

EUROPEAN SCHOOL OF MANAGEMENT AND TECHNOLOGY

RESPONSIBLE LEADERSHIP AWARD 2011

LAUDATIO – GULER SABANCI

BERLIN, 6 JULY 2011

- Check against delivery -

Dear guests and friends of the ESMT, Ladies and Gentlemen,

For its Responsible Leadership Award the European School of Management and Technology seeks out truly exceptional people. We look for outstanding leaders who have made a real difference in their field of activity, but have also greatly benefited the communities in which they operate.

*Guler Hanim* (Ms. Guler): it is a great pleasure for me to see you honoured with this award.

Your achievements as a business leader are remarkable. After university you started out in the purchasing department of your family's tyre business, proved yourself, and over the years worked your way up to the very top of Turkey's largest industrial and financial conglomerate, the Sabanci Group with some 55,000 employees and over 30 companies and joint ventures.

You developed your own, unique management style. You showed great focus and determination, in very challenging times for the global economy. You navigated Sabanci Group, successfully, through difficult waters. Along the way, you became one of the most celebrated women in world business.

Even in such challenging times, you committed yourself to sustainable business: you aim to supply 10% of Turkey's energy, and you have invested in renewable sources, including wind and hydro-electric power.

You have been a champion for the wider business community. In your native Turkey, you became the first woman to join the Board of the Industrialists' Association. Internationally, you serve on the

Board of the Atlantic Council and the International Business Council of the World Economic Forum. You have been a passionate ambassador for Turkey as a place to do business - a dynamic nation, with considerable potential.

What you have achieved as a business leader is remarkable enough. But today, we celebrate more than that.

Today, we also pay tribute to what you did in the service of the communities around you, both in Turkey and beyond. You have helped many. And you have given many more, the chance to help themselves.

From its origins the Sabanci business has stood for entrepreneurial dynamism - but also for society as a whole - particularly those members of society who are less fortunate than others. You have stayed loyal to those traditions.

Through the Sabanci Foundation, over a billion dollars have been invested in social and educational programmes. You became the Founding President of Sabanci University. As this institution was born, you invited intellectuals from many different fields to help you define its mission. The result is a unique, innovative and progressive place of learning. Today, it has some 3,500 students. Around 40% of these are supported by bursaries from your Foundation. Through the University, and Sabanci Foundation's other activities, you became a pioneer in the field of education for girls and women. You are a role model for aspiring professional women in Turkey. Under your leadership, Sabanci Holding became the first Turkish signatory of the UN statement of support for Women's Empowerment Principles. And in your business, you practice what you preach: women occupy roughly a quarter of the executive positions in Sabanci Group. 55% of AkBank's employees are women.

You have contributed, massively, to cultural life in Turkey. And at the same time, you have been a cultural ambassador for Turkey abroad. You have given thousands of people, in other nations, a better understanding of the Turkish culture you are so proud of. With the Sakip Sabanci Museum - which is based in the house in Istanbul you were born in - you have brought Ottoman history, and Turkish art, to people from all over the world.

Guler Hanim, You once said: "to be a success, you have to make a difference." You *have* made difference – to thousands of people. You have delivered for your staff in the Sabanci Group, and to all stakeholders in the business. You have inspired women, in Turkey and all over the world, to realise their potential. To many people, you have given the priceless gift of education. Thanks to you, thousands of people have aspirations they never had before. You have opened the eyes of many Turks to cultures from around the world; and you have opened the eyes of many people, around the world, to a better appreciation of your native land. You have shown truly responsible leadership.

And let me conclude on a personal note. I have been fortunate enough to get to know you over the years; you have become a good friend. For that reason as well, I am particularly delighted, and gratified, to see your achievements recognised in this way.

Ladies and Gentlemen, It is my great pleasure to present the 2011 Responsible Leadership Award to Guler Sabanci.