements in line with corporate governance principles.
< 4	The NGO has failed to comply with the Corporate Governance Principles issued by the Capital Market Board. It 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 all levels. The rights of the members, public disclosure and transparency, the rights of stakeholders and the structure and working conditions of the board of directors contain significant weaknesses.

