

# Composition of the Board of Directors as of May 28, 2026



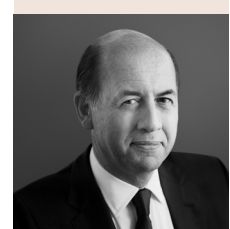
**François-Henri Pinault**  
Chairman of the Board  
of Directors



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



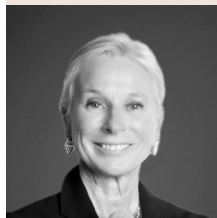
**Dominique D'Hinnin**  
Chair of the Audit  
Committee



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



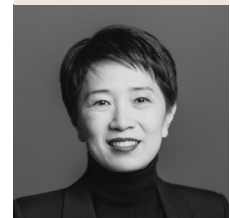
**Luca de Meo**  
CEO



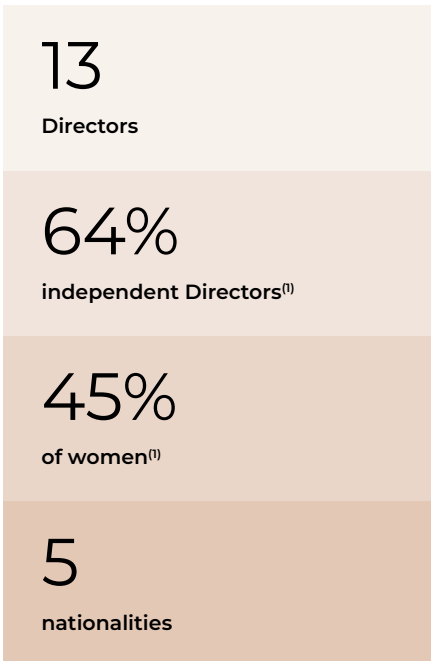
**Giovanna Melandri**  
Chair of the  
Sustainability  
Committee



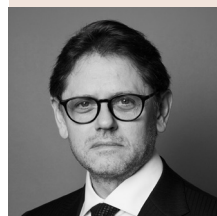
**Marie-Hélène Chenut**



**Rachel Duan**



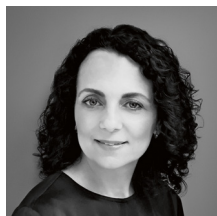
**Financière Pinault**  
represented by  
Héroïse Temple-Boyer



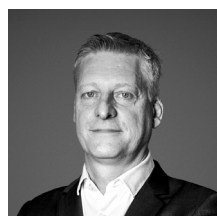
**Laurent Kleitman**



**Baudouin Prot**



**Concetta Battaglia**  
Director representing  
employees



**Vincent Schaal**  
Director representing  
employees

Independent Directors

<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.

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# 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	●				●	●				
Vincent Schaal	●							●		
<b>Number of Directors</b>	13	11	10	9	8	9	7	5	6	8
<b>Percentage of Directors</b>	100%	85%	77%	69%	62%	69%	54%	38%	46%	62%