

Composition of the Board of Directors as of August 1st, 2026⁽¹⁾



François-Henri Pinault
Chairman of the Board
of Directors



Véronique Weill
Lead Independent
Director and Chair
of the Remuneration
Committee



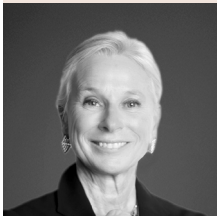
Dominique D'Hinnin
Chair of the Audit
Committee



Serge Weinberg
Chair of the
Appointments
and Governance
Committee



Luca de Meo
CEO



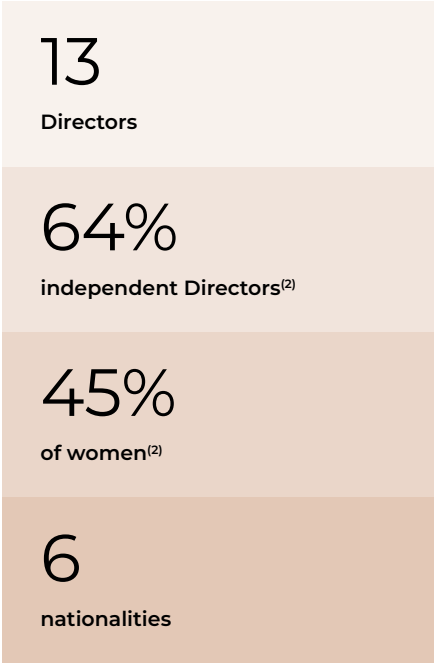
Giovanna Melandri
Chair of the
Sustainability
Committee



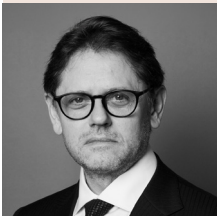
Marie-Hélène Chenut



Rachel Duan



Financière Pinault
represented by
Héroïse Temple-Boyer



Laurent Kleitman



Baudouin Prot



Concetta Battaglia
Director representing
employees



Nouri Trabelsi
Director representing
employees

Independent Directors

⁽¹⁾ Composition of the Board of Directors following the appointment, effective August 1, 2026, by the Social and Economic Committee of Kering S.A., of Nouri Trabelsi as a Director representing employees, replacing Vincent Schaal, whose term of office expired on July 31, 2026.

⁽²⁾ Excluding the Directors representing employees in accordance with Article L. 225-27-1 of the French Commercial Code and the AFEP-MEDEF Code.

Expertise of the Directors

Kering's Board of Directors is composed of members with broad and diverse 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 during their career



Governance

Experience in executive management positions or as a Director of major listed or multinational 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 dans le marketing acquise par la formation ou le parcours professionnel



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	Marketing	Technology, digital and cybersecurity	Innovation	Economics
Directors						CSR				
François-Henri Pinault	●	●	●	●	●	●				
Luca de Meo	●	●	●	●	●	●	●	●	●	●
Véronique Weill	●	●	●	●		●	●	●	●	●
Dominique D'Hinnin	●	●	●	●		●		●		●
Serge Weinberg	●	●	●	●	●	●			●	●
Giovanna Melandri	●	●	●			●	●		●	●
Marie-Hélène Chenut	●	●			●	●	●			
Rachel Duan	●	●	●	●			●		●	●
Héloïse Temple-Boyer	●	●	●	●	●		●			●
Laurent Kleitman	●	●	●	●	●	●	●		●	
Baudouin Prot	●	●	●	●	●			●		●
Concetta Battaglia	●				●	●				
Nouri Trabelsi	●							●		●
Number of Directors	13	11	10	9	8	9	7	5	6	9
Percentage of Directors	100%	85%	77%	69%	62%	69%	54%	38%	46%	69%