

PRESENTATION OF THE BOARD OF DIRECTORS AS OF MARCH 4, 2025



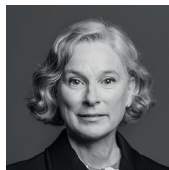
Véronique Weill
Lead Independent Director and Chair of the Remuneration Committee



Dominique D'Hinnin
Chair of the Audit Committee



Serge Weinberg
Chair of the Appointments and Governance Committee



Giovanna Melandri
Chair of the Sustainability Committee



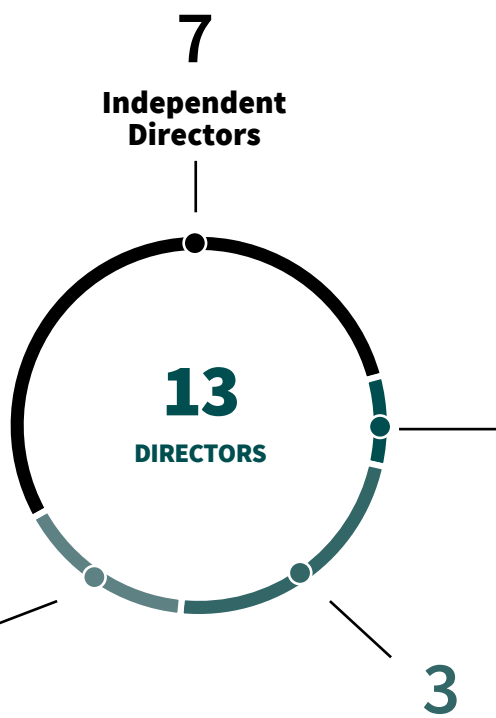
Maureen Chiquet



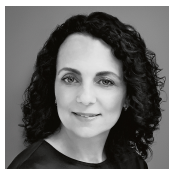
Yonca Dervisoglu



Rachel Duan



François-Henri Pinault
Chairman and CEO



Concetta Battaglia



Vincent Schaal



Jean-Pierre Denis
Climate Change Lead

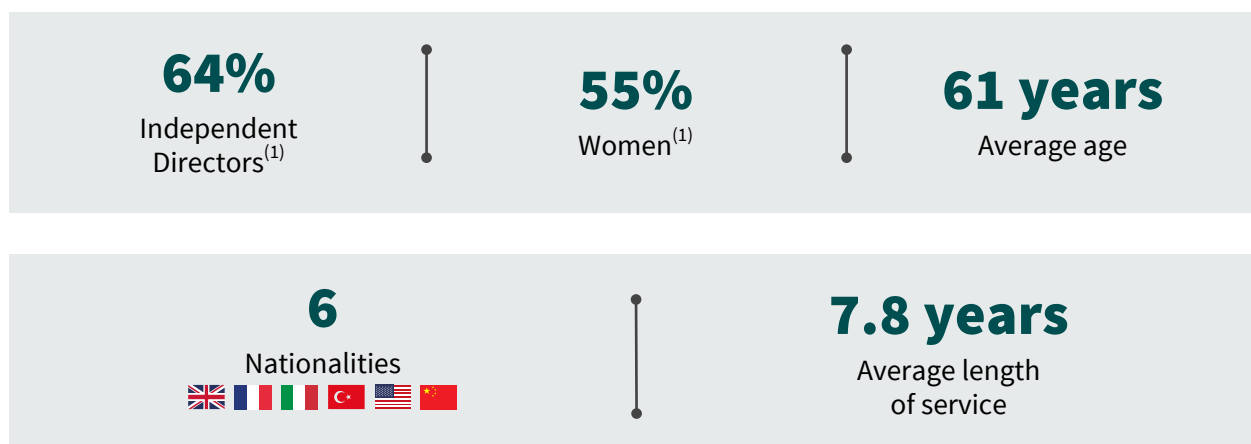


Financière Pinault
represented by
Héroïse Temple-Boyer

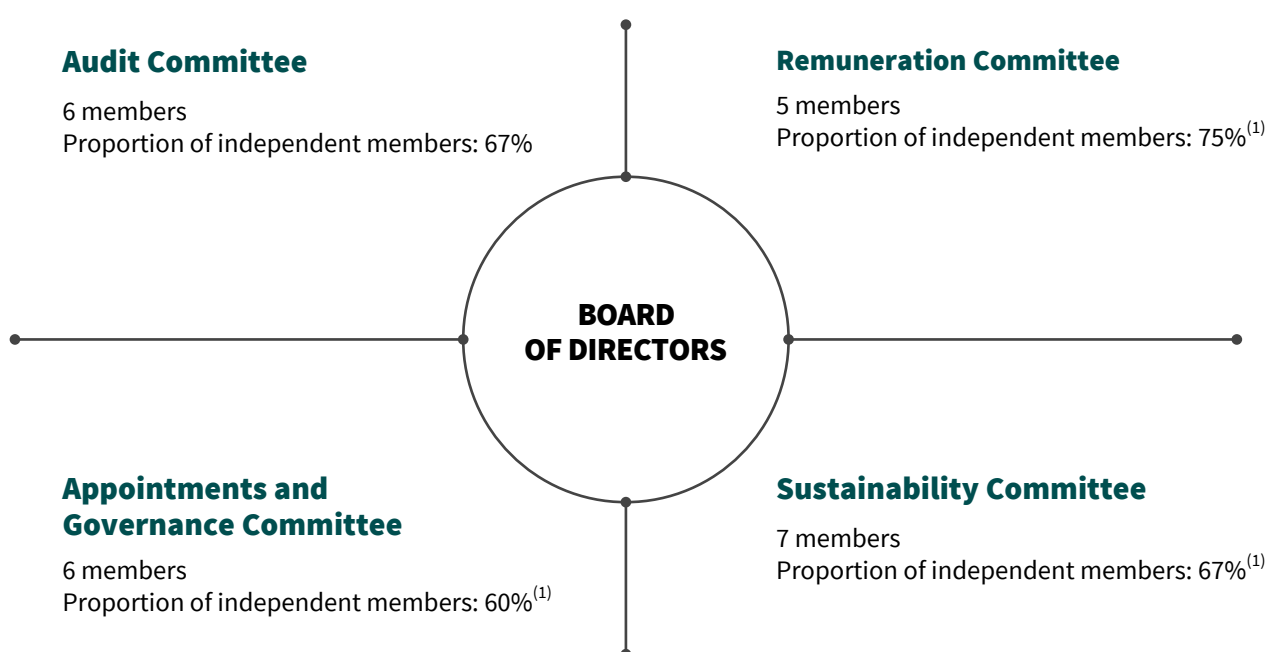


Baudouin Prot

Board of Directors: key figures as of March 4, 2025



Committees of the Board of Directors as of March 4, 2025



⁽¹⁾ 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



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 
François-Henri Pinault										
Véronique Weill										
Dominique D'Hinnin										
Serge Weinberg										
Giovanna Melandri										
Jean-Pierre Denis										
Concetta Battaglia										
Maureen Chiquet										
Yonca Dervisoglu										
Rachel Duan										
Héloïse Temple-Boyer										
Baudouin Prot										
Vincent Schaal										
Number of Directors	12	11	9	10	7	8	6	5	6	8
Percentage of Directors	92%	85%	69%	77%	54%	62%	46%	38%	46%	62%