

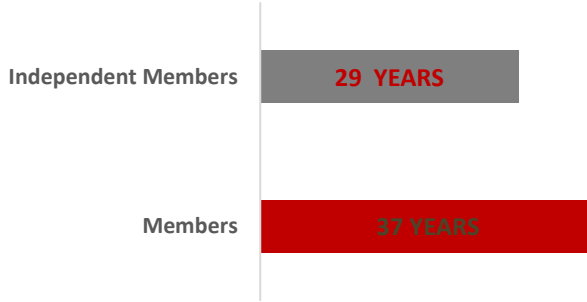


Ülker Bisküvi Sanayi Anonim Şirketi

BOARD OF THE DIRECTORS EXPERIENCE AND TENURE

Experience	Role	Experience	First Appointment	Tenure
Ahmet Bal	Chairman of the Board / Independent	29	21.07.2020	3
Murat Ülker	Member of the Board	41	21.03.1989	34
Ali Ülker	Vice Chair of the Board	38	05.12.2005	17
Mehmet Tütüncü	Member of the Board	42	10.05.2011	12
İbrahim Taşkın	Member of the Board	34	14.06.2016	7
Mete Buyurgan	Member of the Board	29	21.07.2020	3
Fusun Kuran	Member of the Board / Independent	25	02.03.2022	1
Pınar Ilgaz	Member of the Board / Independent	34	21.07.2020	3
Average		34		10

AVERAGE EXPERIENCE OF THE BOARD OF DIRECTORS



AVERAGE TENURE OF THE BOARD OF DIRECTORS

