

JANUARY 24, 2016

**MUSTAFA V. KOÇ MEMORIAL CEREMONY
LEVENT ÇAKIROĞLU, CEO, KOÇ HOLDING
SPEECH**

HONORARY CHAIRMAN,
ESTEEMED MEMBERS OF THE KOÇ AND GIRAUD FAMILIES,
COLLEAGUES,
ALL THE FRIENDS WHO JOIN US ON THIS SOLEMN DAY.

I WOULD LIKE TO EXTEND MY CONDOLENCES TO THE KOÇ AND GIRAUD FAMILIES AND OUR GROUP FOR THE PROFOUND LOSS OF MUSTAFA V. KOÇ. MAY HIS SOUL REST IN PEACE.

NOW IS THE TIME TO JOIN IN PATIENCE AND SOLIDARITY.

I HAVE ADDRESSED THIS AUDIENCE BEFORE ON MANY OCCASIONS FOR DIFFERENT REASONS. BUT THIS TIME, IT IS WITH THE GREAT SADNESS I AM WITH YOU TO DELIVER A DIFFICULT SPEECH THAT I NEVER THOUGHT I WOULD HAVE TO MAKE.

EVERY DEATH IS PREMATURE, BUT MUSTAFA BEY'S LEAVING US WAS ESPECIALLY UNTIMELY. HIS DEATH PROFOUNDLY SHOCKED US, HIS LOVED ONES, AND OUR COUNTRY. WE ARE ALL OVERCOME BY AN INDESCRIBABLE SADNESS.

IT IS HARD TO ACCEPT OUR LOSS, IT IS HARD TO SPEAK. I AM AT A LOSS FOR WORDS.

FOR US MUSTAFA BEY WAS MUCH MORE THAN OUR CHAIRMAN.

- HE WAS AN EXCELLENT FATHER AND HUSBAND,
- HE WAS A DUTIFUL SON,
- HE WAS A WARM-HEARTED MENTOR,
- HE WAS A TRUE AND FAITHFUL FRIEND,
- HE WAS A CITIZEN IN LOVE WITH HIS COUNTRY,
- HE WAS A GREAT PHILANTHROPIST
- HE WAS AN INTELLECTUAL AND VISIONARY BUSINESSMAN,
- HE WAS A PASSIONATE SPORTSMAN AND SPORTS FAN,

AND HE WAS A GREAT LEADER WHO ALWAYS ENERGIZED AND SUPPORTED HIS EMPLOYEES.

BUT MORE THAN THAT, HE WAS A CONSCIENTIOUS AND HUMBLE PERSON WITH A BIG HEART WHO WAS LOVED AND RESPECTED BY A BROAD RANGE OF PEOPLE. HIS POSITIVE OUTLOOK ON LIFE AND HIS TOLERANCE WAS A ROLE MODEL FOR US.

WHAT DISTINGUISHED HIM WERE HIS HUMANITARIAN VALUES AND ABILITY TO BRING PEOPLE TOGETHER.

WE NOW SEE THAT HE IN LEAVING US HE HAS BROUGHT TOGETHER THOSE WHO KNEW HIM AND THOSE WHO DID NOT, ALL HIS LOVED ONES, FRIENDS, FOLLOWERS, COLLEAGUES IN TURKEY AND ABROAD, WITH THE VALUES THAT WERE REFLECTED IN HIS VERY PERSONALITY, IN WHAT HE DID, IN WHAT HE SAID, AND IN HIS ATTITUDE.

DEAR FRIENDS,

MUSTAFA BEY LIVED LIFE TO THE FULLEST WITH HIS UNFLAGGING ENERGY. HE ALWAYS DID HIS BEST FROM HIS BUSINESS LIFE TO HIS SOCIAL LIFE AND HOBBIES.

IF YOU ARE A HAPPY MAN:

YOU KNOW HOW TO EMBRACE AND SHARE WHAT LIFE GAVE YOU;
YOU ALWAYS KEEP YOUR ENERGY LEVEL HIGH;
YOU USE THIS ENERGY TO MOTIVATE PEOPLE AROUND YOU;
YOU KNOW HOW TO ENJOY LIFE AND SPREAD OPTIMISM AROUND YOU;
YOU ARE THE SUN FOR YOUR COMPANY, FRIENDS, AND FAMILY;
YOU ARE MUSTAFA V. KOÇ; YOU ENLIGHTEN AND GIVE YOUR WARMTH TO PEOPLE.

EACH AND EVERY DAY WE WILL REMEMBER MUSTAFA BEY AND HIS ALWAYS SMILING EYES, SHOULDER PATS, WINKS OR SKILL AT CALMING DOWN TENSE MEETINGS.

WE HAVE A GAPING HOLE INSIDE US SINCE HE IS GONE. AND IT WILL NOT BE POSSIBLE TO FILL IT.

ESTEEMED FRIENDS,

MUSTAFA BEY LEAVES BEHIND THE LEGACY OF A VERY SUCCESSFUL AND DISTINGUISHED 32-YEAR LONG CAREER, 13 YEARS OF WHICH AS THE CHAIRMAN OF THIS HOLDING.

HE LAST ADDRESSED US AS A GROUP AT THE ANNUAL MEETING OF KOÇ SENIOR MANAGERS. ABOVE ALL, HE TALKED ABOUT HIS DREAMS.

PLEASE ALLOW ME TO QUOTE HIM USING HIS WORDS:

"OUR GROUP AND HOLDING WAS ESTABLISHED WITH THE DREAMS OF VEHBİ KOÇ.

OUR HOLDING EXPANDED, FORGED NEW PARTNERSHIPS, AND STARTED TO OPEN UP TO THE WORLD WITH THE DREAMS OF RAHMİ KOÇ.

MY DREAM WAS TO OVERTAKE OUR COMPETITORS.

THROUGH YOUR LEADERSHIP AND THE CONTRIBUTION OF YOUR TEAMS WE HAVE REALIZED EACH OF THESE DREAMS.

WE GREW OUR HOLDING WITH NEW ACQUISITIONS.

WE REINFORCED OUR LEADERSHIP DOMESTICALLY."

THEN HE CONTINUED:

"I WOULD LIKE TO SHARE MY NEXT DREAM WITH YOU:"

TO ACCOMPLISH MANY MORE SIGNIFICANT AND GREAT ACHIEVEMENTS INTERNATIONALLY.

TO MAKE OUR LONG-TERM DOMESTIC LEADERSHIP GLOBAL.

TO SUPPORT OUR BUSINESS PORTFOLIO WITH COMPANIES AND ORGANIZATIONS ACTIVE IN THE GLOBAL AREA."

WITH THESE WORDS MUSTAFA BEY FORCEFULLY SHARED HIS VISION AND TARGETS WITH US.

IN FACT, WE MADE OUR LATEST TRIP TO THE USA FOR THIS VERY REASON, TO APPRAISE POTENTIAL INVESTMENTS. DURING THIS TRIP, I ONCE AGAIN SAW HIS DETERMINATION TO IMPLEMENT HIS GLOBAL VISION.

EMBRACING EACH OTHER TIGHTLY, WE WILL REALIZE HIS DREAMS AND VISION.

LAST BUT NOT LEAST, I WOULD LIKE TO ADDRESS MUSTAFA V. KOÇ ON BEHALF OF EVERYONE.

MY VALUED CHAIRMAN, MY DEAR BROTHER MUSTAFA BEY,

REST ASSURED THAT WE WILL STRIVE TO CARRY THE FLAG YOU ENTRUSTED TO US TO THE NEXT LEVEL, STAYING TRUE TO YOUR VISION AND VALUES.

OUR CONTRIBUTION TO ECONOMIC AND SOCIAL DEVELOPMENT WILL PROCEED AT FULL SPEED.

WE WILL CONTINUE OUR PROJECTS TO EXPAND THROUGHOUT THE COUNTRY AWARENESS OF SOCIAL RESPONSIBILITY, TO WHICH YOU ALWAYS GAVE GREAT IMPORTANCE.

SIMPLY PUT, WE WILL CONTINUE TO SERVE OUR COUNTRY IN EVERY FIELD.

WE WILL CARRY OUR GROUP TO THE INTERNATIONAL LEVEL YOU WANTED AND TARGETTED.

AND WE WILL ALWAYS STRIVE TO REMAIN WORTHY OF YOU.

YOUR NAME WILL LIVE ON FOREVER IN THE HISTORY OF OUR COMPANIES, IN THE COUNTRIES WHERE WE ARE ACTIVE, SPORT CLUBS, ASSOCIATIONS, FOUNDATIONS, AND CULTURAL ACTIVITIES.

ABOVE ALL, YOUR NAME WILL REMAIN IN OUR HEARTS.

YOU ALWAYS TRUSTED US. AS KOÇ GROUP EMPLOYEES, WE WILL WORK WITH ALL OUR STRENGTH TO BE WORTHY OF YOUR TRUST.

REST IN PEACE AND MAY HEAVENLY LIGHT SHINE UPON YOU. WE WILL ALL MISS YOU VERY MUCH.

AS THE KOÇ GROUP AND COMMUNITY, WE SHALL CHERISH YOUR MEMORY FOREVER AND HOLD YOU WITH THE HIGHEST ESTEEM IN THIS WORLD AND IN THE NEXT. WE ALL BESTOW ON YOU OUR HEARTFELT BLESSINGS.