

# H. MÜGE YÜCEL

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## INVESTOR RELATIONS STRATEGIST | CAPITAL MARKETS & ESG | BOARD ADVISOR

### EXECUTIVE PROFILE

Investor Relations and Sustainability Executive with **over 15 years of international experience** at the intersection of capital markets, corporate governance, and strategic communication.

Trusted **advisor to C-suite and board committees**, translating investor expectations, market dynamics, and ESG considerations into actionable strategic insights. Proven track record of strengthening market credibility, transforming shareholder bases, and enhancing long-term value positioning.

Recognized for combining **financial expertise, investor psychology, and digital innovation** – including **AI-driven investor relations** – to elevate IR from a reporting function to a strategic driver.

### CORE COMPETENCIES

Investor Relations Strategy & Capital Markets Positioning	Strategic Communication & Equity Storytelling
Shareholder Targeting & Investor Engagement	Crisis Communication & Market Stability
ESG & Sustainability Integration	Digital IR & AI-Driven Insights
Corporate Governance & Board Advisory	

### BUSINESS EXPERIENCE

#### Galata Wind Enerji A.Ş., Istanbul Turkey

December 2021 – present

#### Investor Relations & Sustainability Director; Corporate Governance & Sustainability Committees Member

- Serve as strategic advisor to C-suite and board committees, integrating investor expectations and capital markets intelligence into corporate strategy, governance, and communication
- Lead the transformation of the investor relations, sustainability and risk function, strengthening transparency, credibility, and market positioning
- Expanded foreign ownership from 8% to 19% (+137%) through targeted shareholder engagement and ESG-aligned positioning in 12 months
- Increased sell-side coverage by 50% to 14 in 12 months, enhancing market visibility and investor reach
- Designed and implemented a data-driven IR strategy leveraging AI-assisted tools for investor targeting, sentiment analysis, and communication optimization
- Strengthened ESG positioning, contributing to strong external ESG evaluations (LSEG 85/100; Sustainalytics Risk Rating 13.3, Sustainable Fitch 2, 78; S&P CSA 65, MSCI 8,2/10 and CSR Hub: 84)
- Developed integrated communication strategies across financial performance, governance, and sustainability, ensuring consistent and credible messaging

#### Doğuş Otomotiv Servis ve Ticaret A.Ş., Istanbul, Turkey

Apr 2013 – December 2021

#### Head of Investor Relations & Corporate Governance and Sustainability Committee Member

#### *Institutional Investor "2019 Emerging EMEA Executive Team" leading Investor Relations Officer*

- Led investor relations strategy for a publicly listed company, strengthening positioning within global capital markets
- Transformed shareholder structure, increasing U.S. ownership from 20% to 60% and reducing hedge fund-driven volatility by 14% over two years
- Elevated corporate governance rating from 7.4 to 9.7/10, consistently ranking among top companies in Turkey's Corporate Governance Index
- Acted as key advisor and spokesperson during major crises (Gezi Protests, Dieselgate), maintaining share price stability and accelerating recovery through structured communication
- Integrated ESG and governance frameworks into investor communications, aligning with global investor expectations
- Onboarded new CFO

#### Finance Supervisor

Jun 2008 - Mar 2013

- Managed financial planning, FX exposure, and cash flow projections across short- and long-term horizons
- Conducted market, industry, and financial analysis supporting strategic planning and reporting
- Contributed to investor relations strategy development and execution

## Entrepreneurial & International Experience

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**Mediterranum AG & Teras Int. GmbH Medical Wellness HQ: Berlin; Branch: Istanbul, TR** Sep 2005 - Apr 2008

### Co-Founder and Managing Director

- Supported due diligence and financial planning for a €25 million mezzanine capital raising process with an annual 8,25% return to investors for the real estate construction investments at the Turkish Riviera
- Led business development, cross-border operations, and strategic positioning within real estate and medical wellness sectors in residential sites of Mediterranum AG as well as 4/5 Star Hotels

**Yücel & Yücel Ethno-medizin Gbr, Berlin**

Aug 2005 - Apr 2008

### Marketing Partner

- Constructed marketing strategies & cross-cultural campaigns for ethnic groups within the medical and health sectors

**TUSIAD—Turkish Industrialists' and Businessmen's Association, Berlin**

Jan - Jul 2005

### Consultant

- Provided consultancy to the lord mayor of Berlin Klaus Wowereit; International Twin cities (Istanbul and Berlin) relations

**Morgan Stanley Wealth Management, Troy, MI - USA**

May 2003 – Sep 2004

### Financial Consultant

- Licensed in Series 7, 65 and 63 and Life, Accident and Health Insurance and provided financial planning and investment advisory services

**Max and Erma's Restaurant, Rochester Hills, MI - USA**

Sep 1999 - Aug 2000

### Assistant Manager

- Increased sales by close to 300% in 9 months, managed incentives, trained ~30 employees, daily audits

## BOARD & GOVERNANCE EXPERIENCE

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Galata Wind **Corporate Governance Committee** - Member

Galata Wind **Sustainability Committee** - Member

- Active contributor to board-level discussions on investor expectations, ESG integration, and capital markets positioning

TUYID - **Turkish IR Society** - Board Member and Committee Chair, Collaboration and NextGen Working Group

**Green Collar Women Association** - Board Member

## THOUGHT LEADERSHIP & PUBLIC ENGAGEMENT

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**Author** – The Investor Relations Playbook: Achieving Sustainable Success

**Creator** – IROVISION (Investor Relations platform and content series)

**Speaker and Trainer** – Investor Relations Strategy, AI in IR, Digital Transformation

**Contributor** to industry discussions on capital markets, ESG, and governance

## COMPUTER LITERACY AND LANGUAGES

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Tools: LSEG | Bloomberg | Hyperion | S&P Capital Access | Closir | Matriks | Microsoft Office | AI-based IR tools

Languages: Native speaker of Turkish, German & English, Intermediate in French

## EDUCATION

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Walsh College of Accountancy and Business Administration, Troy, MI - USA

**Master of Science in International Finance**

Mar 2003

**Master of Science in International Management**

Dec 2001

Michigan State University, The Eli Broad College of Business, East Lansing, MI - USA

**Bachelor of Arts in Marketing**

May 1999

## CERTIFICATES & TRAINING PROGRAMS

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- Financial Planning and Analysis Certificate Candidate | IRC Candidate
- Governance, Risk and Compliance Professional – OCEG certified
- Capital Market Activities Level 3 License - 207941 | Derivative Instruments License – 305504
- Corporate Governance Rating Expertise License - 701487 | Credit Rating Expertise License – 60186
- HBX - Harvard Business School CORE: Credential of Readiness, "Pass" - Summer 2016 Program

## AFFILIATIONS

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Turkish Investor Relations Society | Corporate Governance Association of Turkey | Green Collar Women Association