

2023

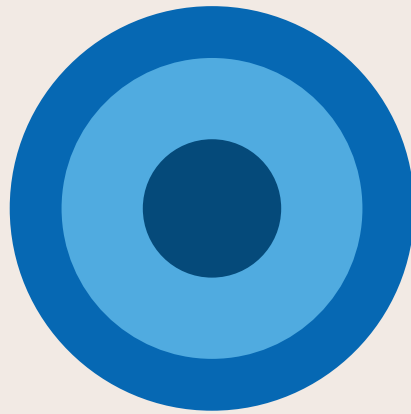
Annual Report



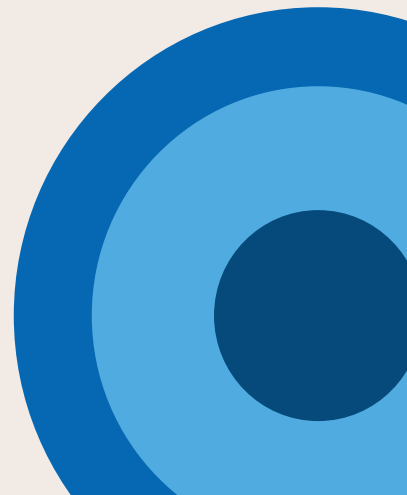
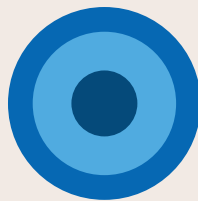
*iyi ki narsun,
iyi ki Ray'sun*

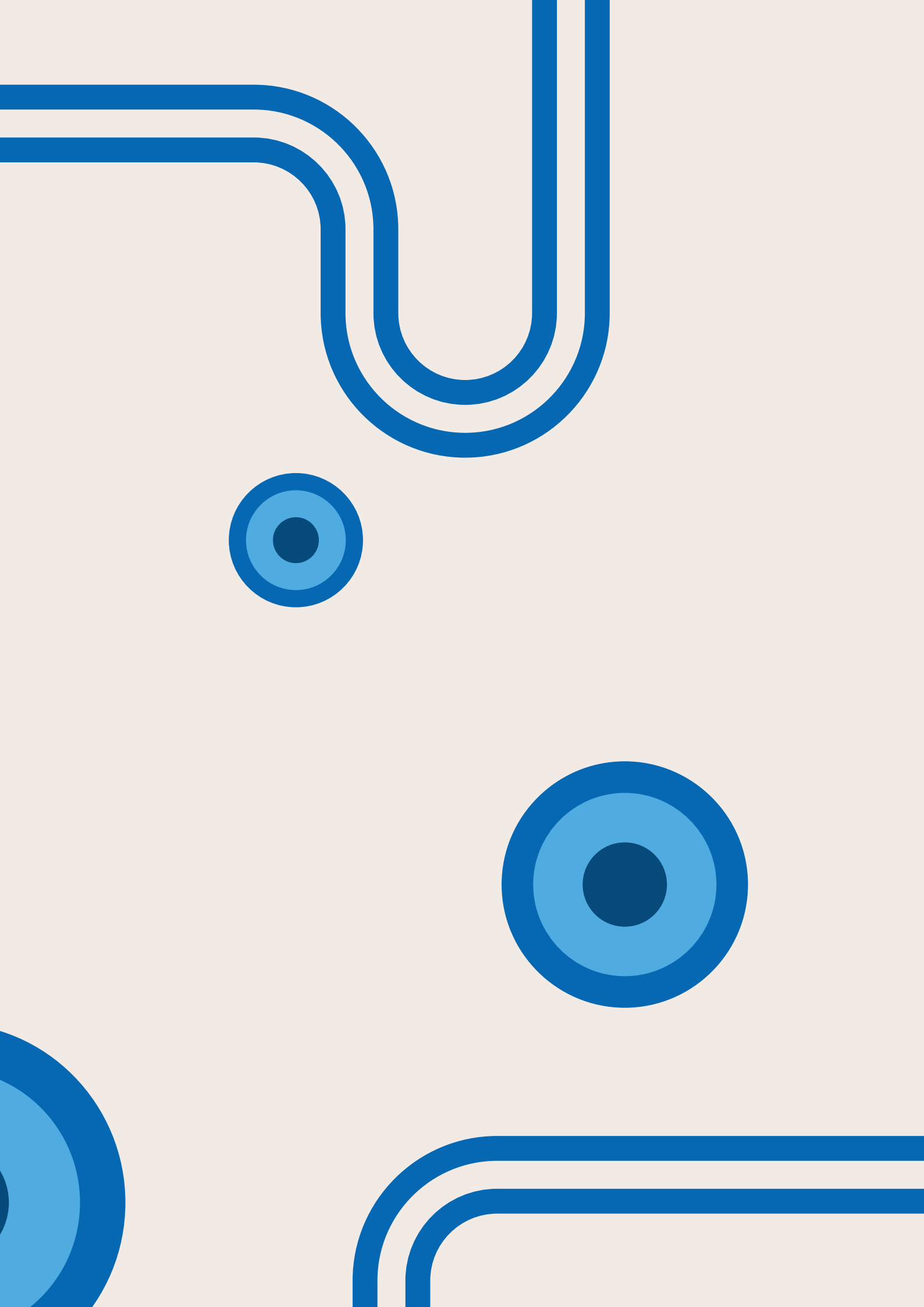


ANNUAL REPORT



**THE PERIOD OF
JANUARY 1, 2023 –
DECEMBER 31, 2023**








LIST OF INDEX

A. GENERAL INFORMATION

- Ray Sigorta Corporate Profile
- Manifesto
- Regional Directorates
- Our Vision, Mission and Values
- Ray Sigorta From Past to Present
- Statement of Liability
- Audit Firm's Opinion
- Chairman's Message
- General Manager's Message
- Shareholding Structure and Subsidiaries
- Summary Financial Information
- About Vienna Insurance Group
- Changes In Applicable Laws And Regulations Material Amendments Made In Laws In 2023
- Talent and Culture Activities

B. MANAGEMENT AND CORPORATE GOVERNANCE PRACTICES

- Board of Directors
 - Management Board and Top Management
 - Independent Audit Firm
 - Internal Audit Department
 - Organization Chart
 - Board of Directors' Report
 - Related Parties Report
 - Financial Rights and Other Benefits Provided to Management Body
 - Information on Donations and Grants and Other Expenses Incurred for Social Responsibility Projects
 - 2023 Annual Ordinary Meeting of General Assembly of Shareholders
 - Changes in Articles of Association During 2023
- 

C. ACTIVITIES OF DEPARTMENTS DURING THE YEAR

- Non-Motor Branch Technical Results
- Motor Branch Technical Results
- Results of Technical Transactions
- Strategy Assistant General Manager Activities
- Technology and Digital Solutions Assistant General Manager Activities
- Claims Assistant General Manager Activities
- Marketing and Customer Experience Assistant General Manager Activities
- Individual Sales Assistant General Manager Activities

D. PROFIT DISTRIBUTION POLICY

E. INTERNAL SYSTEMS

- Internal Audit
- Internal Control
- Risk Management
- Actuarial Unit

F. MASAK COMPLIANCE

- Compliance With Laws on Prevention of Laundering of Crime Revenues and of Financing of Terrorism

G. OUTSOURCING OF SERVICES

H. CORPORATE GOVERNANCE COMPLIANCE REPORT AND CORPORATE GOVERNANCE INFORMATION FORM SUSTAINABILITY REPORT

I. FINANCIAL STATEMENTS

- Summary of Audit Report
- Balance Sheets
- Income Statements
- Cash Flow Statements
- Statement of Changes in Shareholders' Equity
- Explanatory Footnotes of Financial Statements

CORPORATE PROFILE

Having left behind a past of 65 years in Turkish insurance industry, Ray Sigorta, through a premium production of TL 12.815.129.659,- in 2023, ranked as the ninth among non-life insurance companies with a market share of 2,99%.

As of the end of 2023, Ray Sigorta is manned by 360 employees in 9 Regional Directorates and 1 Call Center.

In 2023, it is supported by 1.872 agencies, 131 agency branches, Fibabanka, 102 brokers, 9 Broker branches and Bnp Paribas leasing company. Further with 1.384 contracted automobile service stations, 519 glazier shops and 4.229 contracted healthcare institutions, Ray Sigorta is successfully maintaining its value creating company vision in its industry.

GENERAL INFORMATION ABOUT RAY SİGORTA

Company Name: Ray Sigorta Anonim Şirketi

Trade Registry Number: 297257 -0

Mersis Number: 0734 - 0039 - 7980 - 0033

Electronic Mail Address: info@raysigorta.com.tr

Web Address: www.raysigorta.com.tr

Registered Electronic Mail Address (KEP): raysigorta@hs03.kep.tr

Address of Registered Offices: Cumhuriyet Mahallesi, Haydar Aliyev Cad.

No: 28 34457 Sarıyer / İstanbul

Telephone Number: 0 212 363 25 00

Facsimile Number: 0 212 299 48 49



MANIFESTO

The seeds of trust are sown and planted in this land 65 years ago.
At the first moment we bushed out, we were only a small sapling.

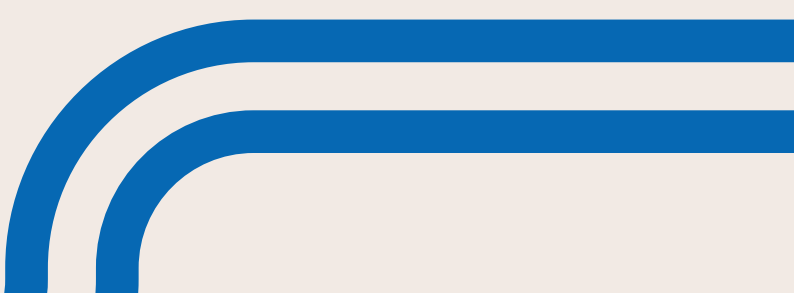
Yet we grew up and up by years. And we tightly and firmly held on
to this land where we were born. Our roots hugged and dug down
deep. So that everyone seeking trust may take a deep breath of
fresh air, We sprouted at steep and sheer slopes, and
Confronted and stood up against blustering winds.

And we harbored in our shadow in sunny days,
And in our trunk in stormy and rough weather.

Then, seasons changed. Years passed by. As long as sun embraced
and received us with open arms, our skyward growth never stopped.
Both our branches and our roots are ever-grown unceasingly.
We produced fruits. We dropped our leaves.
But each dropping leaf is immediately replaced by a new one,
And each broken branch is superseded by a stronger one.

We, as Ray Sigorta, always continued to a brand name of this land.
And we are deep-rooted as a brand of trust all over our country.

And this is exactly what is expected from us as a company of trust
born and deep-rooted in this land.



REGIONAL DIRECTORATES BRANCH OFFICES:

Istanbul Anatolian Side Regional Directorate

Merdivenköy Mah. Yumurtacı Abdibey Cad. Nur Sok No:1
A Blok Kat: 10 Ofis No: 94 İç Kapı No: 1004 34732 Kadıköy / İstanbul
Telephone: 0216 411 16 06 Facsimile: 0216 411 16 19

Istanbul Anatolian-2 Side Regional Directorate

Merdivenköy Mah. Yumurtacı Abdibey Cad. Nur Sok No:1
A Blok Kat: 10 Ofis No: 95 İç Kapı No: 1005
34732 Kadıköy / İstanbul
Telephone: 0216 411 16 06 Facsimile: 0216 411 16 19

Istanbul European Side Regional Directorate

Yeşilköy Mah. Atatürk Cad. Egs Business Park Blokları No: 12 B/1 Blok
No:323-324 34149 Bakırköy / İstanbul
Telephone: 0212 465 40 45 Facsimile: 0212 465 04 75

Ankara (Central Anatolia) Regional Directorate

Beştepe Mah. Yaşam Cad. Adalet Sokak Neorama İş Merkezi No: 13/A
Kat: 4 D: 11-12-13-14-15-16 Söğütözü 06560 Yenimahalle/Ankara
Telephone: 0312 428 50 00 Facsimile: 0312 428 50 49

İzmir (Aegean) Regional Directorate

Adalet Mah. Manas Bulvarı Folkart Towers A Kule No:47/B Kat:36
D:3604 35530 Bayraklı / İzmir
Telephone: 0232 483 72 46 Facsimile: 0232 489 86 05

Bursa (Marmara) Regional Directorate

Konak Mah. Lefkoşe Cad. NM Ofis Park A-Blok Kat: 3 No: 34-36
16110 Nilüfer/Bursa
Telephone: 0224 211 28 27 Facsimile: 0224 211 28 37

Adana (Southeastern Anatolia) Regional Directorate

Cemalpaşa Mah. Atatürk Cad. Sapmaz İş Merkezi No: 48 Kat:4 D: 10-11
01120 Seyhan/Adana
Telephone: 0322 457 06 83 Facsimile: 0322 454 77 61

Antalya (Mediterranean) Regional Directorate

Deniz Mah.Konyaaltı Cad. Antmarin İş Merkezi No: 24 Kat 6
07050 Konyaaltı / Antalya
Telephone: 0242 247 20 25 Facsimile: 0242 247 39 59

Malatya (East Anatolia) Regional Directorate

İsmetiye Mah. Mina Sokak Mehmet Ilıcak İş Merkezi No: 1 Kat: 4
D: 30-31 44100 Battalgazi/Malatya
Telephone: 0422 503 11 40 Facsimile: 0422 503 11 47



1958

Ray Sigorta was founded with the initiatives of national transport companies Turkish Airlines, Turkish Maritime Lines, State Railways and PTT.



OUR VISION, MISSION AND VALUES

Our Vision

To be a pioneering insurance company that is reliable, solution-oriented, fast, digitally-transformed, profitable, and has a sustainable growth rate.

Our Mission

To rank in the top 6 in non-life insurance segment as the best insurance company for its customers, business partners, stakeholders, employees and particularly its distribution channels.

Our Values

We are ...
A family,
Honest,
Respectful to ethical values,
Fair,
Transparent and participative,
Strong together,
Creative and productive,
With our focus on human value.

FROM PAST TO PRESENT

- 1958: Founded as an initiative of national transportation companies (Turkish Airlines, Turkish Maritime Lines, State Railways, PTT).
- 1992: Privatized and sold to Doğan Holding.
- 1997: Listed in Istanbul Stock Exchange.
- 2007: 74.26% of its capital is acquired by TBIH Financial Services Group, an affiliate of VIG.



- 2008: Ray Sigorta added Vienna Insurance Group to its logo.
- 2009: The Company's partnership structure is designed as 84.26% held by VIG, 10% by Doğan Group, and 5.74% floating shares by more than 4,000 investors.
- 2011: Capital of the Company is arranged in such manner to result in 81.59% thereof being held by TBIH Services Group N.V, and 12.67% by Vienna Insurance Group (VIG) and 5.04% as free float.
- 2018: Ray Sigorta, as an indication of its brand value and brand power, is included among "Most Valuable 100 Brands of Turkey" with its "A+" degree as a result of 2018 survey of the international brand assessment agency Brand Finance.
- 2019: Ray Sigorta is awarded Great Place To Work Certificate as a result of the strong corporate culture and employee satisfaction assessment conducted by Great Place To Work Institute.
- 2020: Ray Sigorta is named by Great Place To Work Institute in the List of Best Employers of Turkey. In addition, ranking among the top three in non-life insurance category in the customer experience index survey conducted by Şikayetvar.com, the first and largest complaint platform of Turkey, Ray Sigorta is awarded A.C.E (Achievement in Customer Excellence) Award.
- 2021: As a result of the 2021 research of the international brand evaluation board Brand Finance, Ray Sigorta was once again ranked among the "100 Most Valuable Brands in Turkey" with an "A+" rating as one of the limited number of elementary companies. In this list, it managed to become the 6th Company that increased its brand value the most, with a change of 32.1% among all sectors.
- 2022: The Company ranked 9th among companies operating in non-life branches with a total premium production of TL 6.148.770.094 increasing its market share to 3,01 % and announcing a profit of TL 179.719.075.
- 2023: The Company ranked 9th among companies operating in non-life branches with a total premium production of TL 12.815.129.659 increasing its market share to 2.99% and announcing a profit of TL 901.936.203.

**STATEMENT OF RESPONSIBILITY PURSUANT TO FINANCIAL
REPORTS FOR THE PERIOD OF
JANUARY 1, 2023 AND DECEMBER 31, 2023**

**RESOLUTION OF BOARD OF DIRECTORS ON APPROVAL OF
FINANCIAL REPORTS**

MEETING DATE: 21/02/2024

MEETING NO: 1640

RESOLUTION NO: 6451

We declare that we are responsible for the disclosed of,

- The Balance Sheets, Statement of Income, Statement of Cash Flows, Statement of Changes in Shareholders' Equity together with the prepared notes
- Annual Report
- Corporate Governance Compliance Report, Corporate Governance Information Form and Sustainability Report;

of Ray Sigorta A.Ş. for the period 01.01.2023 - 31.12.2023 , which have been prepared and audited by RSM Turkey Uluslararası Bağımsız Denetim Anonim Şirketi, in accordance with the Capital Markets Board's Communiqué Series II No: 14-1, the Financial Reporting Standards published by Public Oversight Accounting and the insurance legislation,

a) Has been examined,

b) Within the framework of information available in so far as its duties and responsibilities; the financial statements and interim report do not contain any misrepresentation of the facts on major issues, or any omissions that may be construed as misleading as of the date of the disclosure,

c) Within the framework of information available in so far as its duties and responsibilities; The financial statements prepared in accordance with applicable financial reporting standards truthfully reflect the facts about the assets, liabilities, financial condition and profit and loss of the Company and also truthfully reflects, along with major risks and uncertainties that might be occurred, the progress and performance of the Company.

Yours sincerely,

RAY SİGORTA A.Ş.
Head Office

H. Kerem ÖZDAĞ
Audit Committee and Corporate
Governance Committee Chairman

Koray ERDOĞAN
Board of Directors Member,
General Manager

Kemal UZUNAKSU
Audit Committee Member

Emre YAĞCI
Member of the Management Board,
CFO



**CONVENIENCE TRANSLATION INTO ENGLISH
OF THE INDEPENDENT AUDITOR'S REPORT ON
THE BOARD OF DIRECTORS' ANNUAL REPORT
ORIGINALLY ISSUED IN TURKISH**

Dear Shareholders,

We have so left behind another year which was by all means tough and difficult and marked by uncertainties in the global economy. In 2023, when concerns about geopolitical risks heightened by the Russian-Ukrainian War partially subsided and the COVID-19 pandemic ended, the recovery process in the global economy continued within the framework of the fight against inflation.

In Turkey, the earthquakes centered in Kahramanmaraş, which saddened us all, deeply affected the economy. Following the election process, the Central Bank of the Republic of Turkey made its mark on the year with tight monetary policy implementations within the framework of policies shaped by new appointments in the economic administration. While interest rates rose from 8 percent to 40 percent in a short period of time, this change in economic management started to receive positive reflections from international credit rating agencies towards the end of the year. In its latest report, the International Monetary Fund (IMF) raised its growth expectation for Turkey to 3.1 percent.

In terms of the Turkish insurance sector, total premium production grew by 25 percent in real terms in 2023, reaching TL 486 billion. TL 429 billion of this amount came from non-life insurance branches. In addition, Ray Sigorta increased its premium production by 26.49 percent in real terms by prioritizing the sensitivity of a balanced and profitable portfolio. Compared to 2022, Ray Sigorta managed to maintain its market share even in a challenging year like 2023 and ranked 9th in the sector.

I strongly believe that Ray Sigorta's sustainable success will continue in the coming years thanks to its customer-oriented approach. I would like to thank all Ray Sigorta employees, business partners and customers for their successful and devoted efforts.

Yours sincerely,

Dr. Peter Thirring
Chairman of the Board of Directors of Ray Sigorta

Dear Stakeholders,

We have left behind a period of high global volatility and weak trade and economic activity. Throughout 2023, a period of high uncertainty for financial markets, we watched the “hawkish” steps taken by central banks in developed countries to fight against inflation. In Turkey, the most important item on the agenda in 2023 continued to be high inflation. In order to control inflation, the Central Bank changed its policy and raised interest rates rapidly as of May. The policy interest rate, which was 8.5 percent in May, increased to 42.5 percent in December. When we look at the growth figures, we saw an annualized increase of 5.9 percent as of the third quarter, while on a quarterly basis, we saw that growth slowed down significantly compared to the previous quarter to 0.3 percent.

On the other hand, the number of natural disasters around the world continued to increase day by day due to the climate crisis. In fact, natural disasters in the first half of 2023 caused a global economic loss of 194 billion dollars. These losses in the first half of 2023 accounted for 60 percent of global annual average economic losses. The climate crisis and the resulting natural disasters stood out as a key risk factor for our industry. In addition, economic activities in our country, which faced the earthquake disaster centered in Kahramanmaraş, were also affected by this situation. This disaster, which we never want to experience, reminded us once again how important insurance is as a tool to help individuals and societies cope with natural disasters. As the insurance industry, we did not hesitate to take matters into our own hands during this period, aware of the strategic role we play in Turkey’s economic and social development. We supported our customers and agencies affected by the earthquakes from the very first day. On this occasion, I once again commemorate with mercy all our citizens who lost their lives in earthquakes and offer my condolences to their relatives.

Despite all these challenges, the insurance sector in Turkey has succeeded to close the year with optimistic results. Non-life branches grew by 27.61% in real terms, reaching a premium volume of TL 429 billion. As Ray Sigorta, we continued to work without compromising our focus on sustainable profitability in 2023, when we celebrated our 65th anniversary, as we did in the last 8 years. To this end, we worked with determination and grew our premium production by 108.4 percent in nominal terms and 26.5 percent in real terms. We maintained our market share and ranked as the 9th company with the highest premium production in 2023. We ranked among the top 4 companies in the Transportation branch and among the top 6 companies in the Fire and Natural Disaster branch.

On the other hand, we continued to crown our performance with awards. By winning the “Innovative Customer Interaction and Experience” award in 2023, in which we upgraded our products and service quality in line with changing and transforming customer needs, we once again confirmed our difference in this field.

Inspired and empowered by our shareholder Vienna Insurance Group, we will continue to add value to the insurance industry and support the Turkish economy with the same tenacity and determination. I would like to extend my deepest gratitude to our shareholders and members of our Board of Directors for their support during this process, to our customers for their trust in our company, and to all our employees, distribution channels and business partners who create added value for their customers by working passionately in line with our targets.

Yours sincerely,

Koray ERDOĞAN
Member of Board of Directors and
Ray Sigorta General Manager



1992

Ray Sigorta was privatised and sold to Dođan Holding.

SHAREHOLDING STRUCTURE AND SUBSIDIARIES

As of 31.12.2023, shareholding structure of Ray Sigorta A.Ş. is as follows:

Shareholders	Percentage of Shares	Number of Shares	Amount of Shares (TL)
ATBIH GmbH (*)	81.59%	13.304.862.688	133.048.626,88
Vienna Insurance Group (Wiener Staedtische Versicherung AG)	12.67%	2.066.352.811	20.663.528,11
LVP Holding GmbH (*)	0.70%	114.573.400	1.145.734,00
Other (Publicly Traded) (**)	5.04%	821.196.701	8.211.967,01
TOTAL	100,00%	16.306.985.600	163.069.856,00

(*) ATBIH GmbH and LVP Holding GmbH are affiliates of Vienna Insurance Group AG. Total share of VIG Group in the Company is 94.96%.

(**) All of the free floating shares are listed and traded in Borsa İstanbul A.Ş. (Istanbul Stock Exchange).

Subsidiaries	Ray Sigorta's Participation in Capital (TL)	Ray Sigorta's Share in Capital (%)
Tarım Sigortaları Havuz İşletmesi A.Ş.	1.793.114,67	3,7037%
Risk Ekspert Risk ve Hasar Danışmanlık Hizmetleri Ltd.Şti.	15.000,00	30,00%

Our Company is within the Registered Capital System pursuant to and under the capital markets laws and regulations. For the years 2024 - 2028, we have taken permission from the Capital Markets Board for a Registered Capital Ceiling of TL 200,000,000.

As of 31.12.2023, there are no privileges granted to share certificates representing our capital.

Neither the president and members of the Board of Directors, nor general manager and his assistants hold and own shares in the capital of our Company.

Capital Increase:

During 2023, the paid-in capital of our Company has not changed. Our Company has made its recent capital increase in 2011. At that time, our capital has been increased from TL 137,069,856 to TL 163,069,856 by an addition of TL 26,000,000 paid fully in cash.

SUMMARY FINANCIAL INFORMATION

SUMMARY FINANCIAL INDICATORS	2022	2023
Total Assets	5.442.491.581	10.864.865.543
Paid-in Capital	163.069.856	163.069.856
Shareholders' Equity	890.877.875	2.015.755.914
Premiums Written	6.148.770.094	12.815.129.659
Earned Premiums – Net	1.486.715.710	3.820.132.285
Claims Incurred – Net	-1.006.548.944	-2.710.094.333
Other Technical Revenues / Expenses – Net	-11.937.599	49.836.677
Operating Expenses	-391.596.484	-1.117.130.177
Change in Other Technical Reserves	-28.107.660	-64.608.181
Investment Income Transferred to Technical Part	209.194.393	1.068.031.558
Technical Part Balance (Technical Profit)	257.719.416	1.046.167.829
Net Profit / Loss	179.719.075	901.936.203

(Thousand TL)	Claims Incurred (Net)		Earned Premiums (Net)		Loss Ratio (Net)	
	2022	2023	2022	2023	2022	2023
Fire	63.124	107.360	170.323	322.803	37,10%	33,26%
Tcip		0	0	0	0%0	0,00%
Marine	16.807	22.822	111.728	287.107	15,00%	7,95%
Casulty	847.339	2.423.132	1.080.619	2.949.829	78,40%	82,14%
Engineering	15.957	20.350	19.575	40.042	81,50%	50,82%
Agriculture	39.786	80.631	75.160	135.647	0,00%	59,44%
Health	15.577	55.800	29.311	84.704	80,30%	65,88%
Total	1.006.549	2.710.094	1.486.716	3.820.132	67,70%	70,94%

(Thousand TL)	Technical Part Balance Technical Profit		Technical Part / Underwritten Premiums	
	2022	2023	2022	2023
Fire	74.558	173.091	5,27%	5,02%
Tcip	-3.782	-9.008	-4,61%	-5,41%
Marine	51.585	170.308	17,80%	28,87%
Casulty	82.530	657.696	2,33%	9,48%
Engineering	51.631	73.434	10,98%	8,66%
Agriculture	19.821	43.804	9,57%	9,61%
Health	-18.623	-63.158	-12,55%	-17,35%
TOTAL	257.719	1.046.168	4,19%	8,16%

(Thousand TL)	Premiums Written		Change %	Share %	
	2022	2023		2022	2023
Fire	1.141.924	3.450.772	143,88%	23,01%	26,93%
Tcip	82.097	166.474	102,78%	1,34%	1,30%
Marine	289.790	589.959	103,58%	4,71%	4,60%
Casulty	3.536.177	6.940.620	96,27%	57,51%	54,16%
Engineering	470.213	847.553	80,25%	7,65%	6,61%
Agriculture	207.123	455.808	120,07%	3,37%	3,56%
Health	148.446	363.943	145,17%	2,41%	2,84%
TOTAL	6.148.770	12.815.130	108,42%	100,0%	100,0%

(Thousand TL)	Retention Premium		Change %	Retention Ratio %	
	2022	2023		2022	2023
Fire	250.872	590.589	135,41%	17,73%	17,11%
Tcip	0	0	0,00%	0,00%	0,00%
Marine	121.225	306.194	152,58%	41,83%	51,90%
Casulty	2.182.652	4.077.170	86,80%	61,72%	58,74%
Engineering	35.332	70.515	99,58%	7,51%	8,32%
Agriculture	89.759	173.853	0,00%	43,34%	38,14%
Health	54.782	171.123	211,86%	36,96%	47,02%
TOTAL	2.734.712	5.389.444	97,08%	44,48%	42,06%



VIENNA INSURANCE GROUP COMPANY PROFILE

We want to further expand our leading market position in Central and Eastern Europe, relying on the proven collaboration and cooperation within the Group. At the same time, we are pursuing the goal of remaining a reliable and resilient partner for our stakeholders.

Hartwig Löger, CEO of Vienna Insurance Group

Vienna Insurance Group (VIG), headquartered in Vienna, is the leading insurance group throughout Central and Eastern Europe (CEE). More than 50 insurance companies and pension funds in 30 countries form a Group with a long-standing tradition, strong brands and close customer relations. The around 29,000 employees in the VIG take care of the day-to-day needs of around 28 million customers.

From first mover to market leader in CEE

VIG was one of the first European insurance groups to expand into the markets of the CEE region after the fall of the Iron Curtain in 1989. Step by step, the Group established itself in new markets and has become the number one in the region. Vienna Insurance Group places an emphasis on Central and Eastern Europe as its home market and pursues a long-term strategy in the markets where it is represented. More than half of the total business volume and profit is generated in this region.

Expertise with local responsibility

Vienna Insurance Group is synonymous with stability and expertise in providing its customers with financial protection against risks. Great importance is attached to a local multi-brand policy with regionally established brands and local entrepreneurship. Ultimately, the Group's success and closeness to its customers is down to the individual strengths of each brand and local know-how.

VIG pursues a long-term business strategy in its markets that is focused on sustainable profitability and continuous earnings growth.

Strong finances & credit rating

Vienna Insurance Group has been awarded an A+ rating with a stable outlook from the internationally recognised rating agency Standard & Poor's. VIG shares are listed on the Vienna, Prague and Budapest stock exchanges. Wiener Städtische Versicherungsverein – a stable core shareholder with a long-term focus – owns 72% of VIG's shares. The remaining shares are in free float.

<p>ALBANIA</p> <p>SIGMA VIENNA INSURANCE GROUP</p> <p>INTERSIG VIENNA INSURANCE GROUP</p>	<p>DENMARK</p> <p>VIG VIENNA INSURANCE GROUP</p>	<p>LIECHTENSTEIN</p> <p>VIENNA-LIFE VIENNA INSURANCE GROUP</p>	<p>ROMANIA</p> <p>OMNIASIG VIENNA INSURANCE GROUP</p> <p>Asirom VIENNA INSURANCE GROUP</p> <p>DE VIATA BCR ASIGURARI VIENNA INSURANCE GROUP</p> <p>Carpathia PENSII VIENNA INSURANCE GROUP</p>
<p>AUSTRIA</p> <p>VIG VIENNA INSURANCE GROUP</p> <p>WIENER STÄDTISCHE VIENNA INSURANCE GROUP</p> <p>Ionau VIENNA INSURANCE GROUP</p>	<p>ESTONIA</p> <p>bta VIENNA INSURANCE GROUP</p> <p>COMPENSA VIENNA INSURANCE GROUP</p> <p>Seesam VIENNA INSURANCE GROUP</p>	<p>LITHUANIA</p> <p>bta VIENNA INSURANCE GROUP</p> <p>COMPENSA VIENNA INSURANCE GROUP</p>	<p>SERBIA</p> <p>WIENER STÄDTISCHE VIENNA INSURANCE GROUP</p> <p>WIENER RE Beograd VIENNA INSURANCE GROUP</p>
<p>BELARUS</p> <p>КУПАЛА VIENNA INSURANCE GROUP</p>	<p>FRANCE</p> <p>VIG Re VIENNA INSURANCE GROUP</p>	<p>MOLDOVA</p> <p>DONARIS VIENNA INSURANCE GROUP</p>	<p>SLOVAKIA</p> <p>Kooperativa VIENNA INSURANCE GROUP</p> <p>KOMUNÁLNA POISTOVŇA VIENNA INSURANCE GROUP</p>
<p>BOSNIA-HERZEGOVINA</p> <p>WIENER OSIGURANJE VIENNA INSURANCE GROUP</p> <p>vienna osiguranje VIENNA INSURANCE GROUP</p>	<p>GEORGIA</p> <p>GPI VIENNA INSURANCE GROUP</p> <p>IRAO VIENNA INSURANCE GROUP</p>	<p>MONTENEGRO</p> <p>Život WIENER STÄDTISCHE VIENNA INSURANCE GROUP</p>	<p>SLOVENIA</p> <p>WIENER STÄDTISCHE VIENNA INSURANCE GROUP</p>
<p>BULGARIA</p> <p>BULSTRAD VIENNA INSURANCE GROUP</p> <p>Life BULSTRAD VIENNA INSURANCE GROUP</p> <p>DOVERIE VIENNA INSURANCE GROUP</p>	<p>GERMANY</p> <p>InterRisk VIENNA INSURANCE GROUP</p> <p>VIG Re VIENNA INSURANCE GROUP</p>	<p>NORTH MACEDONIA</p> <p>WINNER VIENNA INSURANCE GROUP</p> <p>Life WINNER VIENNA INSURANCE GROUP</p> <p>МАКЕДОНИЈА ОСИГУРУВАЊЕ VIENNA INSURANCE GROUP</p>	<p>SWEDEN</p> <p>VIG VIENNA INSURANCE GROUP</p>
<p>CROATIA</p> <p>WIENER OSIGURANJE VIENNA INSURANCE GROUP</p>	<p>HUNGARY</p> <p>UNION VIENNA INSURANCE GROUP</p> <p>ALFA VIENNA INSURANCE GROUP</p>	<p>NORWAY</p> <p>VIG VIENNA INSURANCE GROUP</p>	<p>TÜRKIYE</p> <p>RAYSIGORTA VIENNA INSURANCE GROUP</p> <p>Viennalife VIENNA INSURANCE GROUP</p>
<p>CZECH REPUBLIC</p> <p>Kooperativa VIENNA INSURANCE GROUP</p> <p>ČPP VIENNA INSURANCE GROUP</p> <p>VIG Re VIENNA INSURANCE GROUP</p>	<p>ITALY</p> <p>WIENER STÄDTISCHE VIENNA INSURANCE GROUP</p>	<p>POLAND</p> <p>COMPENSA VIENNA INSURANCE GROUP</p> <p>InterRisk VIENNA INSURANCE GROUP</p> <p>Vienna Life VIENNA INSURANCE GROUP</p> <p>wiener VIENNA INSURANCE GROUP</p> <p>Vienna PTE VIENNA INSURANCE GROUP</p>	<p>UKRAINE</p> <p>КНЯЖА VIENNA INSURANCE GROUP</p> <p>Life КНЯЖА VIENNA INSURANCE GROUP</p> <p>USG VIENNA INSURANCE GROUP</p>
<p>LATVIA</p> <p>bta VIENNA INSURANCE GROUP</p> <p>COMPENSA VIENNA INSURANCE GROUP</p>			

Status: January 2024

WE ARE **NUMBER 1**
IN CENTRAL AND EASTERN EUROPE.

VIG
VIENNA INSURANCE GROUP
Protecting what matters.

MATERIAL CHANGES AND REVISIONS IN LEGISLATION IN THE YEAR 2023

- **Circular (2023/25) on Amendments in the Circular on Implementation of Certain Sections of the Regulation (2022/16) on Internal Systems in Insurance and Private Pension Sectors**

The Insurance and Individual Pension Regulatory and Supervisory Authority has, on 07.09.2023, published a Circular on Amendments in the Circular on Implementation of Some Sections of the Regulation on Internal Systems in Insurance and Individual Pension Sectors, no. 2022/16, and revised some issues relating to unit and departmental structuring, reporting activities and transitory provisions in the Circular no. 2022/16. In line with said amendments and revisions, the required adaptation works have already been completed by Risk and Control Department and Corporate Law and Compliance Department.

- **Circular (2023/4) on Amendments in the Circular on Implementation of Supplementary Article 6 of the Insurance Law no. 5684 (2021/1)**


The Insurance and Individual Pension Regulatory and Supervisory Authority has, on 26.01.2023, published a Circular on Amendments in the Circular on Implementation of Supplementary Article 6 of the Insurance Law no. 5684 (2021/1), and made some arrangements regarding information and documents to be requested by insurance firms in respect of payments to be done by insurance firms directly to service provider or healthcare establishment upon and in line with request of indemnitee, and regulated the payment processes pertaining thereto. Our Company's Damages Directorate has already completed the works for adaptation to the related Circular.

- **Circular on Recording of Insurance Data in General Database (2023/24)**

The Insurance and Individual Pension Regulatory and Supervisory Authority (SEDDK) has, on 16.08.2023, published a Circular on Recording of Insurance Data in General Database, and regulated the procedures and principles required to be followed in recording of insurance data in General Database kept in Insurance Information and Surveillance Centre by insurance and reinsurance firms and by pension companies engaged in insurance business and by other persons and entities to be designated by SEDDK. Our Company has initiated its works for adaptation to the related Circular.

- **Regulation on Amendments in the Regulation Regarding Financial Reporting System of Insurance and Reassurance Firms and Pension Companies**

By the Regulation on Amendments in the Regulation Regarding Financial Reporting System of Insurance and Reassurance Firms and Pension Companies promulgated in the Official Gazette edition 3289 on 13.05.2023, some provisions of the Regulation Regarding Financial Reporting System of Insurance and Reassurance Firms and Pension Companies promulgated in the Official Gazette edition 26582 on 14.07.2007 have been revised and amended. This Regulation has brought some revisions on such issues as recognition of activities, and preparation, presentation and publishing of balance sheets and financial reports.



Furthermore, the Communiqué on Presentation of Financial Statements of Insurance and Reassurance Firms and Pension Companies promulgated in the Official Gazette edition 32326 on 01.10.2023 has set down the format and contents of consolidated and non-consolidated financial statements to be issued by said companies in compliance with the Turkish Financial Reporting Standards within the frame of provisions of the Regulation, as well as the procedures and principles regarding publishing of said financial statements together with their footnotes and descriptions, in order to assure the comparability of these financial statements with previous periods and financial statements of other companies. Our Company's Finance Directorate has already initiated its works for adaptation to the related Regulation and Communiqué

• **Regulation on Amendments in the Regulation Regarding Tariff Codes of Practice in Highways Motor Vehicles Compulsory Fiscal Liability Insurance**

The Regulation on Amendments in the Regulation Regarding Tariff Codes of Practice in Highways Motor Vehicles Compulsory Fiscal Liability Insurance promulgated in the Official Gazette edition 32153 on 04.04.2023 has revised and amended some provisions relating to premium based steps and some other premium based criteria in Highways Motor Vehicles Compulsory Fiscal Liability Insurance of the Regulation Regarding Tariff Codes of Practice in Highways Motor Vehicles Compulsory Fiscal Liability Insurance promulgated in the Official Gazette edition 26582 on 14.07.2007. Our Company's Individual Technical Department and Corporate Portfolio Management Department have already initiated the works for adaptation to the related Circular.

• **Circular on Implementation of Fourth Paragraph of Article 15 of Regulation Regarding Tariff Codes of Practice in Highways Motor Vehicles Compulsory Fiscal Liability Insurance (2023/3)**

By the Circular on Implementation of Fourth Paragraph of Article 15 of Regulation Regarding Tariff Codes of Practice in Highways Motor Vehicles Compulsory Fiscal Liability Insurance published by the Insurance and Individual Pension Regulatory and Supervisory Authority (SEDDK) on 23.01.2023, the events which will be considered and treated as an act of "refraining from issuing an insurance policy" pursuant to and under the related Regulation are determined. Our Company's Individual Technical Department has already initiated the works for adaptation to the related Circular.

• **Circular on Scope of Insurance Covers That May be Taken Out Abroad (2023/13)**

By the Circular on Scope of Insurance Covers That May be Taken Out Abroad published by the Insurance and Individual Pension Regulatory and Supervisory Authority (SEDDK) on 27.03.2023, the nuclear liability insurance regulated in the Nuclear Regulatory Law no. 7381 is also included in the scope of insurance covers that may be taken out abroad as specified in second paragraph of article 15 of the Insurance Law no. 5684. Thereafter, by the Regulation on Nuclear Risks Liability Insurance and its Cover promulgated in the Official Gazette edition 32344 on 19.10.2023, the procedures and principles regarding nuclear liability insurance cover are determined. The Corporate Portfolio Management Department has already initiated the works for adaptation to the related Circular and Regulation.

TALENT AND CULTURE ASSISTANT GENERAL MANAGER ACTIVITIES

The value given by us to our employees and the value added by our employees to our Company are in a cycle continuously supporting and strengthening each other. Our purpose is to ensure that the human resources included in this cycle are effectively planned and managed, and continuously improved and developed, and its existing potential is revealed, and directed in line with the overall objectives.

With our brand included among the most valuable 100 brands of Turkey, our deep-rooted insurance experience of 65 years, our strong corporate culture, our approach giving top priority to employee satisfaction, our Great Place To Work certificate, and our “Best Employer” designation, we are at all times continuing to create and build value.

year so far, our employees have participated in VIG Executive Leadership Program and VIG Talent Program also in 2023. Masterplan, online training portal of VIG, is being actively used by our employees from different departments and job positions.

Organization:

This year, in line with our strategic goals, a radical change is made in the organization our Company in general. Accordingly, the whole organisation chart is revised from end to end, and appointments are made to top management positions in tandem with our new objectives and goals.

As of June, Emre Yağcı, who has previously served as Budget and Reporting Manager in our Company, is appointed as Chief Financial Officer (CFO).

Information Technologies department is renewed, with an extension in its sphere of influence, and is restructured as ‘Technology and Digital Solutions’. As of June, Burak Sol is appointed as Chief Digital Officer (CDO) in charge of Technology and Digital Solutions.

Kerem Erdoğın, who has previously served as Marketing Director in our Company, is appointed as Chief Marketing Officer (CMO) in charge of Marketing and Customer Solutions.


In the new organisation structure, ‘Human Resources’ department is renamed as ‘Talent and Culture’ and its area of responsibility is expanded. Mukadder Aksoy is appointed as Chief Talent and Culture Officer.

Sevil Şener, who worked as Strategy Director in our Company for long years, is appointed as Chief Strategy Officer (CSO), and Engin Deniz Şener, who worked as Sales Director, is appointed as Chief Individual Sales Officer, and Ersin Tüvar, who worked as Business Intelligence and Project Management Director, is appointed as Chief Damages Officer.

Apart from the appointments made to top management positions as cited above, appointments and promotion are made also at middle management level, in conformity to our new organisation.

Besides these organisational changes, we are also continuing to take actions so as to create an efficient and safe working atmosphere in our Company in line with our new generation working principle, from a lot of new applications aiming to motivate our employees to supports given to them for realization of their different points of view. We are closely following the changing working practices and applications all over the world, and putting in practice the new applications parallel to the expectations of our employees.

Since the recent pandemic, we are continuing to apply telecommuting model other than coming to offices if and when needed by business requirements. This year as well, with “Sen Nereye Ray oRaya” (Wherever you go, Ray goes with you) flexible working model, all our employees are offered the opportunity to work from any place they like within the borders of Turkey. Also in 2023, our employees are permitted to work from any city they like during the period between April and September.



We are at all times attaching importance to increase the interaction and sharing within the Company. To this end, we continued “Breakfast with CEO” and 5N 1K.E. activities and organizations so as to keep the communications between our Top Management and employees alive at all times. As a part of our global activities, children of our employees participated in VIG Kids Camp, covering camping activities of 5 days abroad, this year as well, just like every year in the past.

Recruitment:

Within the frame of our fundamental values, we are carrying out an objective and competence-based employee selection and placement process designed for the goal of placement of the right person in the right job in tandem with our Company’s vision, mission and objectives.

Under our Young Talents Program in RAY of the Future, we explained the insurance business in all aspects to our 12 newly graduated young talents who have career prospects in insurance sector, but have not yet experienced the basics of insurance, and paved the way for them to experience the same and to reach their career goals in the insurance branch which best fits to their own talents.

In 2023, Ray Sigorta continued to go from strength to strength and provided employment opportunity to a total of 98 recruits, thus reaching a total manpower of 362. In line with its growing organisation goals, Ray Sigorta is continuing its recruitment activities at the same speed. Then, we are continuing to provide an employee-focused and transparent working atmosphere by strongly and sensitively planning the employee experience voyage starting with the selection and placement process, within the frame of our Company’s objectives and fundamental values.

Waging and Fringe Benefits:

In determination of wages and other benefits to be provided to executives and employees, the personal qualifications and the contributions made to overall success of the Company are also taken into consideration.

Aside from individual performance, our Company is closely following up the overall macroeconomic circumstances, the current inflation rate in Turkey and the insurance sector trends as well. In Ray Sigorta, wage package is composed of various different elements of monthly base wage, premiums, meal card, and other fringe benefits changing by job positions and titles.

Also in 2023, we continued some certain applications aiming to support our employees under the changing economic circumstances, and we paid a winter allowance of TL 1,000 per month during the period from November 2022 to June 2023.

After the earthquake of February epicentered in Kahramanmaraş, which deeply affected our country, besides provision of rental and household goods allowances to our employees who themselves or whose relatives are affected therefrom, we also provided moving allowances and supports to our employees who wished to move to other cities.

We are caring about the well being and health of our employees. With “AllRay’t Flexible Fringe Benefits Program”, our unique application in insurance industry, first put into practice in 2019, our employees are entitled to choose themselves and reshape depending on their personal needs their fringe benefits intended to be used for 1 year. We, as Ray Sigorta, take justified pride of being the company applying the flexible fringe benefits program in the most comprehensive and employee-focused manner in the insurance industry. We are revising and further extending the scope of this program in line with the needs and demands of our employees every year.

Under Avita Employee Support Program first put into service in 2021 with a view to giving support for the needs and requirements of our employees in many different fields, our employees and their relatives may get 7/24 professional support from specialists in many fields such as psychological counselling, healthy nutrition counselling, medical counselling, financial and legal information services, veterinary and home/garden plants counselling.

**Training and Development:**

By trainings, we aimed to further develop both professional and personal competences of our employees. Aside from both technical and proficiency trainings conducted on physical and online environments, we are continuing to give support to development of our employees through also our non-voluntary training courses. Our training activities paved the way for increase of interactions among employees as well.

Apart from local trainings, global training and development opportunities are also offered to our employees. Our employees from different departments are invited as participants to various training programs organised by VIG every year. Program duration varies for each program, and may be minimum 2 days and maximum 3 months. Programs are held either in VIG premises in Vienna or in affiliates of VIG in other countries. As every year so far, our employees have participated in VIG Executive Leadership Program and VIG Talent Program also in 2023.

Masterplan, online training portal of VIG, is being actively used by our employees from different departments and job positions.

Talent Management:

We are giving an ear to our employees, and assuring the best management of employee experiences in tandem with expectations, needs and international developments. We are providing support to their career development in all aspects, and supporting them in discovering themselves through applications by which they can make best use of their potentials. We are taking part in a lot of local and global activities in order to both guiding our in-house talents correctly and being able to reach potential external talents.

In the course of management of all these applications, our Human Resources Policy is comprised of:

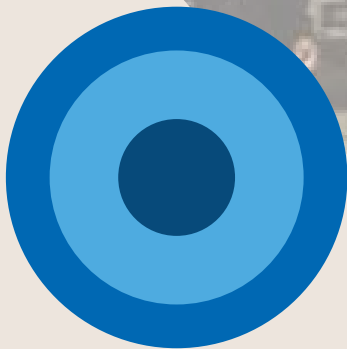
- Training customer-focused leaders who can strongly and sensitively plan the present and future of our Company within the frame of our vision and fundamental values; and
- Acting in line with the principle of equal opportunity eliminating all kinds of discrimination based on language, religion, race, gender, ethnical origin and nationality; and
- Creating safe, transparent, participative and flexible working atmosphere providing our employees with the opportunity of continuous development; and
- Ensuring the protection of rights and interests, social security, and work & private life balance of our employees; and
- Increasing the efficiency of our employees through a correct career planning within the frame of an objective performance assessment system; and
- Enabling our employees to develop themselves at the highest level in accordance with our vision and fundamental values through internal and external training activities.





1997

**Ray Sigorta shares started to be traded
on the Istanbul Stock Exchange.**



Locations	Number Of Employees as of 31.12.2023
Headquarters	275
İstanbul Anatolian Side Regional Directorate	13
İstanbul European Side Regional Directorate	5
Ankara (Central Anatolia) Regional Directorate	27
İzmir (Aegean) Regional Directorate	14
Bursa (Marmara) Regional Directorate	7
Adana (South Eastern Anatolia) Regional Directorate	9
Antalya (Mediterranean) Regional Directorate	6
Malatya (East Anatolia) Regional Directorate	4
Total	360

BOARD OF DIRECTORS

Full Name	Position	Date of Appointment	Education	Professional Experience
Dr. Peter Thirring	Chairman of the Board of Directors / Member of the Corporate Governance Committee	07.08.2018	PhD / Law	He has held various offices and managers in different insurance firms for 22 years. He has been working at Vienna Insurance Group AG since 2016. He currently serves as a senior executive and Board Member in VIG and different companies of VIG. Mr. Thirring continues to serve as the Chairman of the Board of Directors of Ray Sigorta.
Dr. Martin Simhandl	Vice Chairman of the Board of Directors and Member of the Early Identification of Risk Committee	12.04.2011	PhD / Law	He has held various offices within the organization of Vienna Insurance Group AG since 1985. He served as a Member of the Executive Board at Vienna Insurance Group for 14 years and served as the Chairman of the Board of Directors of Ray Sigorta between 2014 and 2018. Mr. Simhandl continues to serve as the Vice Chairman of the Board of Directors of Ray Sigorta.
Gerhard Lahner	Member of the Board of Directors	20.05.2020	Bachelor Degree in Business / Master Degree in Social Sciences	He has been serving as a member of Board of Directors at various group companies of Vienna Insurance Group AG since 2002 and many other group companies. He has been a member of the VIG Board of Directors since 2020. Mr. Lahner continues to serve as a Member of the Board of Directors of Ray Sigorta.
Dr. Ismail Hakkı Ergener	Member of the Board of Directors	18.09.2012 Re-elected 07.08.2018	PhD/Economics	He has worked as CEO, General Manager and Executive in various banks for 40 years. He is currently working as the CEO of Eurocity Bank. He served as an Independent Board Member of Ray Sigorta between 2012-2018. Mr. Ergener continues to serve as a Member of the Board of Directors of Ray Sigorta.

Dr. Josef Aigner	Member of the Board of Directors	29.03.2013	PhD / Chemistry	He has been working in the insurance industry since 1995. He is currently Senior Manager of Corporate Affairs at Vienna Insurance Group AG. Mr. Aigner continues to serve as a Member of the Board of Directors of Ray Sigorta.
Gerald Klemensich	Member of the Board of Directors, Member of the Corporate Governance Committee and Early Identification of Risk Committee	11.06.2014	Master's Degree / Business Economics	He held various positions at Vienna Insurance Group AG. since 1995. Currently, he is a member of the Board of Directors in different companies of VIG. He is the Senior Manager of Vienna Insurance Group AG Reinsurance Department. Mr. Klemensich continues to serve as a Member of the Board of Directors of Ray Sigorta.
Wolfgang Hesoun	Member of the Board of Directors	25.12.2023	Bachelor's Degree / Engineering	Since 1982, Mr. Hesoun has been working in various professional roles. He served as a manager in the Siemens Group from 1982 to 1987. Between 1987 and 2010, he worked in different positions within the PORR Group and the position of CEO. From 2010 to 2023, he worked for Siemens Austria and served as Chairman of the Board of Directors. Currently, Mr. Hesoun is the Vice President of the Austrian Federal Economic Chamber and has been serving as a Board Member at Ray Sigorta A.Ş. since December 25, 2023
Kemal Bozyiğit	Independent Member , Chairman of the Audit Committee, Corporate Governance Committee and Early Identification of Risk Committee	04.07.2017 04.07.2023	Bachelor's Degree / Metallurgy Engineering	He has been in professional life since 1990. He is still the General Manager of Voestalpine Eurostahl GmbH, Istanbul. Mr Bozyiğit served as an Independent Member of the Board of Directors of Ray Sigorta and as the Chairman of the Audit Committee, Corporate Governance Committee and Early Detection of Risk Committee. On 04 th of July 2023, he resigned as an Independent Member of the Board of Directors due to the completion of the 6-year independent membership period of the Capital Markets Law.

Hüseyin Kerem Özdağ	Independent Member , Chairman of the Audit Committee, Corporate Governance Committee and Early Identification of Risk Committee	05.07.2023	Master's Degree / Actuarial Science	Mr. Özdağ began his career as an Insurance Supervision Actuary at the Undersecretariat of Treasury. He then worked as an Actuarial Manager at Ernst & Young Turkey from 2010 to 2011, followed by a position as Actuarial Manager at Sompö Sigorta from 2011 to 2013. From 2013 to 2017, he served as Assistant Secretary General at the Association of Insurance, Reinsurance and Pension Companies of Türkiye. After that, he worked as an Assistant General Manager at NN Hayat ve Emeklilik from 2017 to 2021. Since 2021, Mr. Özdağ has been working as a Manager at Prometeia S.p.A. Istanbul Head Office. Furthermore, as of July 5, 2023, he is serving as an Independent Member of the Board of Directors of Ray Sigorta A.Ş.
Kemal Uzunaksu	Independent Member of the Board of Directors and Member of the Audit Committee	27/04/2021	Master's Degree / Quality and Management Systems	He has a bachelor's degree in Mechanical Engineering from Yıldız Technical University and a master's degree in Quality and Management Systems from ITU. He worked as an engineer and site manager in various companies in the private sector. He is a member of the Board of Directors of various companies under the control of the Savings Deposit Insurance Fund. He is a member of the Board of Directors of Koza Gold Mines, Alfemo Furniture, Galipođlu Agriculture, Animal and Agriculture companies. He was appointed on 27.04.2021 due to the death of Yılmaz Korap. Mr. Uzunaksu serves as an Independent Member of the Board of Directors of Ray Sigorta and a Member of the Audit Committee.
Koray Erdoğan	Member of the Board of Directors and General Manager	Joined on: 02.05.2011 Assigned as General Manager on: 01.08.2015	Master's Degree / Administrative Sciences	He started his career in 1997 as an Insurance Auditing Specialist in the Insurance Auditing Board of the Undersecretariat of Treasury. Between 2009 and 2011, he served as the Deputy Chairman of the Supervisory Board. He joined Ray Sigorta in 2011 as CFO. He was appointed as the General Manager in 2015. He worked at member of Board of Directors of VIG Ukrayna: UIG, Kniazha, Globus and Kniazha Life. between 2017 and 2019. Mr. Erdoğan continues to serve as General Manager and Board of Directors Member of Ray Sigorta.

MANAGEMENT BOARD & MANAGEMENT TEAM

Koray Erdođan / Member of the Board of Directors / Chairman of Management Board and General Manager

Education Master Degree / Administrative Sciences

Joined on 02.05.2011

Date of Appointment 01.08.2015

2015 - Present: Ray Sigorta A.Ş. / Member of the Board of Directors / Chairman of Management Board and General Manager

2017 - 2019: UIG, Kniazha, Globus and Kniazha Life (VIG Ukraine), Member of the Board of Directors

2011 - 2015: Ray Sigorta A.Ş. Assistant General Manager - Financial and Administrative Affairs

2010 - 2015: Hacettepe University/ Lecturer

2009 - 2011: Deputy Chairman of the Board / Insurance Auditing Board of the Undersecretariat of Treasury

1997 - 2009: Insurance Auditing Specialist / Insurance Auditing Board of the Undersecretariat of Treasury

Eyüp Kemal Daldal / Member of the Management Board, Corporate Portfolio Management, Assistant General Manager

Education Bachelor's Degree / Civil Engineering - Master Degree Construction Management

Joined on 13.10.1993

Date of Appointment 01.08.2015

2015 - Present: Ray Sigorta A.Ş. Member of the Management Board, Corporate Portfolio Management, Assistant General Manager

1993 - 2005: Ray Sigorta A.Ş. Risk Engineer, Manager, Director and Assistant General Manager

1989 - 1993: T. Halk Bank A.Ş. / Control Chief

1987 - 1989: Anadolu Endustri Holding / Assistant Worksite Chief

Emre Yağcı / Member of the Management Board, CFO - Finance Assistant General Manager

Education Master Degree/ Social and Economical Studies

Joined on 22.05.2023

Date of Appointment 22.05.2023

2023 - Present: Ray Sigorta A.Ş., CFO, Finance Assistant General Manager

2020 - 2023: Monopoli Sigorta A.Ş. CFO - Assistant General Manager

2016 - 2020: Ray Sigorta A.Ş. Budget and Reporting Manager

2013 - 2016: Generali Sigorta Assistant Manager

2012 - 2013: Ergo Sigorta A.Ş. Assistant Manager

2010 - 2012: Unico Sigorta A.Ş. Financial control senior specialist

2007 - 2010: BDO Bağımsız Denetim - Senior auditor

Engin Deniz Şener / Individual Sales Assistant General Manager

Education Degree/ Engeneering

Joined on 25.01.2018

Date of Appointment 23.08.2023

2018 - Present: Ray Sigorta A.Ş. Assistant General Manager, Sales Director and Senior Regional Manager

2017 - 2017: Groupoma Sigorta Sales Assistant General Manager

2004 - 2017: Sompo Japan Sigorta - Regional Manager and Coordinator

1998 - 2004: Axa Sigorta Financial Affairs Collection Assistant Manager

Sevil Şener / Strategy Assistant General Manager

Education Bachelor's Degree / Maths Engineering - Master Degree / Actuarial and Occupational health and safety

Joined on 06.12.2010

Date of Appointment 23.08.2023

2010 - Present: Ray Sigorta A.Ş., Actuarial Manager, Director and Assistant General Manager

2000 - 2010: Ergo Sigorta A.Ş. Senior expert and Actuarial Assistant Manager

Ersin Tüvar / Claims Assistant General Manager

Education Bachelor's Degree / Computer Engineering - Master Degree / Business

Joined on 02.01.2018

Date of Appointment 23.08.2023

2018 - Present: Ray Sigorta A.Ş., Manager, Director and Assistant General Manager

2014 - 2017: Türkiye Sigorta, Reasürans ve Emeklilik Şirketleri Birliği Coordinator

2010 - 2014: Ankara Sigorta Budget and Financial Affairs Manager

Burak Sol / Technogy and Digital Solutions Assistant General Manager

Education Bachelor's Degree / Statistics - Master Degree/ Business Administration

Joined on 02.08.2023

Date of Appointment 02.08.2023

2023 - Present: Ray Sigorta A.Ş - Assistant General Manager

2021 - 2023: Sompo Sigorta A.Ş. Information Technologies Coordinator

2008 - 2021: SFS Yazılım ve Bilişim Expert, Senior Expert, Manager and Assistant General Manager

2003 - 2007: Kaplan Finans Faktoring Information Technologies Manager

2000 - 2003: Estera Turizm Yazılım Teknolojileri Expert

Mukadder Aksoy / Talent and Culture Assistant General Manager

Education Degree/ Translator and interpreter

Joined on 13.09.2023

Date of Appointment 13.09.2023

2023 - Present: Ray Sigorta A.Ş., / Talent and Culture Assistant General Manager

2017 - 2023: Sompo Sigorta A.Ş. Human Resources Coordinator

2015 - 2017: Tokgöz Grup Holding Human Resources Manager

1998 - 2015: Yapı Kredi Bankası Human Resources Specialist and Human Resources Manager

Kerem Erdođan / Marketing and Customer Experience Assistant
General Manager

Education Bachelor's Degree / Maths Engineering - Master Degree
/ Management Information Systems

Joined on 14.08.2023

Date of Appointment 14.08.2023

2023 - Present: Ray Sigorta A.Ő., Marketing and Customer
Experience Assistant General Manager

2022 - 2023: Turkcell Dijital Sigorta Technical and Claims Assistant
General Manager

2020 - 2022: Ray Sigorta A.Ő., Marketing and Business
Development Director


2019 - 2020: Cigna Trkiye Ray Sigorta A.Ő., / Head of Marketing,
Business Development and Product Management Group

2015 - 2019: Unico Sigorta A.Ő. - Marketing and Product
Management Director

2011 - 2015: Aktifbank Sigortayeri - Digital Projects and Business
Development Group Manager

2006 - 2011: Yapı Kredi Bankası - Digital Banking Manager

2003 - 2006: Koçbank Individual Internet Officer



INDEPENDENT AUDIT OF OUR COMPANY

The independent audit firm entrusted with the task of independent audit of 2023 financial statements of our Company has been determined in the annual ordinary meeting of our General Assembly of Shareholders held on 29.03.2023. Accordingly:

Period: 01.01.2023 - 31.12.2023

Company Title: RSM Turkey Uluslararası Bağımsız Denetim A.Ş.

Trade Reg. No.: 640766-0

Address: Maslak Mahallesi Sümer Sokak No:4/2 Sarıyer - İstanbul

RAY SİGORTA INTERNAL AUDIT DEPARTMENT

Name and Surname: Kubilay Bolayır, CIA, CPA, CRMA

Position: Internal Audit Manager

Date of Recruitment: 03.05.2005

Education: University / Finance

Professional Experience:

2005 - Present: Ray Sigorta A.Ş.

2002 - 2005: Saving Deposits Insurance Fund / Assigned Inspector

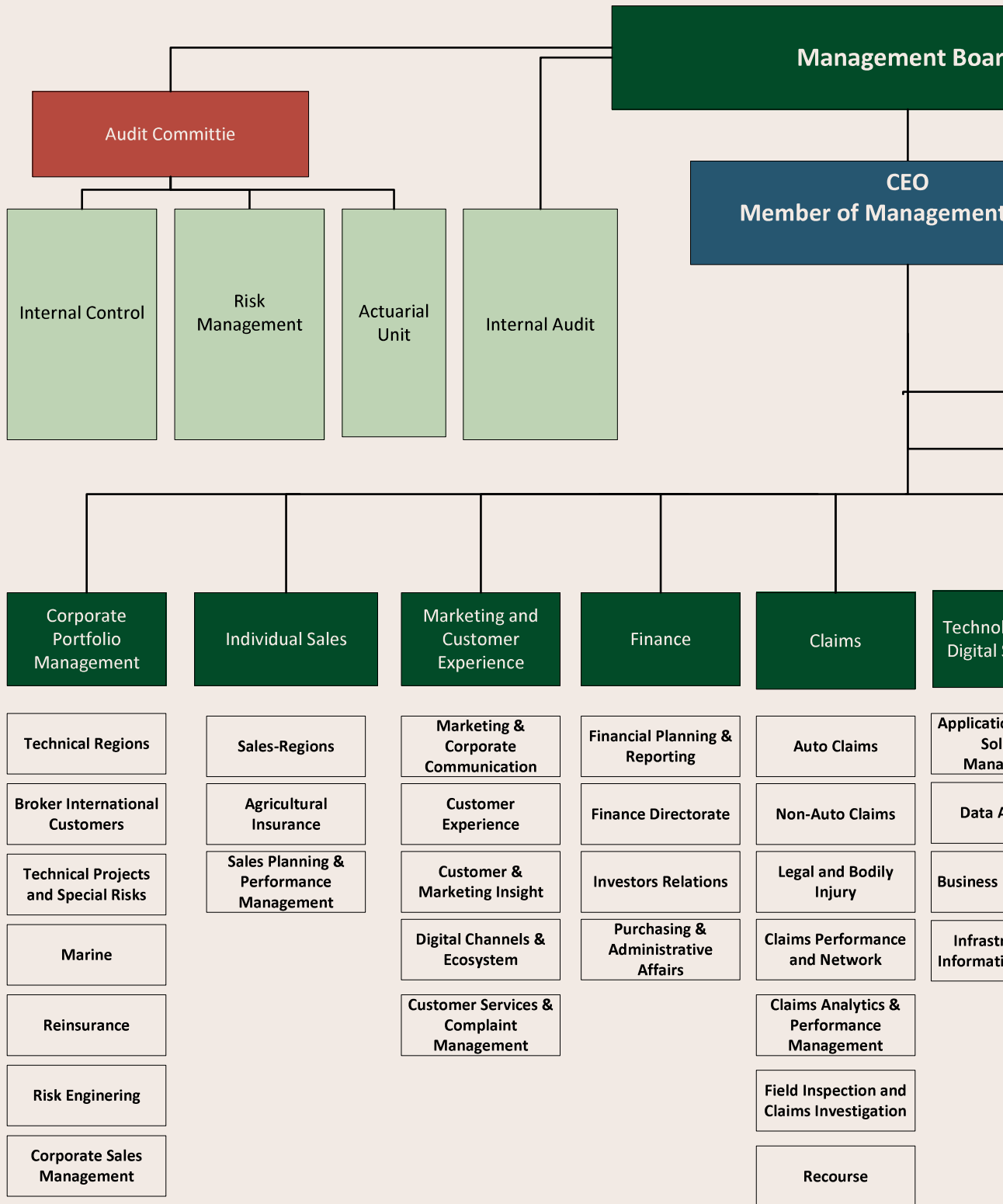
2002 - 2002: Bayındırbank A.Ş. / Inspector

2001 - 2002: Etibank A.Ş. / Inspector

2000 - 2001: Etibank A.Ş. / Authorized Assistant Inspector

1998 - 2000: Etibank A.Ş. / Assistant Inspector

RAY SIGORTA ORGANIZATION CHART

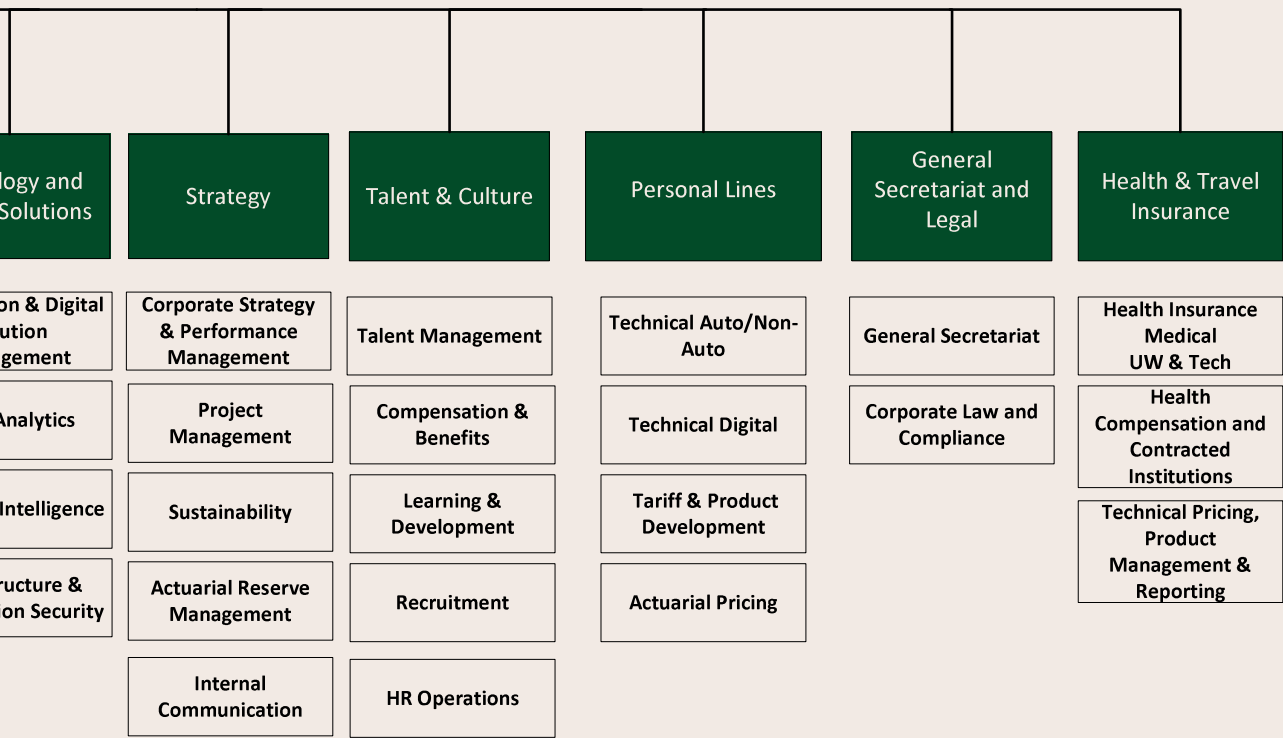


Board

Executive Board

Assistant to CEO

Assistant to Executive Board



BOARD OF DIRECTORS' REPORT

Our Board of Directors has been structured according to the Corporate Governance Principles published by the Capital Markets Board. Total number of directors is 10, and two of them are independent directors. Our Board of Directors is fully comprised of non-executive directors, except for our General Manager (CEO). All directors will take office until the Annual Ordinary Meeting of the General Assembly of Shareholders to be held in 2025.

According to our Articles of Association, our Company's Board of Directors is under obligation to meet at least 4 times in a calendar year. Accordingly, our Board of Directors has met 4 times also in 2023. All other directors have attended all Board meetings. In urgencies, the required Board decisions may be taken by taking approval of all directors without organizing a meeting based on Article 390 of the Turkish Commercial Code and other legislation. During the report year, all Board decisions have been taken unanimously, and none of the directors has expressed any negative opinion about the subject of any of these decisions.

Aside from the Board of Directors, our Company has an Executive Committee as well. The Executive Committee is comprised of a total of 3 members under chairmanship of the General Manager (CEO). The Board of Directors has already delegated to the Executive Committee all of its powers, save for the non-transferrable and non-delegable powers as cited in the Turkish Commercial Code.

Structure, composition, working principles and 2023 activities of the committees appointed and built in our Company in accordance with the current applicable laws and regulations of the Capital Markets Board for the sake of healthy and efficient performance of the duties and responsibilities of the Board of Directors are as follows:



1) Audit Committee: This Committee is comprised of our two independent directors. The Committee has met four times during this year. The responsibility of this Committee is to supervise and check the efficiency of modus operandi of accounting and financial reporting system, public disclosure of financial information and reports, and modus operandi of independent audit and internal control system. The Committee has met four times during this year and has fulfilled all its duties in accordance with the legislation and the principles stipulated in the Ray Sigorta Articles of Association.

2) Corporate Governance Committee: This Committee is comprised of 4 members under the chair of our independent director. Its job duties are to monitor and check whether the corporate governance principles are complied with in the Company or not, and to detect the probable risks that may arise out of non-compliance with rules, and to make improvement and correction suggestions as to compliance with rules. During the year, the Committee examines and reviews the developments relating to compliance with Corporate Governance Principles of the Company, and presents reports to our Board of Directors about the actions required to be taken. The Committee has met once in the year 2023 and has fulfilled all its duties in accordance with the legislation and the principles stipulated in the Ray Sigorta Articles of Association.

3) Early Detection of Risks Committee: This Committee is comprised of 3 members under chair of the Independent Director. Its functions are “to proactively detect and identify the risks endangering the existence, development and continuity of the Company, and in case of detection of such risks, to take the required actions and to manage these risks”. The Committee collects information about its agenda topics from various organization units of the Company. It presents its meeting results in the form of a report to our Board of Directors. And the comments expressed in its report are carefully examined by our Board of Directors. These comments are further shared with the executive units, and the actions taken in reliance upon such comments are also followed up continuously. Pursuant to the fourth paragraph of Article 398 of Turkish Commercial Code (“TCC”) no. 6102; Auditors’ Report on System and Committee of Early Identification of Risks is presented to the Board of Directors of the Company on 21 February 2024. The Committee has met 6 times in the year 2023 and has fulfilled all its duties in accordance with the legislation and the principles stipulated in the Ray Sigorta Articles of Association.



INFORMATION ABOUT TRANSACTIONS OF THE COMPANY WITH ITS RISK GROUP

During 2023 activity year, within the frame of pertinent provisions of the Turkish Commercial Code, our Company, and other VIG Group Companies, and the Company's shareholders, affiliates and subsidiaries, and top echelon management are identified and considered as related parties as for the financial statements of the Company.

Pursuant to article 199 of the Turkish Commercial Code, our Company's Board of Directors has given the following statement in the conclusion section of its affiliation report issued about relations of our Company with its controlling company and with affiliates and subsidiaries of its controlling company.

Main transactions with the related companies are in the form of transfer of premiums as a requirement of insurance activities. We have quota-share and surplus reinsurance treaties with the related companies, and voluntary reinsurance transfers are also effected in accordance with the current market conditions. Other than insurance activities, if and when required, consulting and advice services are purchased in information technologies, actuary and reinsurance fields, and these services are purchased over prices or fees determined on arms' length basis.

These transactions are required by activities and operations of our Company, and except for these transactions, there is:

- no debt relationship or no transfer of assets or properties, and
- no legal transactions creating such responsibilities as surety, guarantee or aval, and
- no legal transactions which may result in profit shifting or transfer

between VIG Group companies and the Company's shareholders, affiliates and subsidiaries, or top echelon managers.

As a conclusion, by this report issued pursuant to article 199 of the Turkish Commercial Code, we hereby declare and state that our Company has not incurred any damages or losses due to any transaction with or between VIG Group companies and the Company's shareholders, affiliates and subsidiaries, or top echelon managers in 2023 activity year.

Details of and explanations on the transactions effected by our Company with its risk group during 2023 are given in the footnote xxx among the footnotes of financial statements included in the annual report.



FINANCIAL RIGHTS AND OTHER BENEFITS PROVIDED TO MEMBERS OF MANAGEMENT BODY, BOARD OF DIRECTORS AND MANAGEMENT BOARD

FINANCIAL RIGHTS

Total sum of wages, salaries and similar other fees paid to the members of the Board of Directors and the members of Management Board during the accounting period ending as of 31.12.2023 is TL 58.447.487,76.

Relevant section of our financial statement footnotes contains more detailed information thereabout.

OTHER BENEFITS

Total sum of expenditures made for business-related travels and similar other activities of the members of the Board of Directors and the members of Management Board is TL 3.941.091,55.

Information on Donations and Grants and Other Expenses Incurred for Social Responsibility Projects

In respect of Information on Donations and Grants and Other Expenses Incurred for Social Responsibility Projects by the Company during the year, in paragraph (f) of Article 4 “Objectives and Fields of Business” of the Articles of Association of the Company, it is stated that the Company may make donations and grants in relation with the corporate social responsibility projects pursuant to the applicable laws and under the procedures and principles determined by the Capital Markets Board in relation therewith, and that the upper limit of donations and grants to be made by the Company within the year 2023 will be TL 1.000.000, as further approved in the 2022 Annual Ordinary Meeting of the General Assembly of Shareholders held on March 29, 2023.

The Company did not make any donations and grants in 2023.

GENERAL ASSEMBLY MEETINGS

(Ordinary and Extraordinary Meetings of the General Assembly of Shareholders held during the year 2023)

2022 Fiscal Year Annual Ordinary Meeting of General Assembly of Shareholders

The Ordinary General Assembly Meeting of Ray Sigorta A.Ş. was held at 10:30 on March 29, 2023 Wednesday at the address of “Cumhuriyet Mahallesi, Haydar Aliyev Cad. No:28 Sarıyer/ İstanbul”, under the supervision of Ms. Huriye AKSOY, the Ministry Commissioner appointed by a letter of assignment of the Istanbul Provincial Directorate of Ministry of Customs and Trade. At this meeting, ordinary agenda was discussed according to the provisions of the Turkish Commercial Code and Capital Market Law. The Annual Report and the Financial Statements’ Report issued for the year 2022 are approved. It has been resolved that Presiding Board Members are individually released from their liabilities in relation to 2022 activities and accounts. The proposal of the Board of Directors regarding the net profit of the year 2022 has been put to the vote following the discussion on the proposal; and it has been unanimously resolved as follows;

- a) The amount of TRY 8.895.954,- shall be transferred to the “ Legal Reserves “as a primary reserve,
- b) The amount of TRY 26.995,948 which represents 20% of TRY 134.979,742 TL, the Distributable Net Profit Amount which is calculated after deducting the Positive Difference amount resulting from the calculation change in accordance with Article 4/2 of the Explanation and Profit Distribution of the Circular numbered 2022/27 on Continuing Risks Provision and Company’s Profit Distribution Policy, will not be distributed to shareholders as a dividend due to the preservation of the existing equity structure of the Company;
- c) Therefore, this amount of TRY 134.979,742 TL will not be distributed as a dividend; it shall be transferred to the “Retained Earnings”.


It has been unanimously resolved that RSM Turkey Uluslararası Bağımsız Denetim A.Ş shall be selected as the independent auditor for the audit of 2023 interim and annual financial statements and board of directors report within the frame of the Turkish Commercial Code, the Insurance Legislation, Capital Markets Legislation and other relevant legislation.

The General Assembly was informed about the donations and aids made in 2022.

The upper limit for Donations and Aids for the year 2023 has been decided as TRY 1.000.000.

The shareholders are informed about the “Waging Policy” of our Company.

The General Assembly of Shareholders is informed that the shareholders holding the management under their control, or the Directors, or the top echelon executives, or their spouses and blood relatives or relatives by marriage up to second degree have not been involved in any material transactions which may lead to a conflict of interests with our Company, and have not been engaged in activities within the fields of business of our Company in their own name and account or in the name and account of third parties, and have not entered into another company dealing with the same types of commercial business activities and operations as and in the capacity of an unlimited liability partner during the year 2022. The General Assembly of Shareholders is also informed that no action or transaction covered by Articles 395 and 396 of the Turkish Commercial Code has been performed during the year 2022.



Remunerations and fees to be paid to the Directors are determined.

2023 Extraordinary Meeting of the General Assembly of Shareholders

The Extraordinary General Assembly Meeting of Ray Sigorta A.Ş. for the year 2023 will be held on 25.12.2023 Monday at 10:30 am at the address “Cumhuriyet Mahallesi, Haydar Aliyev Cad. No:28 34457 Sarıyer/ Istanbul” under the supervision of Mr. Mehmet Zafer KARAKOÇ, the Ministry Representative assigned by the letter of Istanbul Governorship, Provincial Directorate of Commerce dated 22/12/2023 and numbered E-90726394-431.03-00092256505.

At this meeting, Extraordinary agenda was discussed according to the provisions of the Turkish Commercial Code and Capital Market Law.

Based on the authorization letter of the Capital Markets Board of Türkiye dated 21.11.2023 and numbered 29833736-110.03.03-45533, and the authorization letter of the Insurance and Private Pension Regulation and Supervision Agency dated 30.11.2023 and numbered E-97354901-045.99-2674065, and according to the Ministry of Trade’s authorization letter dated 01.12.2023 and numbered E-50035491- 431.02-00091512330, it is determined that the draft of the amended Articles of Association is approved by the authorities in accordance with Article 333 of the Turkish Commercial Code No. 6102. After discussions, it has been unanimously resolved to amend Article 16 regarding the increase in the number of Board Members to 11.

Based on the motion submitted, it is has been unanimously resolved to elect Mr. Wolfgang Hesoun (Tax Identity No.: xxxxxxx), a citizen of Austria, resident at the address of “Austria”; as a new member of the Board of Directors of our Company for a term of office of 2 (two) years.

As the Board of Directors’ resolution dated June 23, 2023 and numbered 6430 published in the Trade Registry Gazette dated July 5, 2023, Mr. Hüseyin Kerem Özdağ, who complies with the independence criteria in accordance with the legislation, appointed to the Independent Member of the Board of Directors due to the resignation of Mr. Kemal Bozyiğit, who served as an Independent Member of the Board of Directors of our Company, due to the expiration of his term of office on July 4, 2023 in accordance with the Capital Markets legislation. The Independent Member of the Board of Directors, Mr. Hüseyin Kerem Özdağ, is unanimously resolved to be appointed to complete the term of office of the former member.

Amendments of Articles of Association

It has been decided to increase the upper limit of the number of members of the Board of Directors in Article 16 of the Articles of Association of our Company to 11 (eleven). Current version of our Company’s Articles of Association is published in Ray Sigorta A.Ş.’s home page in the Investor Relations section of our internet site and in Public Disclosure Platform.

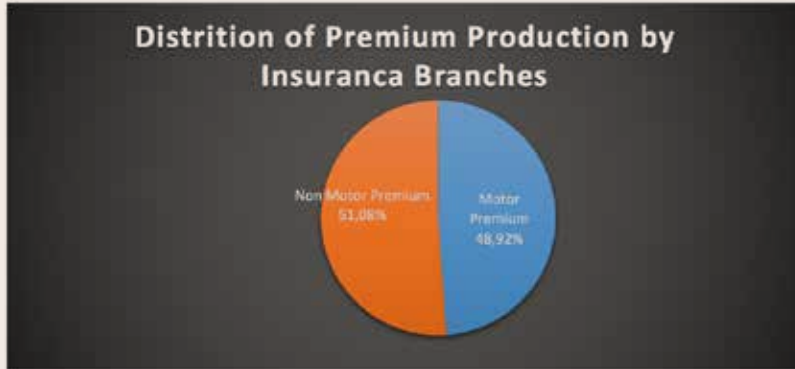
2007

**TBIH Financial Services Group,
a subsidiary of Vienna Insurance Group,
acquired 74.26% of Ray Sigorta shares.**

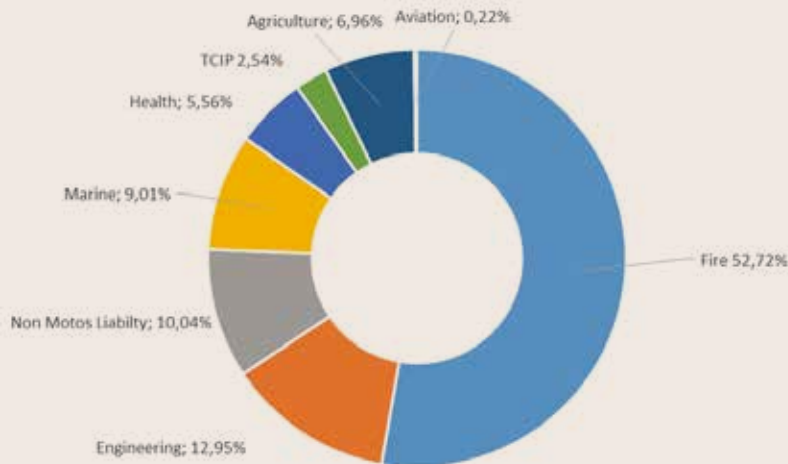
TECHNICAL OPERATING RESULTS

Non-automobile Technical Operating Results:

Our Company's total premium production of 12 months in 2023 is equal to TL 12.815.129.659 comprised of TL 6.545.657.212 for Non-automobile section premium production and of TL 6.269.472.447 for Automobile section premium production.



Non-Motor Premium Distributions by Branches



Branches	2022		2023	
	Premium	Share %	Premium	Share %
Fire	1.414.924.088	47,61%	3.450.772.209	52,72%
Engineering	470.213.258	15,82%	847.553.476	12,95%
Non-Motor Liability	357.335.433	12,02%	656.952.648	10,04%
Marine	289.789.975	9,75%	589.958.666	9,01%
Health	148.445.619	5,00%	363.942.785	5,56%
TCIP	82.097.228	2,76%	166.473.973	2,54%
Agriculture	207.123.342	6,97%	455.808.473	6,96%
Aviation	1.782.351	0,06%	14.194.982	0,22%
Total	2.971.711.294	100,00%	6.545.657.212	100,00%



If examined and checked by Branches:

Fire: This branch has a share of 53 % in total non-automobile section premium production, and its profitability rate is 4 %. This branch ranked 6th in premium production with a growth of 143%. Fire The market share of the sector increased from 5.08% to 5.14%.

Engineering: This branch has a share of 13% in total non-automobile section premium production. The profitability figure in this branch was 11%. Compared to last year's premium, an increase of 80% was realised.

Other accident: This branch has a share of 13% in total non-automobile section premium production, with a premium increase of 84% over the year 2022. Furthermore, its profitability rate has risen 10%.

Transportation: This branch has a share of 10% in total non-automobile section premium production, and its profitability rate is 20%. This branch ranked 3rd in premium production with a growth of 104%. Market share increased from 6.25 to 7.81 per cent.

Health: This branch has a share of 3% in total non-automobile section premium production, and its premium has increased by 145% compared to 2022.

Agriculture: This branch has a 5% share in total non-auto premium production and its premium increased by 120% compared to 2022.

TECHNICAL RESULTS - MOTOR

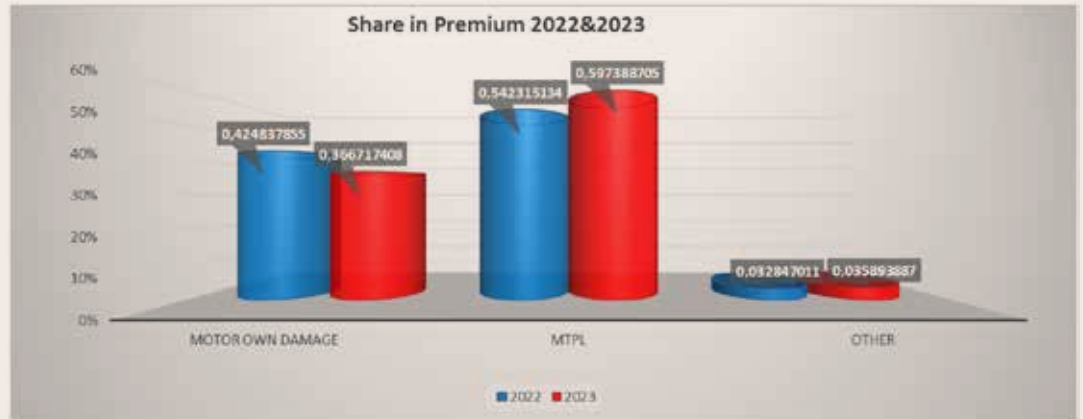
The Company's premium production in motor branch has increased 97,3% to TL 68.832.668 in the year 2023.

Although the technical profit of TL 3.448.874 was achieved in auto insurances last year, a loss of TL 68.832.668 was realized in 2023. The following table indicates the distribution and rates of change of our premium production and technical profit/loss amounts for the year 2023 by branches in comparison to the previous year.

Branches	2022			2023			Change of Premium
	Gross Written Premium	Technical Profit/Loss	Share in Premium	Gross Written Premium	Technical Profit/Loss	Share in Premium	
Casco	1.349.734.847	91.840.514	42,48%	2.299.124.686	361.860.552	36,67%	70,34%
MTPL	1.722.967.068	-102.407.324	54,23%	3.745.312.028	-322.122.149	59,74%	117,38%
Motor Facultative TPL	91.694.591	2.505.887	2,89%	206.974.556	15.498.055	3,30%	125,72%
Legal Protection	12.520.086	4.520.991	0,39%	17.907.305	13.673.818	0,29%	43,03%
Comp.Personel Accident For Buses	142.208	91.058	0,00%	153.872	-77.608	0,00%	8,20%
Total	3.177.058.800	-3.448.874	100,00%	6.269.472.447	68.832.668	100,00%	97,34%

Total share of casco and traffic branches in motor branch was 96,4 %, and the 2023 premium production has been recorded as TL 2.299.124.686 by an increase of 70,3 % in casco, and as TL 3.745.312.028 by an increase of 117,4% in traffic insurances.

Premium Shares 2022 - 2023



* Other: Motor Facultative TPL, Compulsory Personal Accident For Buses, Legal Protection

SECTORAL ASSESSMENT:

Sector comparison is made by using 2023 end-of-September data which are the most current data, as the sector financial results have not yet been published as of the date of report.

Premium production and technical profit/loss amounts in automobile insurances of insurance firms operating in non-life insurance branches as of the end of September 2023 are shown in the following table in comparison with that of Ray Sigorta.

As of the end of September 2023, our market share was 2,7% in casco branch, and 3,7% in traffic insurance branch.

Branches	Market		RAY SİGORTA		Market Share
	Gross Written Premium	Technical Profit/Loss	Gross Written Premium	Technical Profit/Loss	
Motor Own Damage	57.144.886.582	9.369.275.237	1.518.009.486	317.576.128	2,66%
MTPL	76.105.623.549	-21.626.961.025	2.813.806.951	-130.547.552	3,70%
Motor Facultative TPL	5.189.575.651	-89.578.197	126.207.601	17.211.245	2,43%
Legal Protection	1.514.610.430	580.983.624	11.859.323	9.512.435	0,78%
Comp.Personel Accident For Buses	72.582.787	-6.894.349	114.521	-43.445	0,16%

* Data have been collected from the Financial and Technical Tables of Companies published by the Turkish Insurance Association as of the end of September 2023.



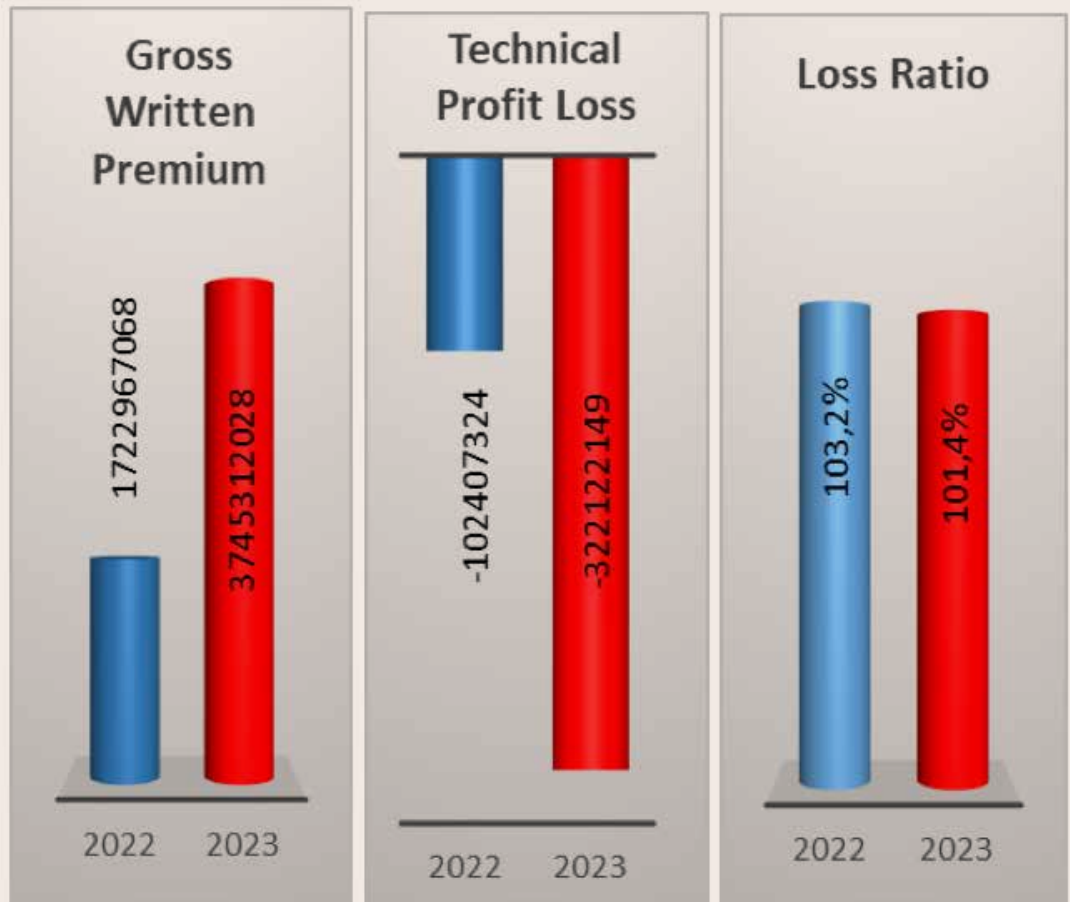
MOTOR OWN DAMAGE:

In 2023, in MOD insurance, our premium production was TL 2.299.124.686 with an increase of 70,3%, and its share is 36,7% in total premiums produced in the motor branch. In this branch, total sum of damages paid is TL 1.058.072.750 and end-of-period outstanding claims portfolio is TL 375.905.342. In this branch, a technical profit of TL 361.860.552 has been recorded and the loss ratio was 72,3%.



MTPL:

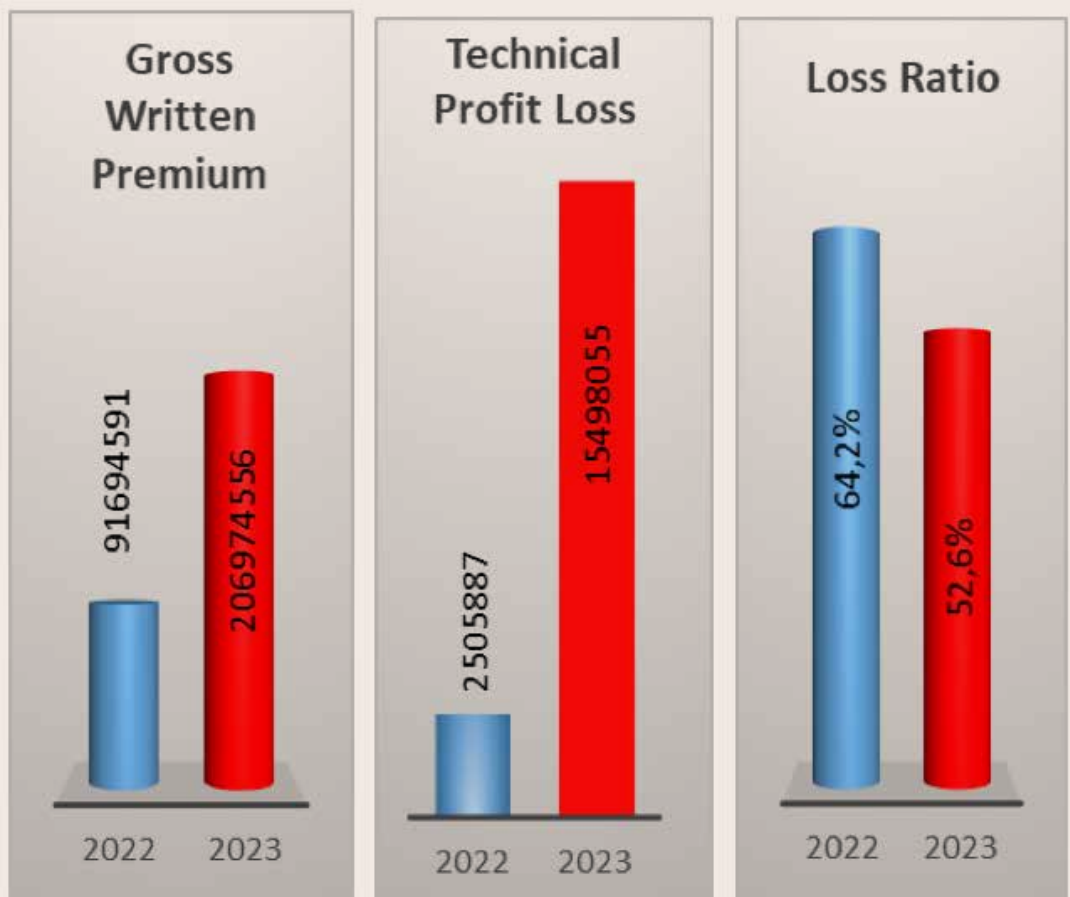
In 2023, in MTPL insurance, our premium production was TL 3.745.312.028 with an increase of 117,4%, and its share is 59,7% in total premiums produced in the motor branch. In this branch, the total sum of claim is TL 1.418.272.837 and TL 890.926.765 was paid by our reinsurers. End of period outstanding claims portfolio is TL 2.432.640.338 and TL 1.474.848.228 corresponding to our reinsurers. In this branch, a technical loss of TL 322.122.149 has been recorded, and the loss ratio was 101,4%.





MOTOR FACULTATIVE TPL:

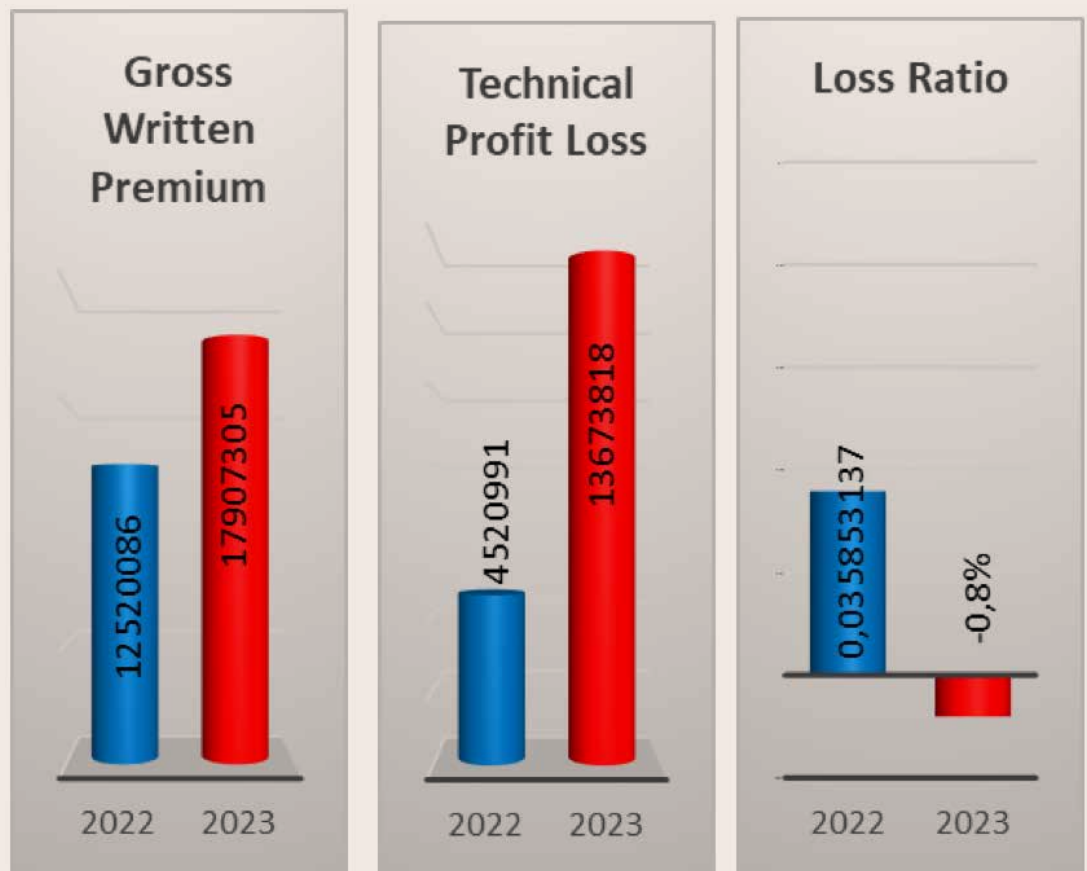
In 2023, in Motor Facultative TPL insurance, our premium production was TL 206.974.556 with an increase of 125,7%, and a technical profit of TL 15.498.055 has been recorded. In this branch, the loss ratio was 52,6%.





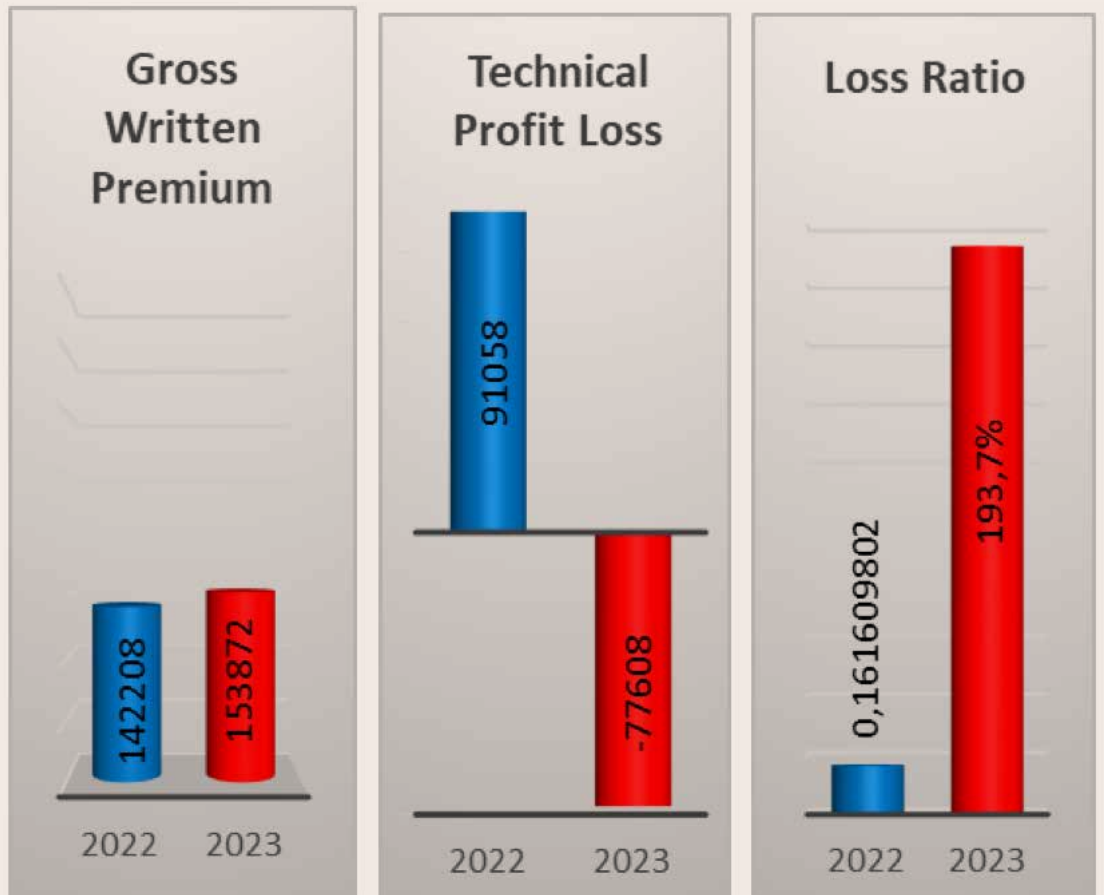
LEGAL PROTECTION INSURANCE:

In 2023, in Legal Protection insurance, our premium production was TL 17.907.305 with an increase of 43,0%, and a technical profit of TL 13.673.818 has been recorded. In this branch, the loss ratio was -0,8%.



COMPULSORY PERSONEL ACCIDENT FOR BUSES:

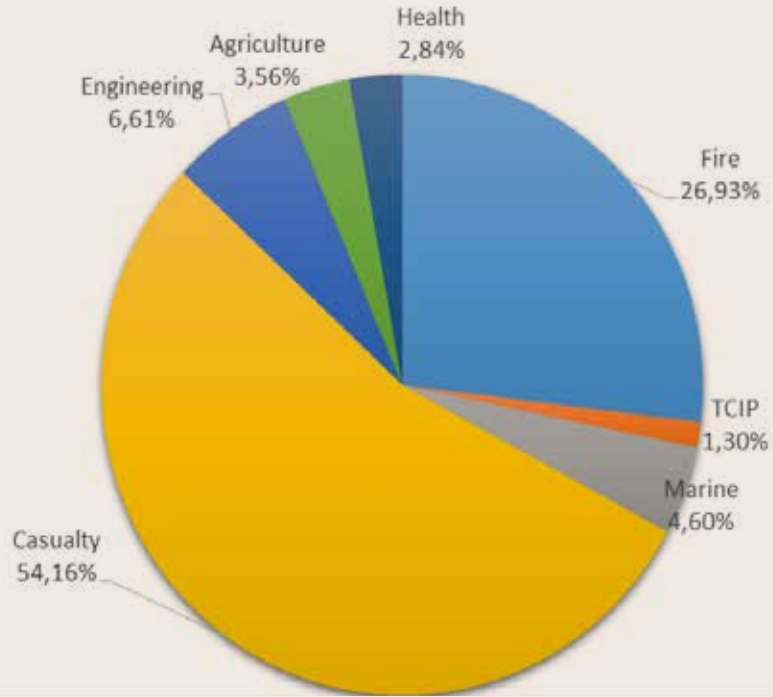
In 2023, in Compulsory Personal Accident For Buses insurance, our premium production was TL 153.872 with decrease of 8,2%, and a technical profit of TL 77.608 has been recorded. In this branch, the loss ratio was 193,7%.



TECHNICAL RESULTS

Premium Production:

The Company's premium production amounted to TL 12.815.129.659 in the year 2023. With this premium production amount, Ray Sigorta is ranked the 9th with a market share of 2.99 % among the insurance firms operating in non-life insurance branches.



Technical profit after operating income and expenses: Technical profit increased from TL 257.719.418 in the year 2022 to TL 1.046.167.829 in the year 2023 by an increase rate of 305,9%.

Distribution of our premium production, increase percentages and technical profit amounts by branches are shown in the following table in comparison to the year 2023.

Branches	2022		2023		
	Premium	Technical Profit	Premium	Technical Profit	Share %
Fire	1.414.924.088	74.558.119	3.450.772.209	173.091.290	143,88%
TCIP	82.097.228	-3.782.051	166.473.973	-9.008.163	102,78%
Marine	289.789.975	51.584.739	589.958.666	170.308.166	103,58%
Casualty	3.536.176.583	82.529.962	6.940.620.077	657.696.423	96,27%
Engineering	470.213.258	51.630.510	847.553.476	73.434.378	80,25%
Agriculture	207.123.342	19.821.368	455.808.473	43.803.750	120,07%
Health	148.445.619	-18.623.229	363.942.785	-63.158.014	145,17%
Total	6.148.770.093	257.719.418	12.815.129.659	1.046.167.829	108,42%

Fire Branch

Premiums of the Company in Fire Branch have reached TL 3.450.772.210 by an increase rate of 143,9% over the previous year. In this branch which has paid a total sum of TL 1.520.887.525 for damages, technical profit amounted to TL 173.091.290 representing 5,0% of premium amount. Out of total outstanding loss amount of TL 1.446.120.703, a portion of TL 1.391.305.781 represents the share of our reinsurers. Its share in the total premium production is 26,9%, while its share in technical profit is equal to 16,5%.

Transportation Branch

Premiums of the Company in Transportation Branch have reached TL 589.958.666 by an increase rate of 103,6% over the previous year. In this branch which has paid a total sum of TL 122.098.045 for damages, technical profit amounted to TL 170.308.166 representing 28,9% of total premiums. Out of total outstanding loss amount of TL 273.086.162, a portion of TL 250.897.644 represents the share of our reinsurers. The transportation branch's share in the total premium production is 4,6%, while its share in technical profit is equal to 16,3%.

Accident Branch

Premiums of the Company in Accident Branch have reached TL 6.940.620.077 by an increase rate of 96,3% over the previous year. In this branch which has paid a total sum of TL 2.577.054.113 for damages, technical profit amounted to TL 657.696.423 representing 9,5% of premium amount. Out of total outstanding loss amount of TL 3.494.090.882, a portion of TL 2.086.674.176 represents the share of our reinsurers. The accident branch's share in the total premium production is 54,2%, while its share in technical profit is equal to 62,9%.

Engineering Branch

Premiums of the Company in Engineering Branch have reached TL 847.553.476 by an increase rate of 80,2% over the previous year. In this branch which has paid a total sum of TL 180.035.081 for damages, technical profit amounted to TL 73.434.378 representing 8,7% of premium amount. Out of total outstanding loss amount of TL 168.268.403, a portion of TL 153.323.624 represents the share of our reinsurers. The Engineering branch's share in the total premium production is 6,6%, while its share in technical profit is equal to 7,0%.

Agriculture Branch

Premiums of the Company in Agriculture Branch have reached TL 455.808.473 by an increase rate of 120,1% over the previous year. In this branch, the premium production amount corresponds to 3,6% of total premiums, while its share in technical profit is equal to 4,2%. Technical result after operating income and expenses has resulted in a profit of TL 43.803.750.

Health Branch

Premiums of the Company in Health Branch have reached TL 363.942.785 by an increase rate of 145,2% over the previous year. In this branch which has paid a total sum of TL 122.540.156 for damages, technical loss after operating income and expenses amounted to TL -63.158.014. Out of total outstanding loss amount of TL 55.663.103, a portion of TL 33.944.172 represents the share of our reinsurers. The health branch's share in the total premium production is 2,8%, while its share in technical profit is equal to -6,0%.

Results of Technical Operations**In the year 2023, Ray Sigorta:**

- Has produced a total premium of TL 12.815.129.659, and has transferred a portion of TL 7.425.685.348 thereof to reinsurers. In terms of the premiums underwritten, the growth rate is 108,4%. By also considering various other income and expense items, the technical profit before operating income and expense has been recorded as TL 503.610.625. With the addition of operating income and expenses as well, technical profit result is calculated as TL 1.046.167.829; and
- Against this premium production, has paid a total commission amount of TL 1.385.605.822 including the change in deferred paid commissions, and against the premiums transferred to reinsurers, has collected a total commission amount of TL 806.855.969 including the change in deferred collected commissions;
- Has paid a total sum of TL 4.599.011.331 for damages, and has taken back a portion of TL 2.855.498.543 thereof as the share of reinsurers, while the outstanding loss reserves equaled to TL 5.445.974.591, wherein the share of reinsurance firms is equal to TL 3.916.287.435; and
- While the investment income was 558.725.340 TL in 2022, it was 2.624.660.831 TL in 2023, while the investment expenses were 526.147.930 TL in 2022 and 2.454.478.862 TL in 2023. Considering investment income, the largest income source 1.698.558.642 TL foreign exchange profits; and
- As a result of sudden rises in the foreign exchange rates, a financial exchange profit of TL 1.698.558.642 on the investment income side and a financial exchange loss of TL 1.278.833.635 on the investment expenses side have been reflected onto our financial statements.

STRATEGY AND INTERNAL COMMUNICATION ASSISTANT GENERAL MANAGER ACTIVITIES

We, as Internal Communication Department, are designing our communication activities from end to end and putting our action maps into practice with a view to further developing our employee-focused strategy, and strengthening our employer brand culture, and presenting a new generation employee experience by providing them with an effective and efficient working atmosphere.

OUR PRIORITY IS TO RAISE AWARENESS FOR OUR EMPLOYEES AND FUTURE!

We have already taken our measures for earthquake!

We further reminded our employees of our cute friends living in streets by adding one pack of each of dried cat food and dog food into our kit sent for use in winter season.

Hoping not to ever be obliged to use them, we provided all our employees with an earthquake information card, and a first aid kit and a polar shawl they may need after an earthquake, for the sake of getting prepared for a probable disaster.

Following delivery of our emergency kits to our employees, we planned an online awareness training participated by all our employees through a consulting firm specialized in that field.



We are both entertaining and teaching kids of Ray Sigorta employees!

Specifically for April 23 National Sovereignty and Children's Day, we designed a colouring story book titled "Sevimli Hayvanlar Önlem Almayı Öğreniyor" (Cute Animals Learning How to Take Measures) for kids.

In this story book, we intend to make kids aware of risks which may affect their future and of the importance of taking proactive measures against said risks, through a didactic tale of animals living in forests.



A YEAR FULL OF COMMUNICATION AND INTERACTION!

We “Welcomed” our Young Talents!

After completing their training process via our young talent program in Ray of the Future, our young talents joined us upon selection of departments.

By a breakfast organization participated by our executives as well, we “Welcomed” our 11 young talents.



A Traditionalized Organization: 5N1K.E.

We came together in a hybrid format with our employees thanks to our 5N1K.E. organization held under moderatorship of our CEO Koray Erdoğan.

Accompanied by the intimate chat of our executives, our employees had the opportunity to know closely both our executives and our corporate culture.



Taking pleasure in an open-air theatre in our Head Offices!

Before bidding farewell to summer season, we made a point of taking pleasure in the location of our Head Offices together with our colleagues.

By setting up an open-air theatre system in our Company offices at the seaside, we watched the movie “Aile Arasında” with our 80 teammates amidst street delicacies.





In Esma Sultan Mansion for our 65th Anniversary Celebrations and Launch of our New Organisation Chart!

Our Company's 65th anniversary celebration, already traditionalized and expected with a great excitement every year, is organized and held with an announcement of organisational revision this year. For launch of our new organisation chart, we came together in Esma Sultan Mansion with presence of all our employees. We started our new year with great excitement and happiness with 65 gifts specifically for 65th Year and in company with musical performance of Haluk Levent.





Communicating all developments in our company through news bulletins

Through news bulletins, we are keeping our employees aware of all events and developments in our regions, departments and every field of activity of our Company, and sharing our goals for new activity period. We are listening to our departments appearing as a guest in our bulletins, and taking inspiration from hobbies of our teammates.

Our theme announced as “Phoenix reborn from its ashes” in March 2023 is reshaped around the Transformation theme departing from the statement of “We have already got prepared for growth and rise. Now it is time to emerge from the cocoon.” following our new organisation chart in December.



Special days not forgotten, doors knocked!

In special days which have an important place in our daily lives and onto which emotive meanings are ascribed, we intended to make our employees smile through workshops and surprise gifts.

Through birthday messages and gift cheques, baby gifts sent to our newborn Ray babies, and gift boxes via different concepts and activities in other special days, we made our special day communications a dynamic process throughout the year.



Watched Atatürk movie all together!

We watched Atatürk movie in a theatre together with our 60 colleagues on November 10th in order to commemorate our Atatürk and remember his heroism once more.



Another traditionalized organisation: New Year's Day Basket

As every year-end in the past, we prepared New Year's day baskets with carefully selected products appealing to the taste buds of our employees and knocked their doors during the last week of December of this year as well.

WITH OUR #BENDEVARIM VOLUNTEER TEAM, WE AIM TO BE BENEFICIAL TO THE SOCIETY IN EVERY FIELD.

Seeing the social and communal investments as a tool fairly effective for creating value, we do not only successfully put forward our strengths and values, but also focus on areas where we can maximize our contributions with a social responsibility consciousness, in each project developed and realized by us.

Food distribution to the homeless together with "Çorbada Tuzun Olsun"

We are approaching each life we touch with care and love, and are continuing our activities with our social benefit based vision. Through cooperation with "Çorbada Tuzun Olsun" Association, throughout the year, we played a role in the project of food distribution many times, and gave support to nutritional needs of the homeless in Beyoğlu district.



Istanbul Tour with students in Koruncuk Foundation!

We toured Istanbul with 20 students and 12 employees of us in order to give moral support to disadvantaged students living in the Foundation for Children in Need of Protection (Koruncuk). Most of the students were earthquake survivors or poor students coming from the eastern region. We toured historical locations of Istanbul in company with a tourist guide, and had a talk with them.



Dialogue in the Dark experience

Through "Dialogue in the Dark" exhibition, we aimed to raise social awareness of four employees towards our visually impaired citizens by touring this time in the dark in urban locations symbolizing Istanbul. In company with visually impaired guides, together with our 12 colleagues, we experienced various different activities such as taking a ferry, strolling through a park, crossing a street in traffic, getting on Beyoğlu tramway, and touring in a street market.



Sapling planting and environmental cleaning activity in cooperation with ÇEKUD

We donated 2,000 saplings to the Society of Solidarity Among Environmental Organizations for the sake of afforestation of the earthquake area. Our 45 volunteers planted 50 of these saplings in Pendik Ballica Village in Istanbul. After the sapling planting activity, we conducted an environmental cleaning activity by collecting garbage in forestland.



Dialogue in the Silence experience

The "Dialogue in the Silence" exhibition, aiming to experience and understand lives of the hearing impaired and to feel empathy to them, is held in entire silence inside a special soundproof area. Participants do not ever speak for one hour, nor do they hear anything thanks to an earphone. We raised awareness towards our hearing impaired citizens in this event attended by 20 volunteers.



We donated wheelchairs to Spinal Cord Paralytics Association of Turkey!

Our volunteers grouped in teams, following a fast and efficient training, reassembled the disassembled wheelchairs, and completed the required calibrations thereof. Then, 6 wheelchairs completed by our volunteers are donated to Spinal Cord Paralytics Association of Turkey with a letter of good faith.





2018

**Ray Sigorta ranked among
"Turkey's 100 Most Valuable Brands" with an "A+"
rating in Brand Finance's 2018 survey.**

Technology and Digital Solutions Assistant General Manager Activities

Our Digital Technology Vision



**Together
Competitive
Smart
Innovative**

We, as Technology and Digital Solutions, departed with a mission centred on needs, demands and complaints of our customers, and with an integral digital experience vision covering our employees and all of our business stakeholders.

In this journey, we believe in the strength of digital and digitalization. We are moving towards a target point where not only our infrastructure, but also our customers, agencies and all other stakeholders fully experience digital channels, and what's more, digital solutions are presented and offered to policyholders of our products.

Via a fast, effective and solution-oriented approach, we are giving support with priority to our stakeholders of every category involved in our insurance operations, particularly our customers and sales channels. We are trying to understand root causes of all kinds of problems faced during our support activities, and analyzing the resulting new requirements by also taking the sector dynamics into consideration. With the intrateam competition and joint will to succeed giving excitement to us, we are defining our technology team as Rekaber (Together Competitive). While developing Smart projects creating added value for our policyholders, sector and country, we are building autonomous systems during testing and go-live stages for the sake of creating a perfect experience. We are supporting cooperation for development of sector and stakeholders, and continuing our research and development activities aimed at creating Innovative business models.

In the whole user experience provided through our information systems, just like other areas, our sine qua non is comprised of high accessibility and sustainability. To this end, we are autonomously conducting our monitoring and audit activities at all times thanks to both our teams and monitoring systems.

We believe in adequate and well-balanced security in provision of the whole digital experience. We are taking up to the fullest extent all kinds of security measures needed for information security purposes, in such manner not to ever prevent digital experience.

We are at all times carrying a step forward the customer and stakeholder experiences through digitalization in our product and service processes by using today's most advanced technologies and investing in technologies of the future. Accordingly, we have serious investments in data analytics and artificial intelligence (AI) models.

OUR TEAM



Everything is on track
With Happy Employees,
By Combining Technology and Human,
By Running Together Towards Target....

With our team composed of well-versed, highly knowledgeable and experienced members in their fields of specialization, we are developing technologic and innovative projects for our customers, stakeholders and country, while at the same time building today and future in digital terms.

We are a team focused on research and development, open to change, believing in development as a team, and producing proactive solutions through a success and customer-oriented approach. For effective continuity of our activities in this area, we are taking part in Technopark R&D projects through cooperation with universities.

We are producing and moving towards our targets together through joint sharing of responsibilities, taking support from highly effective communications within and between teams, with high participation of management, where the whole team is engaged in planning towards our targets, and plurivocality is supported, and we take notice of ideas at all stages and levels.

For the sake of business continuity, we have a redundant organisation for job definitions and fields of responsibility of each member of our team. That is why we have teammates under the roof of Technology and Digital Solutions also from provinces other than, and apart from, Istanbul where our headquarters are located. To further support this aim, we are intending to use teleworking and hybrid working methods as long as we feel ourselves strong and succeed in producing fast, effective and timely solutions.

Our Technology and Digital Solutions team is composed of the departments of “Application and Digital Solutions” covering analysis, application management and support services, software development and digital experience units, and “Business Intelligence” collecting all kinds of data and information and transforming them into meaningful information, and “Data Analytics” and “Infrastructure and Information Security” applying statistical techniques and analyses for the purpose of finding out tendencies and insights and aiming to reveal the unknown by means of artificial intelligence models. Furthermore, together with our business partners being the best in their own fields, we are a large family with hundreds of technologists, and are continuing to produce for the future.

Some of our 2023 Projects

In Application and Digital Solutions areas:

We are moving towards our goal of positioning all our sales channels, especially our agencies, on a single web application. Thanks to our Ray express platform being the most important one of our digital service channels, we are able to conduct customer entry, insurance proposal, policy drafting, policy printing and tens of other transactions in only seconds with minimum data input. Aside from continuously renewing our technology, we are also continuing to add to this platform all of the new products and services needed by our agencies and other stakeholders. In addition, in the first version of Ray eXpress mobile application, such opportunities as safe entry by a two-step verification method, password update, direct communication with regional and collection representatives, public notice follow-up and participation in questionnaires are provided.

Our complementary health product is moved into Ray eXpress platform being our quick production screens. Similarly, web service access layers are put into service also for our sales channels preferring to produce via their own screens.

In health insurance branch, automatic and smart renewal module is developed and put into use of our agencies. Thus, our policyholders’ policies will be renewable easily and quickly by the related agencies when the time comes for renewal.

Commission expense vouchers which are presently printed physically and sent by mail in the sector are now being sent to sales channel agents in electronic environment. By doing so, we are supporting environment friendly applications and efforts through paperless transactions. In addition, we are paving the way for more automated transactions increasing operational efficiency by saving of time and cost.

By our process management system named BOSS application, we digitalized the whole production flow from end to end. We built and put into practice all work flows from customer transactions to insurance proposal and authorization on the basis of processes.

We completed online integration process of the data of production and damage payments / provisions for claims outstanding into Insurance Information Centre (SBM) system at a highly consistent level.

Via a safe channel launched and introduced as Ray API Portal, our open insurance platform is put into use of our software developers, agencies and business partners. By this platform, a lot of facilities such as Ray Net production web services on product basis, and policy inquiry, transaction and reading services for assistance companies, and services containing location information about contracted auto service stations, closest contracted agencies and contracted healthcare services, and damages file interrogation over various criteria are already put into service of our stakeholders.

In Mini Repair and Assistance Data Integration Project, an infrastructure is installed for receipt and collection by us of data on services provided by Assistance companies to our customers, and such data are opened for access via an inquiry screen in Ray eXpress platform. By this project, our assistance service costs are now controllable and auditable more effectively.

In motor own damage and traffic insurance area, a production and risk analysis project is carried out with big data. Thus, activities aimed at production and profitability goals are supported.

We renewed our Interactive Voice Reply (IVR) system with a view to enabling our customers to access the required areas more easily and rebuilding the system in a simpler and categorical structure.

We are revising our damages processes end-to-end from customer experience to our service network and business manners, also including our reporting systems. To this end, we are building digital systems which both reduce our operational costs and enable us to provide our services to our policyholders more quickly upon occurrence of damages.

We constructed mobile based assessment systems for preliminary assessment activities of our field investigation teams. Thus, reports of all physical investigation and research activities, also including the regions not having access to internet, will have been recorded in digital environment.

For the sake of increasing our operational efficiency, we are continuing to use robotic process automations (RPA) actively in a lot of fields such as reassurance distributions, offline policy transfers, and collection bank reconciliations.

In Business Intelligence, Data Analytics and Artificial Intelligence areas:

Our project aiming to detect frauds at the time of damages is started. This project intends to detect events of fraud concurrently upon notification or reporting of damages, and at different subsequent stages of the process.

We are consolidating all reports needed within the corporate organisation and produced gropingly within our business intelligence platform, RIO, before sending them to their users.

We take care of taking our decisions by using all data throughout the corporate organisation, and position our Business Intelligence Platform, RIO, at the centre of all operational systems for our measurement, assessment and decision making processes.

By doing so, we have quick access to data and consolidate the distributed systems in a single centre. We are moving our database technology to Oracle in order to make sure that this platform operates more quickly.

In Infrastructure and Technologic Hardware Investments areas:

We started actions for moving our database architecture from Oracle Super Cluster to Oracle ExaData. We completed the purchase of the needed devices, and will have them installed and started up in the first quarter of 2024. So, we will be able to perform a higher number of transactions in unit time concurrently and more quickly.

By increasing our processor and memory capacity by more than 100% in the existing database, we aimed to provide our policyholders and sales channels with a non-interrupted and quicker transaction experience.

Our emergency centre investments and improvement works are also ongoing. Our systems will continue to operate uninterruptedly via our data centre in Ankara thanks to this structure built on the basis of continuous operation of our systems in the case of a disaster.

We are monitoring our systems through early warning systems containing monitoring and control capabilities. We have already built automatic structures which allow us to proactively foresee and detect probable and potential future failures and to take preventive measures, and are continuing to further improve and develop them.

We have increased our internet speed and bandwidth by 3 to 4 times in our headquarters and at the required points. So, we allowed our stakeholders to have quicker access to our services offered through our internal users and head offices.

Our 2024 Project Targets

We are going to increase our investments on data analytics and artificial intelligence. We aim to conduct a lot of projects concurrently by increasing the number of our internal teams. It is our intention to position a data scientist in each of our business units, and to give support to projects as information systems department, and to enable all departments to perform their own analytical works.

Some of our projects planned to be realized for the aforementioned aims are customer and agency segmentation, customer interaction analysis, customer retention and loss estimations, automatic risk valuation and pricing, individualized policies, fraud prevention and tracking analytics, damage estimation, and proposal engines. And for all of these projects, we are going to build an analytical data warehouse.

We are going to use Azure DevOps structure in our processes so as to ensure that our projects are realized in a healthier manner and in line with the development methodology.

We will continue to develop our automatic test systems in order to bring our products and services together with their users in a more mature manner.

In our software infrastructure, we started the process of transition to .Net Core platform. .NET Core is a software platform following the recent technologies and developments. Through this platform allowing a more up-to-date and competitive software development process, apart from having some rich features and libraries we can use in development of applications, we will also be able to develop codes in an infrastructure providing quicker and more developed security measures.

As for use of the most recent trend applications, we are going to conduct R&D works for use of such applications as decision support, chatbot and virtual assistants, especially Chat GPT.

For the sake of a better customer experience, we are going to develop a “super mobile app” bringing together all kinds of products and services that may ever be needed by all our customers and policyholders.

2023 CLAIMS ASSISTANT GENERAL MANAGER ACTIVITIES

Overall Summary

With the new organisation structure implemented in 2023, within the frame of our objectives and strategies, important steps are taken particularly in digitalization and reporting areas. Accordingly, all activities carried out with the intention of managing the damages processes more proactively and effectively in the related branches and areas, and making performance measurements, and optimizing the processes and screens, and further increasing the customer satisfaction are reported below separately for each department.

Body Injury and Legal Department

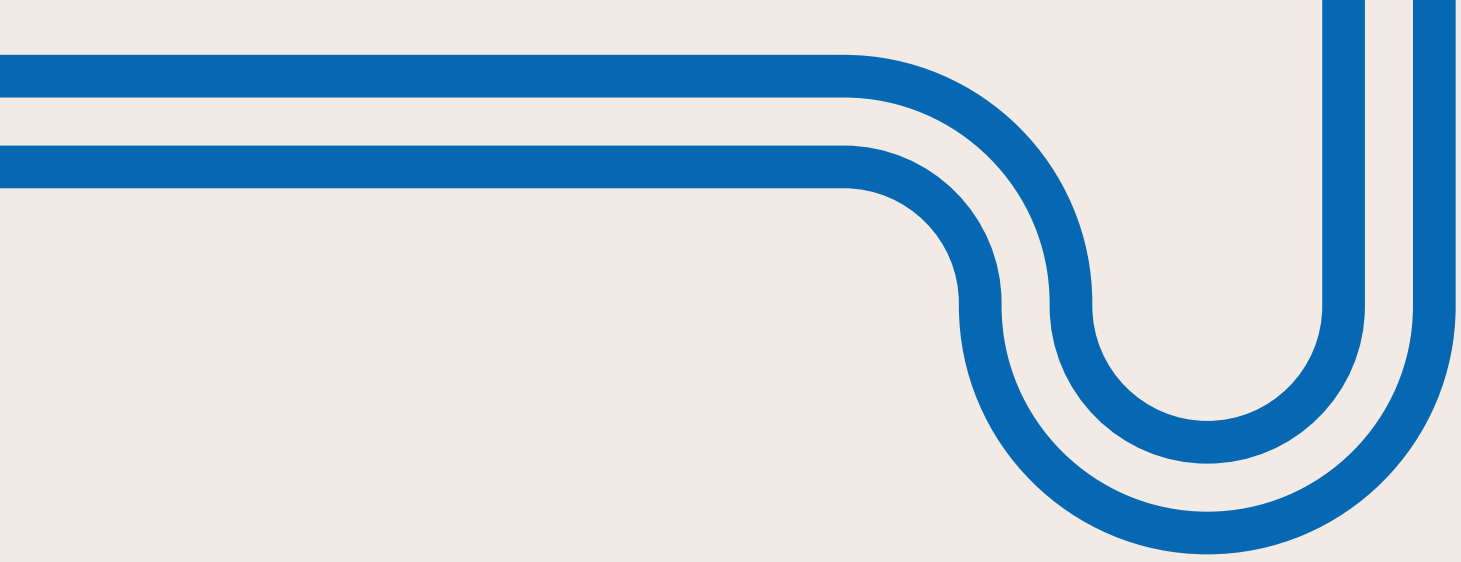
The HUGO (Legal Claim File Review System), which was launched in 2022 and made available to legal department users, has been further developed by integrating with UYAP (National Judiciary Informatics System)/Arbitration and opening the system to contracted external lawyer offices. This has improved the efficiency of the system.

The department has maintained close contact with material arbitration offices to track material arbitration processes more quickly and efficiently. This has been done by evaluating current expert reports, arbitrator and appeal arbitrator decisions, and reasons for acceptance and rejection of applications. The evaluation results have also been shared with the claims department to help improve claims practices.

A value loss workshop was held with the material legal team and motor claim team to address value loss claims. The operational and system processes were reviewed, legal and claims data were analyzed, and application principles were established.

Teleperformance (Callcenter) has been integrated into operational processes to improve the efficiency and speed of operational processes for bodily injury and material legal/arbitration.

Outstanding claims amount have been kept up-to-date with UYAP (National Judiciary Informatics System) checks for against-claim/notification files and with office meetings for bodily and material arbitration files. This has made it possible to properly and timely allocate the corresponding amounts in parallel with the tracking of developments in the files.



Motor Claims Department

Following the South East Anatolia earthquake that occurred in our country on February 6, 2023, our auto field teams went to the earthquake region together. A vehicle collection center for damaged vehicles was established in Gaziantep for damaged vehicles. Physical vehicle information checks, expertize procedures, towing and rescue organizations were carried out. Expert support from outside the field was provided to speed up the payment periods of the files and support was given to our policyholders and sales channels.

Within the scope of the Claim Transformation Program, workshops were started to digitize motor claim transactions. Analysis and development studies have been started for the entire motor claim process from end to end. Requests have been created for IT developments.

Non-Motor Claims Department

The Southeast Anatolia Earthquake of February 6, 2023, which deeply affected our country and left a wide mark on the entire sector, was successfully handled with proactive and timely expert assignments and quick action plans. 90% of the claims were reviewed and finalized, and support was provided to customers and agents. All reports on the process are currently being presented to management and the reinsurance department.

A team delegation plan was developed for individual and corporate claim processes, and a systematic claim assignment process was established for each claims manager based on their position. This has established operational efficiency, proper specialization, and strategic goals.

Work has begun on claim transformation and digitalization in line with the company's organizational structure. Presentations have been prepared and projects are being developed.

The expert network has been updated by location and branch. In addition, time cost analysis has been established through expert performance evaluations and periodic feedback.

Physical meetings were held with VIG in October 2023 to discuss updates and developments in claim-reinsurance processes. This has brought the processes into line with our our foreign business partners.

Due to the global climate crisis, catastrophic claims such as floods and storms have been experienced in our country, especially since the autumn months. With extra performance above routine processes, the necessary action plan was created to manage and reduce the cost of these claims. The processes and allowances of the claims were updated correctly in the system. In addition, reports prepared for these claims are regularly shared with the reinsurance department and management.

Claims Network Department

To provide our customers with more widespread service, our network of brand authorized and contracted repair shops has been optimized to 1,350 units. The number of our Quick Repair Centers (HOM) has remained at 100 units. We have continued to work on expanding the use of our authorized repair shops to open claim files directly through the portal.

We have begun to develop the systems and analysis processes necessary to measure the performance of external firms that provide goods and services for claim processes. This will allow us to performance-based assignment and set fees based on performance.

Claims Analytics and Performance Management Department

With the change in organizational structure, the Claims Analytics and Performance Management Department has worked on reviewing and analyzing processes from end to end with a proactive and innovative approach in all projects created with relevant departments.

The following are the activities and managed projects carried out by the Claims Analytics and Performance Management Department in 2023:

To track claims departments with analytical and measurable data, the claims reporting system was unified on a single platform (RIO). "Claims Management" dashboards were created and informed to our departments. With the project created:

- * Real-time process management
- * Performance analysis
- * Cost control
- * Analytical, efficient, and competitive claims management is achieved by supporting decision-making processes in risk management and customer satisfaction.

The "Performance Management Project" was created under the sponsorship of the Claims Analytics and Performance Management Department. With the Performance Management Project, work has begun on creating performance metrics for claims department employees and business partners. The goals of this project are:

- * To better follow up the performance of our claims business partners will be tracked better and the terms and criteria of the agreements will be determined in the light of these data.
- * To follow up the KPIs of claims department employees will be tracked more effectively.
- * To ensure better performance management of experts, repairshops, sparepart suppliers, investigators, salvage companies, law firms, recourse research companies, claim handlers, and internal surveyors

In 2023, the Claims Analytics and Performance Management Department managed the processes of the 'Online Claim Notification Project' from start to finish. In this process;

- *Online claim notification processes of insurance companies in the market were analyzed. As a result of the analyses, the necessary analysis work was completed with the relevant departments in order to receive the claim notifications, which are currently received via Call Center, via the online platform.
- *The file viewing screen, which is actively used within the scope of the 'Online Claim Notification Project', has been updated on the Raysigorta.com.tr website and necessary improvements are being made to enable our customers to follow the file processes more effectively.

The "Triage Project", one of the 2023 projects, has completed the necessary analyses for the segmentation of our claims files. With the created file segments, the entire process from the opening to the closing of the file will be managed more effectively in terms of benefit/cost. With the Triage project:

- * Operational efficiency will be increased by segmenting claims files.
- * Work processes will be accelerated by automating claims file reviews.
- * The effort spent on file management processes will be correctly channeled and minimized.
- * Traceable claims processes will be created.

In 2023, the “Claims Workshop Activities” project was launched to identify needs and improve the efficiency of work processes within the Claims Department. In this process:

- Weekly meetings were held with the Motor Claims, Non-Motor Claims, Bodily Injury, Recourse, Claims Network, and Claims Investigation departments. In these meetings, the necessary analyses were made for the areas that need to be developed.
- Departmental error and development requests were evaluated and managed effectively.
- Unused areas on the screens used were removed and the screens were simplified.
- Departments identified and resolved situations that were causing delays and disruptions in file review processes and quickly took action.
- The simplification and development of the screens used were periodically communicated to all departments.
- The necessary work is ongoing to minimize the manual processes in our periodically prepared reports and to transfer them to the RIO platform.
- The evaluation of the instant reporting requests from our other departments and the preparation of the necessary reports were provided.
- “Motor Claims Report” dashboards were created on the Rio platform, allowing the relevant departments to manage their work processes more effectively.
- “Instant Motor Claim” dashboard was created, allowing the relevant departments to manage their work processes more effectively in cases where quick action is required.
- The necessary work is ongoing to transfer the reporting processes that our departments carry out manually to the RIO platform.

Internal Surveyor and Claims Investigation Department

- Hom Service Routing Project: Launched in 2022, the project was continued by increasing the number of units and savings were achieved in claim costs.
- Internal Surveyor Team Work After Earthquakes: A crisis desk was set up after the earthquakes at your Hom Service in Gaziantep. In this process, all claim reports were quickly reviewed, file processes were accelerated and support was provided to policyholders, sales channels and customers.
- Participation in Claims Transformation and Digitalization Efforts: In line with the Company’s organizational structure, the internal surveyor team participated in the Claims Transformation and Digitalization efforts and provided support to the project process in this context.
- Determination of Reportable Processes of the Internal Survey Team: Necessary work was initiated to make all field audit processes reportable.
- In 2020, within the scope of the CFR (Closed File Analysis) Project, which was initiated with VIG Austria in 2023, the Company examined the files of the Casco branch in 2023.
- Within the scope of the digitalization of claims departments, which started with the new organizational structure of the Company, all processes of the Claims Investigation Unit were reviewed and necessary improvements, updates and projects were identified.
- Following the agreement reached with the partner company, anti-fraud project work for artificial intelligence-based software was initiated.
- Work was initiated with the Claims Analytics and Performance Department to ensure that all report requirements of the Claims Investigation Unit are met.



Recourse Department

- Recourse Claim Scorecard and Digitalization efforts enabled more effective management of processes.
- A Recourse Dashboard was created on the “Claims Scorecard” main dashboard created on the Rio platform, enabling daily monitoring and reporting.
- Report creation processes in the Casco, MTPL and MTPL RSH (Risky Insured Pool) branches were made operational on the Rio platform.
- Contracted lawyer performances were reported and collections were increased.
- By integrating our legal screens into HUGO, file review processes have been centralized.
- With UYAP (National Judiciary Informatics System) Legal Integration, collection tracking and controls were improved.
- Continuous improvement is ensured by developing legal claim file review screens in line with department needs.
- Efficiency of processes and collection rates were increased by collaborating with new business partners.
- Contracted lawyer performance was analyzed and necessary measurement criterias were determined.
- Necessary analyses were provided for the automatization of contracted lawyer and intermediary agency assignments.
- The recourse processes and catastrophic claim files and indemnities were monitored in detail.
- In the motor insurance branch, processes were accelerated and the number of files was increased in order to increase collections in cooperation.



2019

Ray Sigorta received the Great Place To Work Certificate for its strong corporate culture and employee satisfaction.

MARKETING AND CUSTOMER EXPERIENCE

Assistant General Manager Activities

In parallel with its 65 years of experience and strong growth graph in the sector, Ray Sigorta continued to increase its brand value through innovative customer and distribution channel oriented communication and marketing activities. Communication activities for both the Ray Sigorta brand and its products and services were further strengthened and all conventional and digital channels were effectively managed to reach the right target audience.

In addition to brand awareness investments and communication activities, within the scope of the brand's growth strategy, the Company supported the development of products that meet the needs and expectations of customers according to their life stages, deepened efforts to improve customer satisfaction and experience, took an active role in campaigns and practices for product sales teams, and strengthened communication with business partners through visits to regions.

Marketing and Corporate Communications

In addition to its aim to further increase its brand value, Ray Sigorta has also undertaken activities to increase the number of policyholders in our country and to spread insurance awareness.

In order to support the transformation of the need for insurance into a permanent awareness and consciousness, our products and services draw attention to personalised insurance. Our efforts are based on customer life cycles and the awareness that everyone's priorities and needs in life differ from each other. The communication of our products and services, which are specially designed for groups with differentiated needs, continues effectively with the call "buRAYa", which is integrated with our brand name, under the rhetoric of "Neither more nor less, an insurance exactly according to your needs".

In order to reinforce the existing perception of Ray Sigorta as a "trusted, stable and reputable company", press releases prepared on the topics that shape the sector have received extensive coverage in national, local and sectoral media, both in print and online channels. In all the content prepared, the products and services that create brand value and create added value were shared with customers and business partners in detail and transparently through the media.

Digital Communications

Within the scope of digital communication activities, posts are actively shared on all social media channels and Google search network in order to strengthen the brand image and increase awareness. Emphasis was placed on communication strategies integrated with the digital world in order to be present in every channel where we can support our customers and distribution channels, to announce our services and differences to a wider audience, and to ensure that we are accessible from every platform in the digitalised world. Access to customers and distribution channels was ensured through reputation management and efforts to strengthen interaction.

Content promoting our brand, informative about our products and services, and entertaining and thought-provoking content is shared on our social media accounts. While preparing informative and attention-grabbing content about products, we try to contribute to brand awareness by targeting advertisements specific to the target audience. Feedback from social channels that enable direct communication with customers and business partners is carefully evaluated, business processes are improved, production and customer satisfaction are supported.

On the LinkedIn platform, a professional social business network, we continued to share our innovations, Company achievements, and press communication activities for our employees and prospective employees in accordance with the

nature of the platform.

Improvements continued to be made on our corporate website in order to provide a better user experience.

Activities for Distribution Channels

Business processes are continuously improved in order to convey the Company's strategies and targets to business partners accurately and completely, to ensure the regular flow of mutual information and to increase the contribution to consistent success. Activities carried out within the scope of company practices and achievements, promotion of new products and services, campaign announcements, special day communications and press communications were continued throughout the year with business partners through various channels under the communication umbrella of "growing together". The principle of strong communication that creates value with business partners has been adopted for sustainable success.

Our relations with our business partners who touch our customers are always prioritised. During regular regional visits throughout the year, information about the Company's strategies and the state of the sector is shared, while feedback is received on the needs and demands of our distribution channels. Necessary actions are taken regarding the demands discussed during the regional visits. In the aftermath of the pandemic, incentive campaigns with travel rewards continued to support our business partners in terms of motivation. For the satisfaction of our distribution channel, travel organisations are designed to experience what makes Ray Sigorta different.

Digital Channels

In 2023, developments in Ray Sigorta's digital channels heralded a very important and successful year. Agency Mobile App studies were accelerated to provide our customers with a faster and more user-friendly experience. In this way, our agencies will be able to perform policy sales and customer relationship management more effectively.

The launch of the API Gateway significantly increased the security and data access of our digital platforms. The activation of SME insurance screens enabled agencies to provide customisable services to their customers and better manage their insurance needs. The launch of Ray Academy contributed to the development of our agents' skills by increasing access to training and information.

Work was initiated for the Online Damage Notification and File Enquiry (FNOL) project, which is planned to help our customers manage their damage processes faster and more seamlessly. Thanks to the studies on the new housing product to be featured on Ray eXpress screens, it is aimed to offer more comprehensive and customisable policy options to our customers.

Following these achievements, many new projects are planned to be implemented in digital channels in 2024. These projects include various innovations to further improve the customer experience, more digital service options and data analytics-focused developments. Our commitment to providing better service to our customers and our journey to become a leader in the digital world will continue.

Call Centre

In order to be leaner and faster in our processes, our call centre was restructured to be more customer-oriented. All Company employees were included in our development processes and processes that are open to change, innovative and empathetic were designed for our customers.

Complaint Management

The satisfaction and trust of our customers is critical to the success of our company. Good customer service and effective complaint management increase the Company's competitive edge and ensure long-term success. Our priority is to address and resolve customer complaints effectively.

Our complaint management processes involve 4 main steps;

- Responding to the complaint and forwarding it to the relevant units
- Analysing chronic complaints
- Project design after analysis
- Permanent resolution of the findings

Customer Satisfaction

The cornerstone of our customer experience strategy is to create solution proposals by focusing on contact points.

The needs, expectations and satisfaction of our customers are closely monitored and analyses are conducted based on the feedback we receive. As a result of our analyses, areas of improvement are quickly identified and our products and services as well as processes that will affect customer satisfaction are continuously improved.

Improvements are made to improve our processes by measuring customer satisfaction during and after the experience. Together with our business partner Mondial Assistance, a new project process was initiated by focusing on our tow truck service after the replacement vehicle service that is most needed by insured customers. With this project, our customers who receive tow truck service will be given the opportunity to evaluate the tow truck arrival time and the process until the vehicle is dropped off at the service centre. Customer satisfaction will be measured and necessary actions will be taken in response to the feedback received, with the aim of maximising satisfaction.

In parallel with our customer-oriented approach, we attach importance to the feedback received and conduct regular surveys on this subject every year. Throughout the year, regular NPS calls were made on a monthly basis to our policyholders who received service in the previous month and to our policyholders who received service from different units through the call centre. The results and comments received were evaluated with both business units and suppliers.

Achievements and Awards

- Excellent Customer Satisfaction Achievement Award (A.C.E -Achievement in Customer Excellence- Awards)

Turkey's first and largest complaint platform Şikayetvar.com, which acts as a bridge between the customer and the brand in terms of customer satisfaction, measures the customer experience index every year across the country according to many criteria such as customer satisfaction score, thank you rate, complaint response and resolution times. Awards are distributed in various categories as a result of the research. Ray Sigorta won the A.C.E -Achievement in Customer Excellence- Award in the non-life insurance category for the fifth time and received the gold award.

- Smart Insurance Awards

In the Innovative Customer Experience and Interaction category of the Smart Insurance Awards, organised to develop the insurance sector and highlight innovative projects, Ray Sigorta won the bronze award with our project for substitute vehicle service.

INDIVIDUAL SALES ASSISTANT GENERAL MANAGER ACTIVITIES

We, as the sales team, have formulated and defined our top priority goal as facilitation of lives of our policyholders, and making them feel safe against potential covered risks. We are carrying out intensive joint works with our business partners in order to achieve this goal. In order to issue and launch new products and covers, we are regularly following up the needs of policyholders, and continuing to make effective use of technology for innovative solutions.

We believe that satisfaction of our policyholders is first based upon satisfaction of our business partners. That is why in order to provide our business partners with perfect services, we, as sales team, are trying to develop ourselves continuously, and regularly following up our sales processes for the sake of operational efficiency.

During 2023, a lot of initiatives are completed and many important decisions and actions are taken with the intention of increasing the efficiency of sales sources and sales teams, and at the same time, achieving our Company's strategic goals. In all of these processes, our Company has effectively used the business intelligence detailed analysis reports.

We, as sales team, feel appreciation in reaching the targeted budget production figures with a growth rate in excess of the insurance industry's average in 2023.

OUR SALES ORGANIZATION

Ray Sigorta Sales Organisation is manned by a total of 52 salespersons, comprised of 9 regions, 3 provincial representation offices, and Corporate Sales and Sales Coordination Directorate seated in the Head Offices, in tandem with overall objectives of our Company. For the sake of production of sustainable, profitable and collectible policies, all our employees are in continuous communication with both our production sources and our customers. All data are instantly tracked, and all process analyses are carefully reviewed, and all required actions are taken.

- 1- İstanbul Anatolian Side Ragional Directorate
- 2- İstanbul Anatolian 2 Side Ragional Directorate
- 3- İstanbul European Side Regional Directorate
- 4- Ankara (Central Anatolia) Regional Directorate
- 5- İzmir (Aegean) Regional Directorate
 - *Denizli Provincial Representation Office
- 6- Bursa (Marmara) Regional Directorate
- 7- Adana (South Eastern Anatolia) Regional Directorate
- 8- Antalya (Mediterranean) Regional Directorate
- 9- Malatya (East Anatolia) Regional Directorate
 - *Trabzon Provincial Representation Office
 - *Kayseri Provincial Representation Office
- 10- Corporate Sales Department
- 11- Sales Planning and Performance Management Department

OUR DISTRIBUTION CHANNELS

Through our distribution channels actively operating in a total of 75 provinces, we are continuing to offer our top quality services to our policyholders. Thanks to the sources preferring our Company every year, we are expanding and extending our service network. Accordingly, we started to work with around 637 new sources during the recent three years.

In 2023, 211 new agencies were brought into our Company and the premium production from these agencies reached 320 million TL as of the end of November.

Distribution Channels

- Agencies 1.872
- Brokers 102
- Bank 1
- Leasing Company 1

Included among our basic strategies is to increase the numbers of our agencies and distribution channels in line with our growth goals.

ACTIVITIES REGARDING THE DISTRIBUTION CHANNELS

Regional Agency Visits and Agency Meetings

In 2023, our senior management, supported by our Regional Directorates, has actively engaged in intensive meetings and negotiations with our production sources in the field.

Particularly in 2023, our senior management has paid many visits to our regions and agencies (more than 200 agencies in 16 provinces). In such meetings, new developments in our Company are shared, and regional issues and demands are brought to the table, and their demands are received, and actions required for more effective operation of our agencies are taken.

Kahramanmaraş Earthquake

On 06.02.2023, activities were carried out in order to heal and support the wounds of the devastating earthquake, the epicentre of which was in Kahramanmaraş and which was also felt in the surrounding provinces, by addressing the problems experienced by our business partners in the region.

Co-Growing Club

Performance criteria and scoring system determined according to our corporate strategies, and segmentation system offering special privileges to our agencies under the name of “Co-growing Club” are continued and further developed. With this structure built on togetherness and success themes, the performance and career developments of our agencies are supported, and their revenues are aimed to be increased through some incentives offered to them. Our agencies are allowed to make use of service quality differentiation and some additional privileges depending on their segment, because **“We are walking together and growing together”** with our agencies.

NEW PRODUCTS AND APPLICATIONS

In 2023, we continue to work on new products and services in order to increase the sales power of our distribution channels.

Ray Smart SME Product Special for SMEs

As there is no single model suitable for the changing dynamics of today’s and business life, it would not be right to talk about a single solution that will secure their risks. Ray Sigorta now offers ready-made package solutions that provide coverage for the risks that each SME carries in its own field.

We have analysed the risks specific to each SME’s line of business; we have offered 3 different packages and budget-friendly alternatives according to the scope of assurance. For both you, our valued business partners, and our policyholders, we have created the smartest workplace insurance product by going beyond traditional solutions in terms of scope and functionality;

We launched RAY Smart SME.



OUR CAMPAIGNS

In 2023, the additional earnings, satisfaction and sales motivation of our business partners were maximized with the campaigns and practices we carried out in parallel with our Company's growth strategies.

Ray Miles Campaign 2022; The year 2022 was planned for the last 4 months, and a trip to Kenya - Tanzania - Zanzibar in 2023 was designed as a reward for the agencies that met their targets for certain products and achieved production growth between these dates. During the 2022 campaign period, the Kenya trip planned for 2023 was held in Kenya with the winning agencies between September 28 and October 5.

Ray-Miles Trip Campaign 2023; 2023 Ray Miles Overseas trip campaign covering the August - December period was organized and 130% growth was recorded in the targeted products, excluding motor insurance, compared to the same period of 2023. The winning agencies will travel abroad in 2024.

Cappadocia Trip Campaign; TL 5.9 million production was achieved with the Ray Miles campaign covering February, March & April of the year 2023 (917 TSS-308 IMM OK-915 EMERGENCY HEALTH-654 AURA-333 CYBRELLA-300 FERDİRAY), and a trip to Cappadocia was organized with 11 winning agencies.

Flexible Commission campaign for transportation; Targets have been set for the products in the transportation branch. Our business partners maximize their Transportation commissions by reaching these targets throughout the year and achieving production growth.

With the flexible commission campaign for transportation spread over the whole year, 11 of our channels were monitored and TL 3.1 million production was targeted. Growth in these agencies was 145% compared to the same period of last year, i.e. by end-November, generating additional commission income for targeted channels.

TCIP Quarter Campaigns; While providing security for homes with TCIP Insurance, which is compulsory for our country, which is located in an earthquake zone, we provide additional commission income to our business partners with our special commission campaign.

Motor Insurance Campaign; A motor insurance campaign was organized separately in June and July. 92% growth in the number of new business and 244% growth in premiums in June results 139% growth in the number of new business and 244% growth in premiums in July results

Automotive Agency Motor Insurance Campaign; A separate motor insurance campaign was organized in November-December, valid only for agencies with automotive dealers. 174% increase in the number of new business in November, with 1411 motor insurance new business production 103% increase in the number of new business as of December 20, with 1389 motor insurance new business production.



SUPPORTS PROVIDED TO SALES CHANNELS

Training Activities for Distribution Channels

- With the launch of our Smart SME product, we came together with 40 agencies and organized detailed training on the product.
- Informative trainings were organized for our agencies on the improvements made to the collection screens.
- Detailed information was provided on the use of quick quote screens.

Activity Follow-up System (ATS)

As a result of analyses made via Activity Management System put into use for the sake of efficient and effective management of sales activities and creation of corporate memory, in 2023, we have had more than 20,000 contacts with our existing agencies, and 8,500 of these contacts have been realized in the form of visit to agency offices. In addition, out of 1,654 contacts with candidate agencies, 1,075 contacts have been held through office visits.

Furthermore, in 2023, our Company's agencies have been started to be analyzed under 8 different working groups according to their production composition and profiles. For effective and efficient use of sources, the numbers of routine contacts / visits have been predetermined for each working group. For instance, minimum 2 contacts per month are suggested for an agency which basically has a non-auto insurance profile. Monthly and weekly visits and contacts are planned within the frame of this set of rules.

9 success criteria (KPIs) are determined for each agency. Each agency is scored monthly and quarterly depending on its KPI weights, and the scores are tracked. For agencies which remain below the average as a result of this scoring system, the development areas are determined, and action plans are prepared for resolution of these problematic areas, and developments are regularly tracked and reported.



Sales Performance Incentive System

A dynamic and traceable incentive system wherein individual performance of each salesperson can be measured, and which is usable as input data in the human resources applications and can be quickly converted into actions is being continued to be applied.

The aim is to build a dynamic structure wherein the performance criteria (KPI-Key Performans Indicators) overlap the Company's overall goals and objectives, and which provides a positive contribution to production increase, and wherein individual performance of each salesperson can be measured over sales results, and which is usable as input data in such human resources applications as scoring system, promotion, bonus, etc. for use for the sales team throughout the year, and can be quickly converted into actions. This system aims to raise the efficiency by creating a competition atmosphere among sales teams. Success grades calculated over 8 different KPIs are tracked systematically on monthly and quarterly bases, and premiums are granted according to results of each quarterly period. Furthermore, development of each salesperson is followed up closely through regular feedbacks on KPI basis.

Regional Directorates Performance Assessment Meetings

At the end of each quarterly period, performance assessment meetings are held with our Regional Directorates. In these meetings, in accordance with our Company's strategic goals, mutual analyses are performed under certain predetermined headings (Sector development, Budget/Production, Renewal rates, campaign achievements, production protocol performance, new agency efficiency, profitability, insurance offer performance, agency production extensity, etc.). As a result of these meetings, the development rates of regions are tracked, and actions are taken on the basis of regions.



Sales Planning and Performance Activities

Sales coordination activities are regularly carried out with a view to effective and efficient use of sales power. It is aimed to assure successful organisation of operations between head offices units and regions, and to create a more effective and efficient system of operations.

To this end, the reports and analyses prepared by the head offices units are shared with regions and sales teams, thereby creating a focus with a view to achieving better results, and the progress is regularly tracked.

General Sales Meetings

Every month, Online Sales Agenda meetings are held with participation of all sales team members in certain days of each month. Information is given about the recent developments, and feedbacks are received from regions. Then, action plans are determined accordingly.

Insurance Days

In order to raise motivation of our sales team and encourage production, “**Traditional Insurance Days**” activities are organised with each regional directorate over daily targets determined separately at certain predetermined dates during the year, and great achievements are attained through:

- 12.10.2023 2.900.000 TL production Individual Ray day,
- 02.11.2023 17.500.000 TL production in House Insurance day

Certificates of Achievement are sent to our most successful salespersons and distribution channels in these insurance days.





2020

Ray Sigorta won the Excellent Customer Satisfaction Achievement award and was listed among Turkey's Best Employers by the Great Place To Work Institute.



RAY SİGORTA A.Ş. DIVIDEND DISTRIBUTION POLICY

Principles regarding Dividend Distribution Policy of Ray Sigorta A.Ş. (the “Company”) are stated as follows:

- 1) Dividend distribution practices are subject to the relevant provisions of the Turkish Commercial Code, Capital Markets Legislation, Tax Legislation and Articles of Association of the Company.
- 2) The dividend shall not be distributed so long as the portion of the accumulated losses, if any, exceeding the total amount of (i) legal reserves including share premiums, (ii) retained earnings, and (iii) equity inflation adjustments excluding inflation adjustment to share capital, are not deducted from the net profit amount.
- 3) As a principle, the Company distributes dividends. However, dividend distribution proposal to be submitted to the General Assembly shall be determined by taking into account financial conditions, liquidity, investment strategies, funding needs and net distributable profit amount of the Company and macro economic conditions and regulations affecting the dividend distribution. In the event that it is not proposed to conduct a dividend distribution, the reason behind shall be submitted to the information of shareholders at the General Assembly Meeting. In the event that a distribution is proposed to the General Assembly, the amount to be distributed shall not be less than 20% of the net distributable profit amount.
- 4) Dividends may be distributed as cash or as bonus shares or as a combination of cash and bonus shares. In the event that the dividend is decided to be distributed as cash, it may be paid in instalments in accordance with the provisions of the Capital Markets Legislation.
- 5) Dividend distribution dates shall be determined by the General Assembly in a manner to commence no later than the end of June of any given year in which the Company decides to distribute dividends.
- 6) Since there is no provision regarding the distribution of advance dividends in the Articles of Association, there won't be any advance dividend distribution.

This Dividend Distribution Policy enters into force upon approval of the General Assembly. Any amendments related to the Policy are subject to the approval of the General Assembly.

(*) Profit Distribution Policy has been approved at the Ordinary General Assembly Meeting held on 31.03.2014.



INTERNAL SYSTEMS

The “Regulation on Internal Systems in Insurance and Private Pension Sectors”, no. 31670, dated 25 November 2021, published by the Republic of Turkey, Ministry of Treasury and Finance, Insurance and Private Pension Regulation and Supervision Agency, and the Circular on Implementation of Some Articles of the Regulation on Internal Systems in Insurance and Private Pension Sectors, no. 16-2022, dated 30 May 2022, issued as an attachment to the new Regulation have already entered into force.

This Regulation sets down and regulates the procedures and principles regarding “internal audit, internal control, risk management and actuary” systems, and their modus operandi, as will be established within the organisation of insurance, reinsurance and pension companies, and specific corporations operating in insurance and private pension sectors, and insurance and reinsurance brokers having a separate legal personality. According to this Regulation, said companies are under obligation to build, run, operate and develop adequate and efficient internal systems fit to the scope, coverage and structure of their business operations, adaptable to the changing circumstances, in such manner to cover their regional directorates, branches, organisation units, representation offices and consolidated group companies, if any, within the frame of procedures and principles specified in the pertinent regulations and directives, with a view to ensuring that all of their risk exposures are monitored, traced and controlled.

Within the frame of this Regulation, internal control activities aimed at effective, adequate and appropriate operation and development of internal control system are restructured by Internal Control Department, while risk management system activities ensuring the definition, identification, measurement, monitoring and control of risk exposures through policies, implementing procedures and limits determined in order to monitor, keep under control, and if needed, change or adjust the risk and return structure contained in the Company’s future cash flows, and the kind, description and level of activities associated thereto are restructured by Risk Management Department. In addition, the actuary department is also restructuring its activities so as to provide assurance for follow-up and management to the Company’s senior management and to Insurance and Private Pension Regulation and Supervision Agency, by preparing and publishing informative reports and analyses focused on the Company’s general pricing policy, actuarial adequacy of reinsurance agreements, the Company’s financial situation, reliability and adequacy of technical reserves and provisions, assets and liabilities risk management relating to insurance activities, and investment risks for investments based upon insurance policies.

Pursuant to the “Regulation on Internal Systems in Insurance and Private Pension Sectors”, the activities relating to Internal Systems are conducted by the units reporting to the audit committee. Audit Committee is liable to ensure that all duties and responsibilities of the Board of Directors relating to internal systems are performed in a healthy manner. At the same time, as per the “Communiqué on Determination and Implementation of Corporate Governance Principles”, the Early Detection of Risk Committee established under the Board of Directors is entrusted with the task of determining and identifying as early as possible the risks that may endanger the existence, development and continuity of the Company, and taking the required actions and measures in relation therewith. Internal Audit Department, Internal Control Department and Risk Management Department regularly issue and present reports and information thereon to the related committees.

INTERNAL AUDIT

Internal Audit Department's Activities

Purpose, scope, standards, structure, duties, powers, responsibilities, activities and working principles of Internal Audit Department are regulated in the Internal Audit Regulation. Accordingly, the Internal Audit Department aims to give assurance as to performance of activities of our Company in compliance with both the applicable laws and regulations and the in-house strategies, policies, principles and goals, and to assess and further develop the efficiency of management, control and risk management processes.

In the Internal Audit Department, the internal works and activities are handled by an approach expected to make a contribution to increase of the Company's competitive power, beyond the requirement to comply with applicable laws. In accordance with this purpose, a systematic, continuous and disciplined approach has been adopted in accordance with the generally accepted international internal audit standards, aside from the existing applicable laws and regulations.

Established in 2004, Ray Sigorta Internal Audit Department is carrying out its activities within the frame of the pertinent laws. The Internal Audit Department holds internationally valid CIA and CRMA certificates and SMMM (CPA) certificates which are known as vocational professionalism indicators. The existing professional knowledge and skills are ensured to be kept and further developed through combination of business experiences gained specifically in insurance sector with the training and know-how provided by the aforesaid certification and directly applicable in all types of institutions or business circles. The Internal Audit Department is attending the training activities as a member of the Institute of Internal Auditing - Turkey (TİDE), and is also participating in "VIG Auditor" program equipped by the power to conduct audits in VIG Holding firms.

Pursuant to the Solvency requirements and the Internal Audit Principles published by VIG Holding, the Internal Audit Department is engaged in cooperation and coordination with VIG Holding in its internal audit activities such as risk assessment, planning, finding follow-up, documentation, organization of joint audits, etc. Accordingly, Ray Sigorta A.Ş. Internal Audit Department aims to give assurance to the Board of Directors as to efficiency of internal control and risk management system and makes recommendations for early diagnosis of risks. By doing so, it is intended to assure development through supervision and efficiency of internal control and risk management system in the course of implementation of corporate governance principles.

Internal Audit activities in Ray Sigorta A.Ş. are carried out as per yearly and three-years Internal Audit Plans prepared in coordination with VIG Holding Internal Audit Directorate and approved by the Board of Directors of our Company. The Internal Audit Department is linked directly to our Board of Directors and reports to the Audit Committee of our Board of Directors. Audit reports issued as a result of works conducted in line with the risk-based audit plan are presented to the Board of Directors and top management, and may be sent also to the Treasury Undersecretariat. The Internal Audit Department plays a role also in audits conducted by VIG Holding auditors in our Company and in follow-up of the resulting findings thereof.

Actions required to be taken by our Company in respect of audit opinions and suggestions presented in the Internal Audit reports are regularly followed up by the Internal Audit Department. Thus, the Internal Audit Department is trying to apply a systematic approach aiming to assess and further develop the efficiency of our Company's Internal Control and Risk Management system. The Internal Audit activity results and findings are assessed by our Company's Board of Directors and by VIG Holding through yearly internal audit activity report and findings follow-up list.

Kubilay Bolayır, CIA, CPA, CRMA
Internal Audit Manager

INTERNAL CONTROL DEPARTMENT'S ACTIVITIES

Internal Control System;

*That the Company carries out its activities in accordance with the laws and other regulations and the pertinent corporate policies.

*That the activities are conducted in a cost effective manner, and the corporate assets are protected; and

*That fraud and corruption are prevented in all kinds of financial decisions and transactions; and

*That the financial reporting system and the systems employed for provision of main services are ensured to produce timely and accurate information; and

*It is a dynamic process that aims to determine the extent to which the activities carried out are controlled, and also covers all business processes, in which all employees take part.

Internal control activities aim to ensure that the Company's assets are protected, and that reasonable assurance is provided as to the Company's control environment, and that its activities are carried out effectively and productively in compliance with the applicable laws, the Company's internal policies and the insurance customs and usage, and that reliability and integrity of both accounting and financial reporting system and all other systems employed for provision of main services are protected, and that all information are accessible in a timely manner.

Minimum controls employed in the course of internal control activities are as listed below:

- a) Control of transactions aimed at performance of activities, and
- b) Control of communication channels, all systems employed for provision of main services, information systems and financial reporting system, and
- c) Compliance controls, and
- d) Control of purchase of services which are an extension or integral part of main services.

Internal Control activities are coordinated by Internal Control Department.

A Business Processes and Quality Management team is established as a subunit of Internal Control Department in order to ensure that the activities focused on compliance of business processes and applications with laws are carried out effectively and efficiently. Performance of controls/revisions on the Company's internal regulations, policies and procedures and creation of work flow diagrams showing the business steps, controls and risks are under responsibility of the Business Processes and Quality Management Department, and designing of the processes in compliance with the Company's Internal Control System is also included in the activities of this Department. Processes identified as a result of information systems controls, risk assessment results and compliance controls within the Internal Control System are reviewed, revised, improved, and shared with other departments, and control mechanisms are established for correct application of them. Accordingly, through review of the processes, actions which add value to the business processes and make contribution to production of solutions of better quality paving the way for a strong control structure are also taken and applied.



RISK MANAGEMENT DEPARTMENT'S ACTIVITIES

Risk management activities aim to ensure that risk management system is integrated into the Company's existing functions and processes and is applied integrally as a whole all over the Company, and to protect the Company's capital structure by installing a risk culture all over the Company, and to reach an effective and efficient capital management, and to further strengthen the planning and decision making processes and increase the added value of activities through correct management of risk identified in the process towards achievement of objectives of the Company.

Activities carried out as a part of risk management may be listed as follows:

- To design and implement the risk management system comprised of risk measurement, risk monitoring, risk control and reporting activities; and
- To determine and formulate risk management policies and implementing procedures on the basis of risk management strategies; and
- To ensure that risk management policies and implementing procedures are applied, and are complied with; and
- To ensure the compliance of new products and transactions and planned business activities with the applicable laws, the corporate policies and the insurance customs and usage, and to make sure that all risks, including fraud risk and loss of reputation of the Company and its employees, are fully understood and adequately assessed; and
- To participate in processes of design, selection, implementation and prior approval of risk measurement models, and regularly review and if needed, revise and modify these models; and
- To produce periodical reports out of risk measurement models employed by the Company, and to analyze these reports; and
- To ensure that the digitizable risks remain within the predetermined limits, and to monitor the use of these limits; and
- To build and operate a stress test program and to make scenario analyses with the intention of measuring potential risks and vulnerabilities that may arise out of specific conditions and circumstances of the Company or may be faced in financial markets, and of making a prospective assessment of risk profile; and
- To prepare and issue emergency plans by taking the stress test and scenario analysis results into consideration, or to furnish the analysis results to the related departments and units for preparation of emergency plans; and
- To build and operate early warning systems ensuring that risks are monitored and the required measures are taken in a timely manner; and
- To consolidate the limits determined for each risk on the basis of departments, and monitor the compliance of the Company as a whole with the determined limits; and
- To follow up the risks arising out of incentive structures and awarding regulations.

Risk Management activities are coordinated by Risk Management Department.

In the planning of activities towards Risk Management Systems, priority is given to the analyses needed for supporting the yearly goals and targets of the Company. Though our Company's risk management methodology is based on the process-based risk management modelling, the whole operational risk management process is handled and managed within our Company's Risk Control Matrix in accordance with its integrated risk control system structure. Accordingly, with participation of the related process owners, the operational risk scenarios relating to all of the processes included therein are assessed, and are then rated according to the Company's risk assessment methodology. Risk assessment process is comprised of the stages of testing of the existing key controls relating to operational risk, and evaluation of the control deficiencies and identification of new controls, and rating of the risks, and preparation of action plans for risks of high degree. According to results of risk assessment, the processes covered by assessment are determined and identified, and the related work flows are revised. Documents, findings and suggestions relating to each process are then shared with the related process owners and the Company Management.

Risk Types

Risks assessed in measurements and modelling works within the frame of risk inventory employed in our Company's risk management process are as listed below.

Risk types constituting the risk management function are identified as minimum, and are as follows:

- Underwriting risk,
- Management of assets and liabilities outside the insurance activities,
- Investment risk, except for the investments made under insurance policies,
- Liquidity risk,
- Concentration risk,
- Operational and administrative risks,
- Software and information security risk,
- Counterparty and third party risk,
- Reassurance and other risk mitigation techniques,
- Compliance risk,
- Strategic risk, and
- Reputation risk.

Important actions are taken in respect of activities of risk management function. Included among them are participation in processes of design, selection, implementation and prior approval of risk measurement models, and regular review and if needed, revision and modification of these models; and establishment and operation of a stress test program, and performance of scenario analyses, and preparation and issuance of emergency plans by taking the stress test and scenario analysis results into consideration, or presentation of the analysis results to the related departments and units for preparation of emergency plans; and building and operation of early warning systems ensuring that risks are monitored and the required measures are taken in a timely manner.



Actuarial Unit's Activities

The purpose of Actuarial Function is to provide assurance for follow-up and management to the Company's senior management and to Insurance and Private Pension Regulation and Supervision Agency, by preparing and publishing informative reports and analyses focused on the Company's general pricing policy, actuarial adequacy of reinsurance agreements, the Company's financial situation, reliability and adequacy of technical reserves and provisions, assets and liabilities risk management relating to insurance activities, and investment risks for investments based upon insurance policies.

An actuarial unit reporting to the audit committee in administrative and functional terms has been established on 07.09.2022 in order to perform the actuarial functions defined in the "Regulation on Internal Systems in Insurance and Private Pension Sectors", promulgated in the Official Gazette edition 31670, on 25 November 2021. Basic duties of this actuarial function are to follow up and monitor the Company's applications and if needed, to provide regular reports to senior management and related departments for the required corrective actions and steps. In addition, an information systems infrastructure is established and information processing support is provided for the sake of effective performance of activities of the actuary department.

Ray Sigorta Actuarial Unit manager has been appointed by a management decision of 07.09.2022, as a trainee actuary meeting the past experience condition sought for use of actuary title pursuant to the Regulation on Actuaries promulgated in the Official Gazette edition 26614 on 15/8/2007. After completing the year 2022 only with a manager, the Actuarial Unit continued to fulfil its duties and responsibilities in 2023 with the employment of 1 actuarial specialist in addition to the manager.

It is required to appoint a Responsible Actuary entrusted with the tasks of approving the actuarial reports, financial statements and tariff technical principles the scope and the method of delivery of which are determined by Insurance and Private Pension Regulation and Supervision Agency, and submitting other required reports relating to actuarial function to Insurance and Private Pension Regulation and Supervision Agency. Responsible actuary is a part of actuary department reporting to the audit committee, and is responsible jointly with the department for fulfilment of duties of actuary department and for performance of actuary function.

Responsible actuary is appointed through outsourcing by a decision of the Board of Directors dated 31.10.2022. The appointed Responsible Actuary is made public through Insurance and Surveillance Centre on 01.11.2022 with effect from 31.10.2022.

Ray Sigorta organisation also includes an actuarial department reporting to a manager being in charge of an executive unit, apart from the actuarial function reporting to the audit committee. This executive unit is carrying out its activities under management of a trainee actuary in accordance with the Regulation on Internal Systems in Insurance and Private Pension Sectors.

In 2023, the responsibilities related to the Audit Committee and the reporting of the Institution specified in the Regulation on Internal Systems in the Insurance and Private Pension Sectors were fulfilled.



MASAK COMPLIANCE

Compliance With the Laws on Anti-money Laundering and Prevention of Financing of Terrorism

The Republic of Turkey, Ministry of Treasury and Finance, Financial Crimes Investigation Agency has determined some principles for the implementation of provisions of the “Law on Prevention of Laundering of Proceeds of Crime”, no. 5549 dated 11/10/2006, and of the “Regulation on Measures for Prevention of Laundering of Proceeds of Crime and of Financing of Terrorism” published as per the said Law, and the communiqués published in connection therewith.

Our corporate policy created in tandem with the established principles guides our Company’s activities and applications. Pursuant to the “Know-Your-Customer” principle, identity determination and identity confirmation obligations are all fulfilled for the insured, policyholders, and stakeholders or beneficiaries. Necessary limit updates have been introduced for damage and production processes and for the systems in use by taking into consideration the updated transaction amount in the legislation within the scope of the fulfillment of identity determination obligation.

In case of detection of any information or any doubt or doubtful finding indicating that the assets or moneys being the subject of transactions performed or attempted to be performed in our Company or through our business partners may have been obtained in illegal ways or are used for illegal purposes, said transactions are considered and treated as “suspicious transactions”, and are then reported in accordance with the established written processes via the system built therefor by the Republic of Turkey, Ministry of Treasury and Finance, Financial Crimes Investigation Agency.

Within the frame of our Corporate Policy, the results of our Company’s risk analysis have been made assessable through reporting. As per the “Program on Compliance with Obligations and Liabilities as to Prevention of Laundering of Proceeds of Crime and of Financing of Terrorism”, e-learning contents are shared with our personnel and agencies, and all our personnel and agencies are ensured to participate in the training and measurement process in relation therewith.

In 2023, the new deputy compliance officer was assigned in line with the existing legislation in order to provide support to processes carried out by the compliance officer. Required works were conducted to ensure the compliance of our internal processes and systems with the relevant legislation.



2021

Ray Sigorta entered the top 100 in the Brand Finance list with a 32.1% change in all sectors and became the 6th company to increase its brand value the most.

OUTSOURCING OF SERVICES

Supplier Title	Outsourcing Area
TT MOBİL İLETİŞİM HİZ. A.Ş	Network - communication
TURKCELL İLETİŞİM HİZ. A.Ş	Network - communication
TÜRK TELEKOM A.Ş	Network - communication
VODAFONE TELEKOMÜNİKASYON A.Ş.	Network - communication
AYDOĞAN DIŞ TİC. A.Ş	Car Rental Service
GARANTİ FİLO YÖNETİM HİZ. A.Ş	Car Rental Service
MARLİN OTO KİRALAMA SEY. HİZ. A.Ş.	Car Rental Service
TEB ARVAL ARAÇ FİLO KİRALAMA A.Ş.	Car Rental Service
BAYLAN MOBİL OTOMASYON (ARVENTO) A.Ş.	Vehicle Monitoring Systems
IRON MOUNTAIN ARŞİV HİZ. A.Ş	Archive Service
ALİD YAPI	Maintenance And Repair Service
ARTSTONE PANEL SİSTEMLERİ A.Ş.	Maintenance And Repair Service
BAMOS OTOMOTİV VE TEKNO. A.Ş.	Maintenance And Repair Service
BUGA OTİS ASANSÖR SAN. VE TİC. A.Ş	Maintenance And Repair Service
ÇÖZÜM MERKEZİ OTOM VE TİC. LTD.ŞTİ	Maintenance And Repair Service
D KARE GÖZETİM TEST VE BELGELENDİRME TİC. LTD.ŞTİ.	Maintenance And Repair Service
DEZTAŞ DEZENFEKTE TEM. ARITMA KONUT	Maintenance And Repair Service
DOĞUŞ OTO A.Ş	Maintenance And Repair Service
EKOL ELEKTRİK İNŞ. TEM. MZ.ÜRN.SAN.LT	Maintenance And Repair Service
GÖNPA ELEKTRONİK SAN. VE TİC.A.Ş.	Maintenance And Repair Service
GRUP UMT YAPI İNŞ. TİC. LTD.ŞTİ.	Maintenance And Repair Service
İKLİM DETAY ISITMA VE KLİMA MÜH.TİC.ĞLTD.ŞTİ	Maintenance And Repair Service
MAİS A.Ş. İSTANBUL BOĞAZIÇI ŞUBE MÜ	Maintenance And Repair Service
NAPA ENERJİ ELEKTRİK TİC. LTD.ŞTİ	Maintenance And Repair Service
ÖZKAN OTO LASTİK LTD.ŞTİ	Maintenance And Repair Service
TEKSAN JENERATÖR ELEK. SAN. VE TİC. A.Ş	Maintenance And Repair Service
TMT YAPI OTOMASYON TİC. LTD.ŞTİ.	Maintenance And Repair Service
VOLEN İLETİŞİM TELEKOM.	Maintenance And Repair Service
LOSTAR A.Ş.	Information Security Service
REİSSWOLF DOKÜMAN YÖN. HİZM.A.Ş.	Information Security Service

VODAFONE TELEKOMÜNİKASYON A.Ş.	Information Security Service
CHUBB EUROPEAN GROUP SE	Information Security Service
CPP A.Ş.	Information Security Service
AKTİM İŞMERKEZİ BİNA YÖNETİMİ	Building Management Services
ANTA YÖNETİM LTD. ŞTİ.	Building Management Services
ANTMARİN İŞ MERKEZİ YÖNETİCİLİĞİ	Building Management Services
EFE TOWERS İŞ MERKEZLİĞİ YÖNETİCİLİĞİ	Building Management Services
EGS BUSINESS PARK-BİNA YÖNETİMİ	Building Management Services
ERGOSİS GÜVENLİK SİSTEMLERİ BİL. SAN. VE TİC. A.Ş	Building Management Services
İSTANBUL BUSINESS	Building Management Services
KILINÇ GRUP LTD. ŞTİ.	Building Management Services
KLUH ÖZEL GÜVENLİK HİZ. TİC. A.Ş	Building Management Services
KLUH PROFESYONEL HİZ. TİC. A.Ş	Building Management Services
NEORAMA İŞ MERKEZİ YÖNETİMİ	Building Management Services
N & M OFİSPARK YÖNETİCİLİĞİ	Building Management Services
PRONET GÜVENLİK HİZMETLERİ LTD.ŞTİ.	Building Management Services
P&P TEMİZLİK BİNA BAKIM SERVİS TİC.	Building Management Services
SELENIUM TWINS A-B BLOK TOPLU YAPI	Building Management Services
S.S.MASHATTAN SİTE İŞLETME KOOPERAT	Building Management Services
TOWERS TOPLU YAPI YÖNETİMİ	Building Management Services
ADEN GAYRİMENKUL DEĞERLEME VE DANIŞMANLIK A.Ş.	Consultancy Service
ALERTA KURUMSAL SAĞLIK YÖN. DAN.HİZ.A.Ş.	Consultancy Service
AON SOLUTIONS TUKEY DANIŞMANLIK A.Ş.	Consultancy Service
AS ÖLÇME DEĞERLENDİRME HİZMETLERİ A.Ş	Consultancy Service
BİR MÜHENDİSLİK TİCARET LTD.ŞTİ	Consultancy Service
BİR ORTAK SAĞLIK GÜVENLİK BİRİMİ SAN. TİC. LTD. ŞTİ.	Consultancy Service
DATAMİND A.Ş.	Consultancy Service
DIGITAILOR DİJİTAL HİZMETLER LIMITED SİRKETİ	Consultancy Service
DELTA V ARAŞTIRMA A.Ş. - HASAN ELBİR	Consultancy Service
DOĞUŞ BİLGİ İŞLEM HİZ. A.Ş.	Consultancy Service
DÜNYA GRUP GAY. DEĞERLEME A.Ş.	Consultancy Service
ECK SAĞLIK VE ASİSTANS HİZ. SAN.TİC.A.Ş.	Consultancy Service

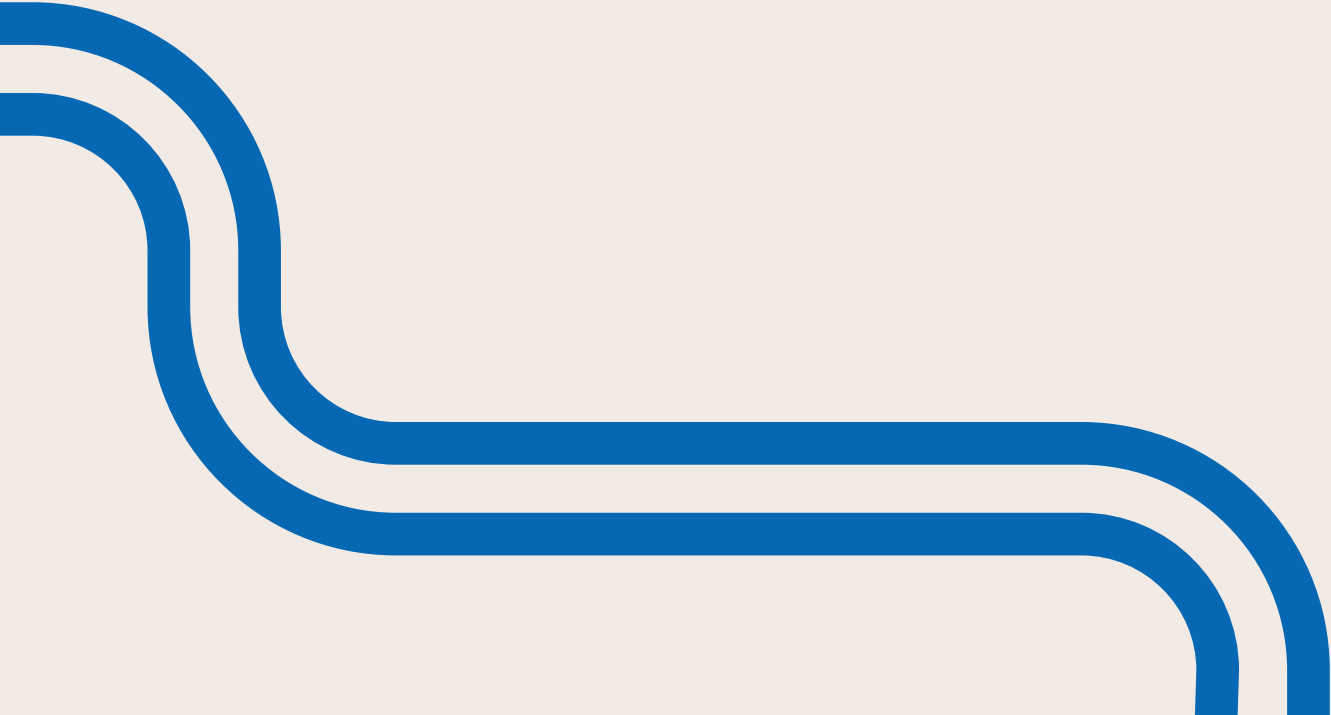
ESNEK YAN HAKLAR DAN HİZ LTD.ŞTİ	Consultancy Service
FU GAYRİMENKUL YATIRIM DANIŞMANLIK A.Ş.	Consultancy Service
GFK ARAŞTIRMA HİZMETLERİ A.Ş.	Consultancy Service
GRAND YMM A.Ş.	Consultancy Service
HEPAPİ TEKNOLOJİ A.Ş.	Consultancy Service
İLETİ YÖNETİM SİSTEMİ A.Ş.	Consultancy Service
İNOVA YÖNETİM VE AKTÜERYA DAN. LTD.ŞTİ.	Consultancy Service
İNOVATECH AR-GE VE PROJE DANIŞMANLIK HİZMETLERİ LTD. ŞTİ.	Consultancy Service
KARİYER.NET ELEKTRONİK YAYINCILIK VE İLETİŞİM HİZMETLERİ A.Ş.	Consultancy Service
KOÇ SİSTEM A.Ş.	Consultancy Service
KP VERİ DANIŞMANLIĞI A.Ş.	Consultancy Service
KUZEY BAĞIMSIZ DENETİM YMM A.Ş.	Consultancy Service
LAURUS AKTÜERYAL DANIŞMANLIK A.Ş.	Consultancy Service
MAKRO GAYRİMENKUL DEĞERLEME A.Ş.	Consultancy Service
MERCER DANIŞMANLIK A.Ş.	Consultancy Service
MOBİLDEV İLETİŞİM HİZMETLERİ SAN. VE TİC. A.Ş.	Consultancy Service
MOMENTUM SİG. EKS. HİZ.LTD.ŞTİ.	Consultancy Service
MILLİMAN AKTÜERYAL VE STRATEJİK DANIŞMANLIK LİMİTED ŞİRKETİ	Consultancy Service
OPINMED - YÖNETİM DANIŞMANLIĞI TİC. LTD.ŞTİ.	Consultancy Service
PC İLETİŞİM VE MEDYA HİZMETLERİ SAN. TİC. A.Ş.	Consultancy Service
PİNAPS REKLAM ORGANİZASYON VE KONGRE HİZMETLERİ TİC. LTD. ŞTİ.	Consultancy Service
PREFUS DANIŞMANLIK A.Ş.	Consultancy Service
PROVENTUS DANISMANLIK LTD.ŞTİ.	Consultancy Service
REMED ULUSLAR ARASI. DESTEK VE DAN.HİZ.A.Ş.	Consultancy Service
RİSK EKSPERT RİSK VE HASAR LTD.ŞTİ.	Consultancy Service
SABANCI DİJİTAL TEKNOLOJİ HİZMETLERİ A.Ş.	Consultancy Service
SÜMER OFİS PATENT VE MARKA DANIŞMANLIĞI LTD.ŞTİ	Consultancy Service
TEM YÖNETİM GELİŞTİRME HİZM. A.Ş.	Consultancy Service
THE BOSTON CONSULTING GROUP DAN.	Consultancy Service
TURYAP GAYRİMENKUL DEĞERLEME A.Ş.	Consultancy Service
1E1 PAZARLAMA REKLAM DANIŞMANLIK TİC. A.Ş.	Consultancy Service

GÜNEY BAĞIMSIZ DENETİM YMM A.Ş.	Audit Service
RSM TÜRKİYE BAĞIMSIZ DENETİM	Audit Service
ARTI VE ARTI TEKNOLOJİ HİZMETLERİ SANAYİ VE TİCARET A.Ş. MERKEZ	Equipment Service
TURKUAZ BİLGİSAYAR DANIŞMANLIK VE YAZILIM SAN. VE TİC. LTD. ŞTİ.	Equipment Service
TÜRK SİGORTA ENSTİTÜSÜ VAKFI İKTİSADİ İŞLETMESİ	Training Service
HEDEF MEDYA TANITIM İNTERAKTİF MEDYA PAZARLAMA A.Ş.	E-Marketing
ABH TURİZM TEMSİLCİLİK VE TİCARET A.Ş	Event / Organization
ADBSHUTLLE TURİZM TAŞIM. SAN.TİC.LTD.ŞTİ	Event / Organization
BALCA GIDA LTD STİ	Event / Organization
BHM OTELCİLİK A.Ş.	Event / Organization
BORNOVALI YAPI VE TUR. TİC.LTD.ŞTİ	Event / Organization
CGG MÜTEAHHİTLİK TAAHHÜT TUR AŞ.	Event / Organization
DERYA KALYONCU GIDA TURİZM TİC.	Event / Organization
EFORGRUP PROMOSYON BİL. TİC LTD ŞTİ	Event / Organization
IBL EĞİTİM DANIŞMANLIK LTD.ŞTİ	Event / Organization
İSTANBUL TURİZM VE OTELCİLİK A.Ş.	Event / Organization
KEMER TAŞIMACILIK OTO KİRALAMA TURİZM VE TİCARET LİMİTED ŞİRKETİ	Event / Organization
MOMENTO A.Ş.	Event / Organization
ONTUR TURİZM SEYAHAT LTD.ŞTİ	Event / Organization
TİGRİS TURİZM VE TİC A.Ş.	Event / Organization
TİM YÖNETİM DANIŞMANLIĞI	Event / Organization
TUREKS TURİZM TAŞIMACILIK A.Ş.	Event / Organization
ARAS KARGO YURTİÇİ-YURTDIŞI TAŞ.A.Ş	Cargo-Delivery Service
Bİ BİZİM ONLINE KURYE HİZMETLERİ LTD.ŞTİ	Cargo-Delivery Service
DHL WORLDWIDE EXPRESS TAŞ.TİC.A.Ş.	Cargo-Delivery Service
MNG KARGO A.Ş.	Cargo-Delivery Service
POSTA VE TELGRAF TEŞKİLATI A.Ş.	Cargo-Delivery Service
BURSA ÇELİK TURİZM A.Ş.	Pansion - Transportation
HILTON ENTERNASYONEL OTELCİLİK A.Ş	Pansion - Transportation
HOLON TOURS (1985) LTD.	Pansion - Transportation
KIRSAN TURİZM A.Ş	Pansion - Transportation

TAYA YOLCU HİZMETLERİ A.Ş.	Pansion - Transportation
BORSA İSTANBUL A.Ş.	Annual Listing Fee Service
BİLİR BASIM A.Ş.	Printing Service
ŞİKAYETVAR BİLİŞİM A.Ş.	Customer Services Management
TELEPERFORMANCE(METİS BİLGİSAYAR) A.Ş.	Customer Services Management
COMPUGROUP MEDICAL BİLGİ SİSTEMLERİ A.Ş (CGM)	Private Healthcare Service
EDENRED KURUMSAL ÇÖZÜMLER A.Ş.	Food Card Service
AKALİTAS LTD.ŞTİ	Services Offered Under The Policy Cover
AWP SERVİS HİZMETLERİ A.Ş.	Services Offered Under The Policy Cover
SMART ASİSTANS A.Ş.	Services Offered Under The Policy Cover
RS SERVİS OTO HİZMETLERİ SANAYİ VE DIŞ TİCARET A.Ş.	Services Offered Under The Policy Cover
STANDART PARTNERS A.Ş.	Services Offered Under The Policy Cover
CLASSONE TEKNOLOJİ ÜRÜN.TİC.LTD.ŞTİ	Promotional Products Service
SIR AMBALAJ PROMOSYON LTD.ŞTİ	Promotional Products Service
PAKKENS YEDEK PARÇA VE MAKİNA SANAYİ VE TİCARET A.Ş.	Promotional Products Service
UZAY TANITIM VE TURİZM HİZMETLERİ SAN. TİC LTD.	Promotional Products Service
ATÖLYE AÇIKHAVA REKLAMCILIK LTD.ŞTİ	Advertisement Service
BEST YAYINCILIK REKL. PROD.DAN.T.LTD	Advertisement Service
DOĞAN BURDA DERGİ YAYINCILIK A.Ş.	Advertisement Service
DİZAYN REKLAM ORG. DAN. TİC.LTD.ŞTİ.	Advertisement Service
ERİŞİM MEDYA RADYO TELEVİZYON VE DERGİ YAYINCILIK A.Ş.	Advertisement Service
GÜNEŞ REKLAMCILIK SAN.VE TİC.LTD.ŞT	Advertisement Service
HADİ COMPANY REKLAM	Advertisement Service
HÜRRİYET GAZETECİLİK VE MATBAACILIK	Advertisement Service
INTERPRESS MEDYA HİZMETLERİ TİCARET LİMİTED ŞİRKETİ	Advertisement Service
MTM MEDYA TAKİP YAYINCILIK VE İLETİŞİM MERKEZİ	Advertisement Service
NASIL BİR EKONOMİ MEDYA HABER A.Ş.	Advertisement Service
NESNEL MEDYA YAYINCILIK SAN. VE TİC.	Advertisement Service
REAKTÖR REKLAM VE YAZILIM HİZMETLERİ LTD. ŞTİ	Advertisement Service
SERDESİN REKLAM PRODÜKSİYON MENAJERLİK TİC. LTD. ŞTİ.	Advertisement Service

ANADOLU AJANSI TÜRK A.Ş.	Advertisement Service
SİGORTA MEDYA YAYINCILIK A.Ş.	Advertisement Service
ALOTECH İLETİŞİM TEKNOLOJİLERİ A.Ş.	Switchboard Cloud Services
CESAR GRUP OTOM. BİLGİ TEK. A.Ş.	Salvage Management
ENKA MOTORLU ARAÇLAR A.Ş.	Salvage Management
ARKPET PETROL A.Ş.	Supply Service
CEBSAN YANGIN LTD.ŞTİ	Supply Service
EPC A.Ş.	Supply Service
FNV ELEKTRONİK VE BİLGİSAYAR LTD.ŞTİ	Supply Service
KOPİTAŞ DOKÜMAN ÇÖZÜMLERİ SAN.TİC. LTD. ŞTİ.	Supply Service
MERKEZİ KAYIT KURULUŞU A.Ş.	Supply Service
SIRMAHAN PAZARLAMA GIDA TİC.LTD.	Supply Service
SPECTRUM PAZ.MED.SAN.TİC.LTD.ŞTİ	Supply Service
TEKNİK İŞ DAY.TÜK.MAL.SAN.TİC.LTD.	Supply Service
TÜRKTRUST BİLGİ İLET.VE BİL.GÜV.HİZ	Supply Service
TÜRK STANDARDLARI ENSTİTÜSÜ	Supply Service
TRAKMAŞ TRAKTÖR VE MAK.AŞ.	Supply Service
AYAZ TEKNOLOJİ SİSTEM. DIŞ TİC A.Ş.	Technological Products
ARES TERCÜME REK VE TUR.TİC.LTD.ŞTİ	Translation Service
BARTU ÇEVİRİ LTD.ŞTİ	Translation Service
ULUSLARARASI DİL HİZMETLERİ TERCÜMANLIK VE DANIŞMANLIK LTD.ŞTİ.	Translation Service
INFORMA A.Ş.	Application Licence
MARITIME INSIGHTS & INTELLIGENCE LİMİTED	Application Licence
MDSAP LTD.ŞTİ	Application Licence
32BİT LTD ŞTİ	Database Management
ABRACADABRA BİLİŞİM SİSTEMLERİ VE TİC.LTD.ŞTİ.	Software
AGİTO A.Ş.	Software
DECE YAZILIM A.Ş.	Software
JFORCE BİLİŞİM TEK.A.Ş.	Software
KREDİ KAYIT BÜROSU (KKB)	Software
NETLINE LTD.ŞTİ	Software
ON İKİ LEVHA YAYINCILIK A.Ş. (LEXPORA)	Software

OTOANALİZ YAZILIM A.Ş.	Software
RÜZGAR YAZILIM HİZMETLERİ A.Ş. (INFINITY ELEARNING YAZILIM HİZ. A.Ş.)	Software
SAS INSTITUTE BİLGİSAYAR SİS.LTD.ŞT	Software
SFS A.Ş.	Software
SMARTIQ A.Ş.	Software
SYMPRO LTD.ŞTİ	Software
TOWERS WATSON SOFTWARE LİMİTED	Software
TÜRKKEP KAYITLI ELEKT.TİC.AŞ.	Software
UNİQA BİLGİ TEKNOLOJİLERİ ANONİM ŞİRKETİ	Software
URBANSTAT,INC.	Software
WILLIS TOWER WATSON LTD.ŞTİ	Software
YAZ BİLGİ SİST.TİC.A.Ş.	Software
YCP LTD.ŞTİ	Software



CORPORATE GOVERNANCE and SUSTAINABILITY PRINCIPLES COMPLIANCE REPORTS

Declaration of Compliance with Corporate Governance Principles:

Ray Sigorta A.Ş. shows great care in order to make sure that the Corporate Governance Principles are complied with. All of the mandatory principles included in the Corporate Governance Communiqué, no. II-17.1, are being strictly complied with, and a great part of the non-mandatory principles are also abided by. And actions for assuring compliance with the principles not put into practice yet are also ongoing. These principles are as follows:

(a) Principle no. 1.5: The Articles of Association does not contain a specific provision on Minority Interests and Rights.

(b) Principle no. 3.2: Supporting the Stakeholders in Participation in the Company Management. The Articles of Association does not contain a clause in connection therewith.

(c) Principle no. 4.2.8: The provision requiring the Company to take out an insurance cover equal to 25% of the share capital of the Company against faults that may be committed by the Directors during performance of their duties is not applied.

(d) Principle no. 4.3.9: Female Directors Quota. The Company determines a target rate and timing not being less than 25% for rate of female directors in the Board of Directors, and produces a policy for achievement of this objective. However, for now, we do not have any female director in our Board of Directors.

(e) Principle no. 4.5.5: A Director should not principally be elected to more than one committee. This rule is being abided by, save for the Independent Directors.

(f) Principle no. 4.6.5: Remunerations paid and all other benefits provided to the Directors and other managers and executives with managerial responsibilities are made public through the annual report. This disclosure is required to be made on the basis of persons. However, this disclosure is not made on person basis in our Company.

As for the non-mandatory principles, disclosures are made in the following sections of this report. To date, no conflict of interests has been faced due to non-mandatory principles not put into practice. Some certain in-house arrangements are made for avoidance of the conflicts of interests.

You can reach Corporate Governance Compliance Report and Corporate Governance Information Form which have been arranged by our firm at the below addresses

Public Disclosure Platform <https://www.kap.org.tr/en/sirket-bilgileri/ozet/1063-ray-sigorta-a-s/> / Corporate Governance Principles Compliance Report.

Company's official internet site <https://www.raysigorta.com.tr/en/about-us/investor-relations/> / Corporate Governance Compliance Reports

2023 Sustainability Compliance Report

We define our Sustainability Strategy as creating value to today's economy without compromising the resources of tomorrow. In line with our vision of preserving the valuable and creating value, we commit to taking responsibility for the achievement of our goals that align with UN Sustainable Development Goals.

We are improving today for the sake of tomorrow's nature.

We, as Ray Sigorta, strive to understand our impact on the planet and the environment, evaluating the actions we can take to minimize our environmental footprint. At each stage of our sustainability journey, aiming to increase the value we create for our company and stakeholders, we track international developments related to standards that enhance our vision and goals.

We consider the environmental problems and climate change as one of the greatest challenges our society faces, and we continue our efforts to manage our environmental impact in the best possible way with the support of our employees

1. Sustainability Committee

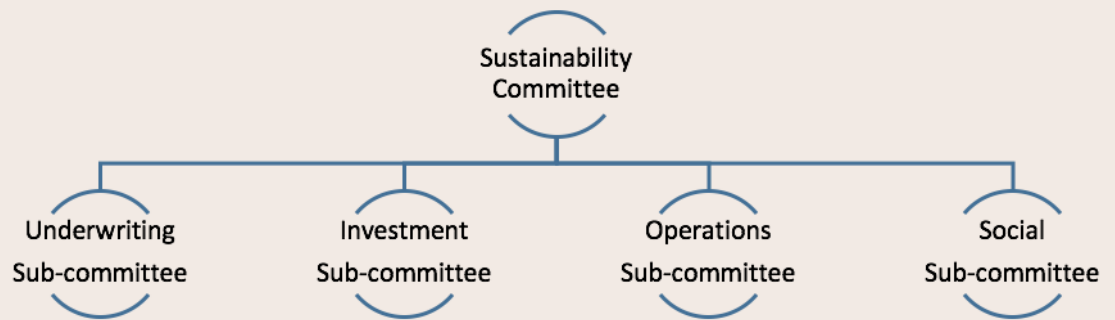
A Sustainability Committee has been established to assess activities and impacts related to environmental, social, and governance practices, and to oversee the planning and implementation of processes for a strategic sustainable business model. The Committee convenes routinely once every two months.

Committee Members

- CEO
- Assistant General Manager of Finance
- Assistant General Manager of Strategy
- Director of Risk and Control
- Director of General Secretariat and Legal Affairs
- Corporate Strategy and Performance Manager
- Assistant Manager of Investor Relations (Secretariat)

The Committee has further sub-committees. Routine meetings are held with executives of the related departments and units for the purposes of tracking and reporting.

- Underwriting (UW)
- Investment
- Operations
- Social



The responsibilities of the Sustainability Committee are as listed below:

1. Considering the environmental dimensions of investments, products, and operations, making plans to reduce the impact of climate change, and routine meetings of sub-committee members and department managers to track and report on these matters,,
2. Evaluation of the business model on the basis of integrated reporting elements and approach,
3. Planning periodical trainings to raise awareness on environment, emission and climate change issues,
4. Assessment of sustainable development goals related to environmental and social factors and planning actions and measures to be taken within the company,
5. Preparation of sustainability compliance report,
6. Preparation and presentation of a matrix containing risks within the scope of ESG (Environmental, Social, Governance) to VIG, on an annual basis,
7. Reporting the works performed related to ESG to the Board of Directors at least once a year.

2. Our Contribution to Sustainable Development Goals

In order to demonstrate our Company's commitment to sustainability, we associated our sustainability priorities with the United Nations Sustainable Development Goals.



SDG 2 - Zero Hunger

We said “Stop the Hunger” and took our place in the field!

We believe that solutions may be found for social problems only through reduction of inequalities and we are creating a sustainable value in line with our vision. We approach every life we touch with care and love, and are conducting human-oriented activities for social benefits.

In cooperation with Çorbada Tuzun Olsun Association, founded in order to produce comprehensive solutions for homelessness problem and its causes and continuing its basic humanitarian aid activities uninterruptedly since 2017, we gave support to meet the nutritional needs of more than 500 people in Beyoğlu district by taking our place in food distribution project for disadvantageous group. In this project, aside from distributing food, we also found the opportunity to communicate with the homeless for social reintegration purposes.



SDG 5 - Gender Equality

As Ray Insurance, we support women’s presence in the workforce and promote gender equality, actively working to break the glass ceiling. As of the end of 2023, our female employee ratio stands at 49%, with a 34% representation of women at the managerial level.



SDG 7 - Affordable and Clean Energy

We are supplying energy to our Ray Sigorta A.Ş. headquarters out of I-REC certificated renewable energy sources.

Through our hybrid working model, we have reduced energy consumption in the office.



SDG 9 - Industry, Innovation and Infrastructure

We consider digital transformation as a priority for achievement of our vision, and recognize the importance of technological advancement in a sustainable world. In pursuit of this goal, in 2023, we implemented several digitalization projects. With the API Gateway Product Project serving open insurance, we introduced a pioneering initiative in the insurance sector. We completed 2nd phase of our Ray Express mobile application making life easier for our agencies. We launched the automatic renewal project for our health insurance products. In terms of robotic enhancements, we ensured transfer of offline policies using robots, and developed automatic reassurance distribution processes through robotic technology.



SDG 10 - Reduced Inequalities

We organised an Istanbul Tour with our disadvantaged children living at Koruncuk Foundation.

We organized 3 different activities for raising social awareness towards disabled citizens, and donated 6 wheelchairs to the Spinal Cord Paralytics Association of Turkey through a wheelchair workshop



SDG 13 - Climate Action

With the intention of raising the level of consciousness on climate change and resulting global heating issues, we have published a Climate Change Mitigation Policy. Since 2019, we have been reducing insurance policies related to the coal sector, and as of 2021, we are not adding new coal power plant projects to our portfolio.

We are making developments to offer products and services supporting the transition to a low-carbon economy. In order to promote the use of electric cars and increase their share in our portfolio, a special tariff is developed specifically for electric vehicle and implemented within our offerings in 2023.

Paper consumption is prominent in the insurance sector due to its inherent characteristics. Printed policies, contracts, agreements and correspondences constitute a significant portion of paper consumption. With the acceleratory effects of pandemic on digital transformation, we are replacing documents with digital alternatives both in our customer applications and in our applications provided to our business partners whenever possible. By carrying documents into digital platforms in our business processes, we aim to make the lives of our policyholders and business partners more convenient.



SDG 15 - Life on Land

We aim to bequeath a habitable world to the next generations!

We, as Ray Sigorta, consider sustainability as an integral part of our business practices, and take steps in order to continuously improve our sustainability performance. We place great importance to develop environmental consciousness of all our employees and to create awareness on environmental issues.


In cooperation with ÇEKUD, our volunteer team planted 50 saplings in Ballica Village. In the same area, we conducted an environmental cleanup activity, collecting dozens of pieces of litter. We donated 2000 saplings to our earthquake-prone area.



SDG 16 - Peace, Justice and Strong Institutions

• We are organizing our governance mechanism towards being an effective, accountable and transparent institution. At the same time, we are establishing committee structures within the organization to enhance inclusivity and representation in decision-making processes, strengthening participation in governance. Our committees are as listed below:

- Large Customers and Channel Management Planning Committee
- KVKK (Personal Data Protection Law) Committee
- Project Management Committee
- Sustainability Committee
- Year-End Activity Report Committee
- Product Management and Pricing Committee
- Information Security Committee
- Claims Committee



We are developing non-discriminative internal policies, and applying Corporate Performance Management and Corporate Risk Management in order to support further development of corporate governance.

We, as Ray Sigorta, are committed to ensuring the privacy, integrity and accessibility requirements of our services and the customer data involved in these services. We are creating and continuously improving the policies and procedures required under our ISO 27001 Information Security Management System certificate in line with international information security standards.

3. Sustainability Goals

Through #bendevarım (I am also here) volunteering program, we are encouraging all of our employees to voluntarily take part in our social responsibility projects for at least 1 working day each year. Our social performance is embraced at all levels of our company and is included among the goals on our CEO's scorecard. We are committed to maintaining this goal also in the year 2024.

Our other ESG (Environmental, Social, Governance) goals are as listed below:

- ISO 22301 Business Continuity Certification acquisition
- Obtain WWF Green Office Certificate for our headquarters
- Determine ESG risk assessment approach for UW processes
- Create Ethics Line and Ethics Committee serving our objective to create a reliable, transparent and fair working environment for our employees
- Increase the share of “responsible investments” in our total investments
- Develop a training course for raising environmental awareness among employees and ensure that at least 2 functions receive this training
- Create 2030 Sustainability Plan as a part of VIG 25 Sustainability Program

4. Non-Governmental Organisations We Cooperate

Çevre Kuruluşları Dayanışma Derneği
Türkiye Omurilik Felçlileri Derneği
Çorbada Tuzun Olsun
Koruncuk Foundation

5. Integration to Business Processes as a Financial Institution

We are reducing environmental impact of our operations!

In designing our products and services, we are making use of innovations as one of the building blocks of our sustainability strategy. Accordingly, we are integrating sustainable approaches to our business processes.

We are transforming our investments with a focus on “responsible investment”.

We are reducing the share of diesel-fueled vehicles in our portfolio, while increasing the share of electric vehicles and vehicles owned by Carbon Neutral certified companies.

We are reducing the share of heavy vehicles.

We are lowering the distance covered by the vehicles in our portfolio.

We are raising the share of well-insulated buildings in our portfolio.

We are increasing the share of small and medium scaled enterprises having WWF certificated offices in our portfolio.

With the support of VIG group, under “The Lighthouse Project”, we propose sustainable solutions to policyholders during the claims settlement process, thereby reducing the environmental impact of policyholders' production processes.



Sustainability Compliance Report

Related Companies

Related Funds

	Company Compliance Status				Explanation	Report Information on Publicly Disclosed Information (Page number, menu name on the website)
	Yes	Partial	No	Not Applicable		
Sustainability Compliance Report						
A. GENERAL PRINCIPLES						
A1. Strategy, Policy and Goals						
A1.1. The prioritised environmental, social and corporate governance (ESG) issues, risks and opportunities have been determined by the Company's Board of Directors.	X				Some of the principles under the headings of Social Principles and Corporate Governance Principles included in the Sustainability Principles Compliance Framework are already covered by the existing Corporate Governance Principles of the Capital Markets Board, and our Company's compliance with these principles is presently disclosed in URF - Corporate Governance Compliance Report, and KYBF - Corporate Governance Information Form, and under the title of Explanations as per Article 8-(1) of the Corporate Governance Communique no. 1.17 included in our Activity Report, all of which are published through PDP Platform.	https://www.kap.org.tr/en/cgif/4028e4a241733d4201417ddf67f8288c
A1.1. The ESG policies (Environmental Policy, Energy Policy, Human Rights and Employee Policy etc.) have been created and disclosed to the public by the Company's Board of Directors.	X				Our policies published in the ESG field (Information Policy, Human Resources Policy, Wage Policy (for members of the Board of Directors), Ethical Principles Policy, Policy on Fight Against Bribery and Corruption) are approved by our Board of Directors. Additional policies and procedures shall be developed as needed.	https://www.raysigorta.com.tr/en/about-us/investor-relations
					Some of the principles under the headings of Social Principles and Corporate Governance Principles included in the Sustainability	

<p>A1.2. The short and long-term targets set within the scope of ESG policies have been disclosed to the public.</p>	<p>X</p>		<p>Principles Compliance Framework are already covered by the existing Corporate Governance Principles of the Capital Markets Board, and our Company's compliance with these principles is presently disclosed in URF - Corporate Governance Compliance Report, and KYBF - Corporate Governance Information Form, and under the title of Explanations as per Article 8-(1) of the Corporate Governance Communique no. 1.17 included in our Activity Report, all of which are published through PDP Platform.</p>	<p>Annual Report / Sustainability Compliance Report</p>
<p>A2. Implementation/Monitoring</p>				
<p>A2.1. The responsible committees and/or business units for the implementation of ESG policies and the senior officials related to ESG issues in the Company and their duties have been identified and disclosed to the public.</p>	<p>X</p>		<p>It is planned that the works required under the Sustainability Principles Compliance Framework are monitored by the Investor Relations Department to ensure they are performed in accordance with the activities of our Company and such works are reported to senior management.</p>	<p>Annual Report / Sustainability Compliance Report</p>
<p>A2.1. The activities carried out within the scope of policies by the responsible committee and/or unit have been reported to the Board of Directors at least once a year.</p>	<p>X</p>		<p>It is planned that these are monitored by the Investor Relations Department and are submitted to senior management.</p>	<p>Annual Report / Sustainability Compliance Report</p>
<p>A2.2. In line with the ESG targets, the implementation and action plans have been formed and disclosed to the public.</p>		<p>X</p>	<p>Thanks to the awareness of this issue , maximum effort will be put to comply with these goals as our company's principal shareholder VIG has been publishing Sustainability Reports since 2016.</p>	<p>Annual Report / Sustainability Compliance Report</p>
<p>A2.3. The Key ESG Performance Indicators (KPI) and the level of reaching these indicators have been disclosed to the public on yearly basis.</p>		<p>X</p>	<p>ESG key performance indicators have not been defined.</p>	
<p>A2.4. The activities for improving the sustainability performance of the business processes or products and services have been disclosed to the public.</p>		<p>X</p>	<p>Company departments conduct activities to improve sustainability performance of business processes or product and services, and they plan solutions in line with existing conditions.</p>	

A3. Reporting					
A3.1. The information about the sustainability performance, targets and actions have been given in annual reports of the Company an understandable, accurate and sufficient manner.	X			Explanations on compliance with the principles set out in the Sustainability Principles Compliance Framework are included in the annual report.	
A3.2. The information about activities which are related to the United Nations (UN) 2030 Sustainable Development Goals have been disclosed to the public.	X			Works on information about which of the United Nations 2030 Sustainable Development Goals are related to the sustainability activities are ongoing.	
A3.3. The lawsuits filed and/or concluded against the Company about ESG issues which are material in terms of ESG policies and/or will significantly affect the Company's activities, have been disclosed to the public.	X			There is no lawsuit commenced against the Company regarding the ESG issues.	Annual Report / Sustainability Compliance Report
A4. Verification					
A4.1. The Company's Key ESG Performance metrics have been verified by an independent third party and publicly disclosed.			X	No verification service is received in relation to sustainability. Procurement of verification service is planned upon systematization of sustainability activities and works .	
B. ENVIRONMENTAL PRINCIPLES					
B1. The policies and practices, action plans, environmental management systems (known by the ISO 14001 standard) and programs have been disclosed.	X			Ray Sigorta A.Ş. acts in full compliance with the laws and other regulations pertaining to environment to the extent they are related to its fields of activity and its business processes. To this end, with a view to assuring compliance with the environmental management practices, a waste management policy is created and being applied. In accordance with zero waste regulation, paper, plastic, metal, glass , battery and electrical-electronic wastes are segregated at their sources and are delivered to recycling firms.	Annual Report - Strategy
B2. The environmental reports prepared to provide information on environmental management have been			X	Ray Sigorta A.Ş. acts in full compliance with the laws and other regulations pertaining to environment to the extent they are related to its fields of activity and its business processes. To this end, it is conducting its insurance and underwriting policies in strict compliance with its	Annual Report - Strategy

disclosed to the public which is including the scope, reporting period, reporting date and limitations about the reporting conditions.				"Climate Change Strategy Regulation" document approved also by the Company's Board of Directors. Through projects conducted jointly with WWF, actions are taken in order to raise awareness of employees on the use of natural resources.	
B4. The environmental targets within the scope of performance incentive systems which included in the rewarding criteria have been disclosed to the public on the basis of stakeholders (such as members of the Board of Directors, managers and employees).		X		Currently, there is no such activity.	
B5. How the prioritised environmental issues have been integrated into business objectives and strategies has been disclosed.	X			Our environmental activities are implemented by remaining loyal to the principle of efficiency and in parallel with all our goals and objectives; process planning is carried out in a manner that ensures minimum impact to the environment.	Annual Report / Sustainability Compliance Report
B7. The way of how environmental issues has been managed and integrated into business objectives and strategies throughout the Company's value chain, including the operational process, suppliers and customers has been disclosed.	X			Our environmental activities are implemented by remaining loyal to the principle of efficiency and in parallel with all our goals and objectives; process planning is carried out in a manner that ensures minimum impact to the environment.	Annual Report / Sustainability Compliance Report
B8. Whether the Company have been involved to environmental related organizations and non-governmental organizations' policy making processes and collaborations with these organizations has been disclosed.	X			While the company does not directly take part in policy-making processes in environmental issues, it complies with national policies.	Annual Report - Strategy
B9. In the light of environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect), air quality, energy management, water and wastewater management, waste management, biodiversity impacts)), information on environmental impacts is periodically disclosed to the public in a comparable manner.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B10. Details of the standard, protocol, methodology, and baseline year used to collect and calculate data has been disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B11. The increase or decrease in Company's environmental indicators as of the reporting year has been comparatively disclosed with previous years.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B12. The short and long-term targets for reducing the environmental impacts have been determined and the progress compared to previous years' targets has been disclosed.	X			Ray Sigorta A.Ş. acts in full compliance with the laws and other regulations pertaining to environment to the extent they are related to its fields of activity and its business processes.	Annual Report / Sustainability Compliance Report

				To this end, a Climate Change Strategy Policy is prepared, and then approved by our Company's Board of Directors.	
B13. A strategy to combat the climate crisis has been created and the planned actions have been publicly disclosed.	X			Ray Sigorta A.Ş. acts in full compliance with the laws and other regulations pertaining to environment to the extent they are related to its fields of activity and its business processes. To this end, a Climate Change Strategy Policy is prepared, and then approved by our Company's Board of Directors.	Annual Report / Sustainability Compliance Report
B14. The programs/procedures to prevent or minimize the potential negative impact of products and/or services on the environment have been established and disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B14. The actions to reduce greenhouse gas emissions of third parties (suppliers, subcontractors, dealers, etc.) have been carried out and disclosed.			X		
B15. The environmental benefits/gains and cost savings of initiatives/projects that aims reducing environmental impacts have been disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B16. The data related to energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.) has been disclosed as Scope-1 and Scope-2.			X		
B17. The information related to production of electricity, heat, steam and cooling as of the reporting year has been disclosed.			X		
B18. The studies related to increase the use of renewable energy and transition to zero/low carbon electricity have been conducted and disclosed.	X			These activities are detailed in the Sustainability compliance section of the Annual Report.	Annual Report / Sustainability Compliance Report
B19. The renewable energy production and usage data has been publicly disclosed.	X			These activities are detailed in the Sustainability compliance section of the Annual Report.	Annual Report / Sustainability Compliance Report
B20. The Company conducted projects about energy efficiency and the amount of reduction on energy consumption and emission achieved through these projects have been disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B21. The water consumption, the amount, procedures and sources of recycled and discharged water from underground or above ground (if any), have been disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B22. The information related to whether Company's operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax).			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B23. The information related to accumulated or purchased carbon credits within the reporting period has been disclosed.			X	In terms of its fields of business, our Company is not directly related to	

				the standards on environmental issues.	
B24. If carbon pricing is applied within the Company, the details have been disclosed.			X	In terms of its fields of business, our Company is not directly related to the standards on environmental issues.	
B25. The platforms where the Company discloses its environmental information have been disclosed.			X		
C. SOCIAL PRINCIPLES					
C1. Human Rights and Employee Rights					
C1.1. The Institutional Human Rights and Employee Rights Policy has been established in the light of the Universal Declaration of Human Rights, ILO Conventions ratified by Turkey and other relevant legislation. The policy and the officials that responsible for the implementation of it have been determined and disclosed.	X			The Company acts in full compliance with the Labor Act. It has procedures and practices in accordance with the Labor Act.	Annual Report Talent and Culture
C1.2. Considering the effects of supply and value chain, fair workforce, improvement of labor standards, women's employment and inclusion issues (gender, race , religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, social and cultural differences, etc., such as non-discrimination) are included in its policy on employee rights.	X			Equality of opportunity is provided in recruitment processes. Our Companies KPIs also include goal/ goals with regards to equality at work.	Annual Report Talent and Culture
C1.3. The measures taken for the minority rights/equality of opportunity or the ones who are sensitive about certain economic, environmental, social factors (low income groups, women, etc.) along the supply chain have been disclosed.	X			Diversity and equality of opportunity is achieved by placing an emphasis on the employment of women and youth and observing their rights.	Annual Report Talent and Culture
C1.4. The developments regarding preventive and corrective practices against discrimination, inequality, human rights violations, forced and child labor have been disclosed.	X			Equality of opportunity is provided in recruitment processes. Our Companies KPIs also include goal/ goals with regards to equality at work.	Annual Report Talent and Culture
C1.5. Investments in employees (education, development policies), compensation, fringe benefits, right to unionize, work/life balance solutions and talent management are included in the employee rights policy.	X			As a result of an evaluation of strong corporate culture and employee satisfaction conducted by the Great Place to Work Institute in 2019, the Company obtained the Great Place to Work Certificate. Additionally, in 2020, our Company was included in the List of Best Employers of Türkiye also prepared by Great Place to Work Institute.	Annual Report Talent and Culture
				As a result of 'trust index' analysis measuring the trust of employees to the Company, and ' workplace culture' analysis covering the human resources applications adopted by the Company, both performed in 2019 by Great Place to Work Institute, which conducts	

<p>C1.5. The mechanism for employee complaints and resolution of disputes have been established and related solution processes have been determined.</p>	<p>X</p>		<p>studies and researches for reinforcement of corporate culture and formation of best workplaces all over the world since more than 30 years, our Company is found eligible to be named as "Great Place To Work Certified" on 18.11.2019. In the " Best Employers of Turkey" Survey organised for the eighth time in 2019, our Company has been selected as one of the best employers, and in the survey which it participated for the first time, it has been named as the "Best Employer of Turkey" as of 21.04.2020.</p>	<p>Annual Report Talent and Culture - Strategy - Strategy</p>
<p>C1.5. The activities carried out within the reporting period which related to ensure employee satisfaction have been disclosed.</p>	<p>X</p>		<p>Through its Flexible Fringe Benefits Program Allray't, various different fringe benefits from private pension to health insurance, from shopping to travel are presented in the choice of our employees. Through its Employee Support Program Avita, 7/24 consulting and information services are provided by specialists to employees and their family members sharing the same home with them on various issues and subjects such as healthy nutrition, psychological counseling and guidance, technologic support, social life, and lumbago, neck and back pains which may create stress on individuals and may be needed to be researched and learned. Taking the periodical needs of employees into consideration, special gift boxes are sent to employees so as to raise their motivations in their busy work schedules.</p>	<p>Annual Report Talent and Culture - Strategy</p>
			<p>Occupational Health and Safety policies are formed and issued. Within our Company's organization, an Occupational Health and Safety</p>	

C1.6. The occupational health and safety policies have been established and disclosed.	X			Committee is established, and this Committee regularly meets with participation of Occupational Health and Safety Advisor, Employer's Representative and in-house doctor of our Company, in order to review the practices. Measures taken for protection against work accidents and for protection of health, as well as accident statistics are recorded and documented.	Annual Report Talent and Culture - Strategy
C1.6. The measures taken for protecting health, preventing occupational accidents and related statistics have been disclosed.			X	Occupational Health and Safety policies are formed and issued. The measures taken to prevent work accidents and to protect health are recorded along with accident statistics.	Annual Report Talent and Culture
C1.7. The personal data protection and data security policies have been established and disclosed.	X			Personal data protection and data security policies have been established and published.	https://www.raysigorta.com.tr/en/about-us/legal-information
C1.8. The ethics policy have been established and disclosed.	X			An ethics policy is formulated. It is both shared with our customers, suppliers and employees, and published in our internet site.	https://www.raysigorta.com.tr/en/about-us/investor-relations
C1.9. The studies related to social investment, social responsibility, financial inclusivity and access to finance have been explained.		X		These activities are detailed in the Sustainability compliance section of the Annual Report.	Annual Report / Sustainability Compliance Report
C1.10. The informative meetings and training programs related to ESG policies and practices have been organized for employees.			X	It is planned that informative meetings and training programs are organized to inform employees about the ESG policies and practices.	Annual Report Talent and Culture
C2. Stakeholders, International Standards and Initiatives					
C2.1. The customer satisfaction policy regarding the management and resolution of customer complaints has been prepared and disclosed.	X			Our company attaches great importance to this issue. In the customer experience index survey prepared by Şikayetvar.com for four consecutive times between 2019 and 2022, the Company ranked in the top three in the non-life insurance category and received the A.C.E - Achievement in Customer Excellence Award. In addition, the Company received the bronze award in the Innovative Customer Experience and Interaction	Annual Report / Marketing and Customer Experience

				category of the Smart Insurance Awards, which was held in 2022 and 2023 to develop the insurance industry and highlight innovative projects.	
C2.2. The information about the communication with stakeholders (which stakeholder, subject and frequency) have been disclosed.			X	Our Company handles its communications with its stakeholders continuously and transparently within the frame of its Corporate Governance Principles. In line with the development of its business activities, our Company will formulate and publish policies for communication with other stakeholders as well, within the frame of same principles.	
C2.3. The international reporting standards that adopted in reporting have been explained.			X		
C2.4. The principles adopted regarding sustainability, the signatory or member international organizations, committees and principles have been disclosed.			X		
C2.5. The improvements have been made and studies have been carried out in order to be included in the Borsa Istanbul sustainability indices and/or international index providers.			X		
D. CORPORATE GOVERNANCE PRINCIPLES					
D1. The opinions of stakeholders have been sought in the determination of measures and strategies related to sustainability field.			X	Within the frame of reporting of compliance with the Corporate Governance Principles, information on relations with stakeholders is included in our activity report, URF - Corporate Governance Compliance Report, and KYBF- Corporate Governance Information Form.	Annual Report / Corporate Governance and Sustainability Principles Compliance Reports
D2. The social responsibility projects, awareness activities and trainings have been carried out to raise awareness about sustainability and its importance.	X			These activities are described in detail in the Assistant General Manager of Strategy and Sustainability Compliance Report sections of the Annual Report.	Annual Report / Strategy and Sustainability compliance report



RAY SIGORTA A.Ş.
CONVENIENCE TRANSLATION OF FINANCIAL STATEMENTS
FOR THE PERIOD 1 JANUARY-31 DECEMBER 2023
AND THE INDEPENDENT AUDITOR'S REPORT
(ORIGINALLY ISSUED IN TURKISH)