

EBRU DORMAN

Major Career Roles

Independent Board Member, NATO Innovation Fund
Non-Executive Director, HSBC Bank Türkiye
CEO & Board Member, MV Holding
Deputy CEO, Acıbadem Healthcare Group

Other Career Highlights

Deputy CEO, Acıbadem Healthcare Group
Vice President, Maxis Berhad
Vice President, France Telecom
Investment Professional, Orange Ventures
Investment Professional, Morgan Stanley
Consultant, McKinsey & Company

Ebru Dorman is an international business leader with over three decades of executive and board experience, guiding organisations across Europe, Asia and the U.S. through growth, transformation and strategic inflection points. She currently serves as an Independent Board Member of the NATO Innovation Fund, a €1bn multi-sovereign venture capital fund investing in deep technology, and as a Non-Executive Director at HSBC Bank Türkiye and Maxis Berhad. She is also an Advisory Board Member at Borusan Ventures, the corporate venture capital arm of a diversified industrial group.

Since 2015, Ebru has chaired and served on a diverse range of boards across financial services, technology, venture capital and impact-driven organisations, partnering closely with CEOs and executive teams on strategy, governance, performance and long-term value creation. Her boardroom experience reflects a strong track record of aligning investor expectations with sustainable growth in complex, regulated and innovation-driven sectors.

Ebru began her career at McKinsey & Company in the Financial Services Practice, working across Istanbul, London, Helsinki and Warsaw. She subsequently moved into venture capital with Morgan Stanley and Orange Ventures in London, investing internationally across Europe and the United States. Her operating career includes senior leadership roles at France Telecom across Europe and Maxis Berhad in Malaysia, where she held Vice President positions spanning strategy, marketing, M&A and full P&L leadership. After 17 years overseas, she returned to Türkiye as Deputy CEO of Acıbadem Healthcare Group, part of IHH Healthcare, one of the world's leading private healthcare providers. She later served as CEO and Board Member of a diversified holding company with interests in technology, renewable energy and hospitality, and was the founding Chair of a seed-stage venture capital fund and accelerator.

Ebru brings deep cross-sector expertise in:

• Venture capital & innovation – investing in deep tech and early-stage ventures across Europe and the U.S.

• Telecoms & technology – leading strategy, M&A and operational transformation in global markets

• Financial services & governance – board-level oversight in banking and regulated environments

• Healthcare & impact sectors – executive leadership in high-growth, investor-backed organisations

She mentors CEOs and senior leaders operating in culturally complex, high-stakes and fast-evolving environments. Drawing on investor, board and executive experience, she provides both challenge and perspective, creating a trusted space in which leaders navigate complexity with confidence, sharpen judgment and refine executive presence. Ebru holds an MBA from Harvard Business School and an MS in Industrial Engineering from UC Berkeley.