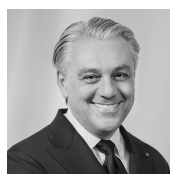


# PRESENTATION OF THE BOARD OF DIRECTORS AS OF SEPTEMBER 15, 2025



**François-Henri  
Pinault**  
Chairman of the  
Board of Directors



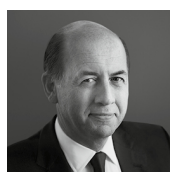
**Luca de Meo**  
Chief Executive  
Officer



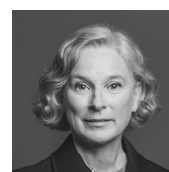
**Véronique Weill**  
Lead Independent  
Director  
Chair of the  
Remuneration  
Committee



**Dominique D'Hinnin**  
Independent Director  
Chair of the Audit  
Committee



**Serge Weinberg**  
Independent Director  
Chair of  
the Appointments  
and Governance  
Committee



**Giovanna Melandri**  
Independent Director  
Chair of  
the Sustainability  
Committee



**Maureen Chiquet**  
Independent Director



**Yonca Dervisoglu**  
Independent Director



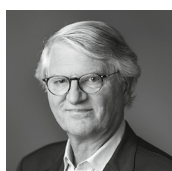
**Rachel Duan**  
Independent Director



**Jean-Pierre Denis**  
Climate Change Lead



**Financière Pinault**  
represented by  
Héroïse Temple-Boyer



**Baudouin Prot**



**Concetta Battaglia**  
Director representing  
employees



**Vincent Schaal**  
Director representing  
employees

**58%**

Independent  
Directors<sup>(1)</sup>

**50%**

Men and women  
directors<sup>(1)</sup>

**61 years**

Average age

**6**

Nationalities



**7.7 years**

Average length  
of service

<sup>(1)</sup> Excluding the Directors representing employees in accordance with Article L. 225-27-1 of the French Commercial Code and the AFEP-MEDEF Code.

## Skills and expertise of the directors

Kering's Board of Directors is made up of members with a broad, diverse range of experience and expertise.

### Main skills required



#### **Risk management**

Prior roles demonstrating advanced proficiency in managing business risks



#### **Leadership**

Significant influence in the public/professional domain



#### **Finance and accounting**

Experience in corporate finance, M&A or market finance gained in career



#### **Governance**

Experience in executive management positions or as a director of major listed groups or world-class groups



#### **Industry**

Solid expertise and/or experience of the Luxury, fashion or beauty sectors, in-depth knowledge of the Group's competitive environment

#### **CSR**

#### **Corporate social and environmental responsibility**

Experience in managing environmental or social challenges in the course of their career, major public commitment in these areas



#### **Marketing**

Expertise in marketing acquired through training or in the course of their career



#### **Technology, digital and cybersecurity**

Experience in new technologies or digital or in companies with a strong technological and/or digital dimension



#### **Innovation**







































































































Technical or managerial experience in innovation or R&D roles or in companies with a strong innovation or R&D dimension



#### **Economics**

Expertise in economics, gained either through training or in the course of their career

## Skills matrix for members of the Board of Directors

	Risk management 	Leadership 	Finance and accounting 	Governance 	Industry 	Corporate social and environmental responsibility CSR 	Marketing 	Technology, digital and cybersecurity 	Innovation 	Economics 
<b>François-Henri Pinault</b>										
<b>Luca de Meo</b>										
<b>Véronique Weill</b>										
<b>Dominique D'Hinnin</b>										
<b>Serge Weinberg</b>										
<b>Giovanna Melandri</b>										
<b>Jean-Pierre Denis</b>										
<b>Concetta Battaglia</b>										
<b>Maureen Chiquet</b>										
<b>Yonca Dervisoglu</b>										
<b>Rachel Duan</b>										
<b>Héloïse Temple-Boyer</b>										
<b>Baudouin Prot</b>										
<b>Vincent Schaal</b>										
<b>Number of directors</b>	<b>13</b>	<b>12</b>	<b>10</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>9</b>
<b>Percentage of directors</b>	<b>93%</b>	<b>86%</b>	<b>71%</b>	<b>79%</b>	<b>57%</b>	<b>64%</b>	<b>50%</b>	<b>43%</b>	<b>50%</b>	<b>64%</b>