

1.3.6.2 Gender equality policy within governing bodies

Gender equality is an integral part of LVMH's culture; women account for 71% of its employees. The Group has made formal commitments to gender equity and gender balance at the highest level and it has put the professional development of women, and more broadly achievement of their full potential, at the cornerstone of its human resources strategy. By 2025, LVMH aims to achieve gender parity in key positions defined as essential to the LVMH group's long-term development and success. The Group and its Maisons made a public commitment in 2022 to achieve pay equity by 2025 on a worldwide basis after laying the foundations for this target over the past several years. The Group also signed the United Nations Women's Empowerment Principles in 2013, establishing itself as a leader and pioneer in this area.

LVMH aims to achieve its target of parity via its EllesVMH program, which celebrated its 15th anniversary in 2022. LVMH has been working with its Maisons to implement specific programs to boost women's presence at every level of the organization and to support them at each stage in their career. In 2022, 45% of key positions at the Group were held by women, compared with 23% in 2007, and 17 of the Group's CEOs were women. LVMH scored 91.8 points out of 100 on the French government's Gender Equality Index in 2022.

Via EllesVMH, the Group aims to implement a number of training programs and tools to underpin and accelerate women's development at every level. These range from EllesVMH Mentoring & Coaching to LVMH House for high-potential women, plus regional programs, such as Futur'Elles in Asia-Pacific and Beyond Women's Career – EllesVMH in Spain. Aside from its dedicated programs, LVMH also established SHERO, a global internal digital platform created by employees. It houses articles, videos and podcasts empowering female

employees throughout their career. Since its launch in 2019, it has been used by over 70,000 employees. In 2021, the Group followed this up with the launch of the SHERO Academy. This new platform offers training available online and regular new models supporting employees and enabling them to fulfill their professional ambitions.

Lastly, EllesVMH would not amount to much without the support of its international network of women and men. They serve as genuine ambassadors for this major commitment by the Group, helping to raise awareness continuously, supporting and mentoring talent and organizing opportunities for knowledge-sharing with internal and external experts. The EllesVMH employee networks, already present in the United States, the United Kingdom and Asia, plus France since 2022, have made a significant contribution to actions aimed at fostering gender equity within the Group and achieving parity in key positions.

As it does every year, the Group marked International Women's Day with an internal campaign. It gave rise to a consultation of all the Group's employees concerning the future of the EllesVMH initiative and action priorities for the coming years. All employees were also asked to help select the best gender equity initiatives rolled out by the Maisons and the regions. To extend this approach and boost its positive impact on society outside the workplace, LVMH forged a partnership in France with make.org, Europe's first citizen-led engagement and collaboration platform. The Group aims to take concrete steps to make a positive difference on society by linking up citizens' ideas with a network of nonprofits and institutions. The make.org campaign brings civil society together around new solutions striving to achieve greater gender equity. Lastly, the Group's senior executives have used the Group's social media accounts to share their experiences, pass on knowledge to the next generations and provide inspiration for them in their capacity as role models.

1.4 Terms of office of the management and supervisory bodies

1.4.1 List of positions and offices held by members of the Board of Directors

1.4.1.1 Currently serving Directors

Bernard ARNAULT, Chairman and Chief Executive Officer

Date of birth: March 5, 1949.

Business address: LVMH – 22 avenue Montaigne – 75008 Paris (France).

After graduating from École Polytechnique, Bernard Arnault decided to pursue a career in engineering, and worked in this role at Ferret-Savinell, where he became Senior Vice-President for construction in 1974, Chief Executive Officer in 1977 and finally Chairman and Chief Executive Officer in 1978.

He remained with the Company until 1984, when he became Chairman and Chief Executive Officer of Financière Agache and of Christian Dior. Shortly thereafter, he spearheaded a reorganization of the Financière Agache group following a development strategy focusing on luxury brands. Christian Dior was to become the cornerstone of this new structure.

In 1989, he became the leading shareholder of LVMH Moët Hennessy Louis Vuitton, and thus created the world's leading luxury products group. He assumed the position of Chairman in January 1989.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾ Château Cheval Blanc SC Christian Dior Couture SA Louis Vuitton, Fondation d'Entreprise	Chairman and Chief Executive Officer Chairman of the Board of Directors Director Chairman of the Board of Directors
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Agache group

France	Agache SCA Christian Dior SE ⁽¹⁾	Managing Director - General Partner (<i>associé commandité</i>) Chairman of the Board of Directors
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Positions and offices that have ended since January 1, 2018

France	Agache SEDCS Carrefour SA ⁽¹⁾ Financière Jean Goujon SAS	Chairman of the Executive Board Director Member of the Supervisory Committee
International	LVMH Moët Hennessy Louis Vuitton Inc. (United States) LVMH Moët Hennessy Louis Vuitton Japan KK (Japan) LVMH Services Limited (United Kingdom)	Director Director Director

Antoine ARNAULT

Date of birth: June 4, 1977.

Business address: Berluti – 120 rue du Faubourg Saint-Honoré – 75008 Paris (France).

Antoine Arnault graduated from HEC Montreal and INSEAD. In 2000 he created an Internet company, specialized in the registration of domain names. He subsequently sold his stake in this company and joined the LVMH group, working at Louis Vuitton, where he was named Director of Communications.

In 2011, he was appointed Chief Executive Officer of Berluti and the same year launched the *Journées Particulières*, a three-day open-house event that gives the general public a glimpse behind

the scenes of the Group's Maisons and their expert craftsmanship. For the fifth event, held in October 2022, 57 Maisons opened their doors in more than 14 countries, welcoming over 200,000 visitors. Since the end of 2013, Antoine Arnault has also served as Chairman of Loro Piana.

In addition to his positions at these two Maisons, he is the LVMH group's Head of Image and Environment.

In December 2022, he was named Chief Executive Officer and Vice-Chairman of the Board of Directors of Christian Dior SE.

He has been a member of LVMH's Board of Directors since 2006.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾ Berluti SA Les Echos SAS	Director Chairman of the Executive Board Member of the Supervisory Board
International	Berluti LLC (United States) Berluti Hong Kong Company Limited (Hong Kong) Berluti Monaco SA (Principality of Monaco) Berluti (Shanghai) Company Limited (China) Loro Piana SpA (Italy) Manifattura Berluti Srl (Italy)	Managing Director Director Permanent Representative of LVMH Miscellanées, Director Director Chairman of the Board of Directors Director

Agache group

France	Christian Dior SE ⁽¹⁾	Chief Executive Officer and Vice-Chairman of the Board of Directors
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Other

France	Comité Colbert GoodPlanet Foundation Marbeuf Capital SC	Director Director Managing Director
International	Eniotna LLP (United Kingdom) INNOVA E2 (Luxembourg)	Partner Director

(1) Listed company.

Positions and offices that have ended since January 1, 2018

France	Agache SEDCS Association du Musée Louis Vuitton LV Group SA LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾ Vandelay Industrie SC	Member of the Executive Board Permanent Representative of LV Group, Director Chairman and Chief Executive Officer Member of the Performance Audit Committee Managing Director
International	Fendi Srl (Italy)	Director

Nicolas BAZIRE, Senior Vice-President for Development and Acquisitions

Date of birth: July 13, 1957.

Business address: LVMH – 22 avenue Montaigne – 75008 Paris (France).

Nicolas Bazire became Chief of Staff of Prime Minister Edouard Balladur in 1993. Between 1995 and 1999, he was Managing Partner at Rothschild & Cie Banque. He has served as Managing Director of Financière Agache SA since 2008 and as a member of LVMH's Executive Committee since 1999.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾ Groupe Les Echos SA Jean Patou SAS Les Echos SAS	Director Director Member of the Advisory Committee Vice-Chairman of the Supervisory Board, Chairman of the Compensation Committee and Member of the Appointments Committee
	Louis Vuitton Malletier SAS Louis Vuitton, Fondation d'Entreprise	Permanent Representative of Ufipar, Member of the Steering Committee Director

Agache group

France	Agache Développement SA Christian Dior SE ⁽¹⁾	Director Director, Member of the Performance Audit Committee and Member of the Governance & Compensation Committee
	Financière Agache SA	Group Managing Director and Permanent Representative of Agache SCA, Director

Other

France	Madrigall SA	Director
International	Société des Bains de Mer de Monaco SA ⁽¹⁾ (Principality of Monaco)	Permanent Representative of Ufipar, Director and Rapporteur to the Finance and Audit Directors' Commission

Positions and offices that have ended since January 1, 2018

France	Agache SEDCS Arjil Commanditée – Arco - SA Atos SE ⁽¹⁾ Carrefour SA ⁽¹⁾	Member of the Executive Board and Chief Executive Officer Permanent Representative of Financière Agache, Director Director and Chairman of the Nominations & Compensation Committee Director, Member of the Audit Committee, the Compensation Committee and the Strategy Committee
	Europatweb SA GA Placements SA LV Group SA Montaigne Finance SAS Semyrhamis SA	Director Permanent Representative of Montaigne Finance, Director Director and Member of the Compensation Committee Member of the Supervisory Committee
	Suez SA ⁽¹⁾	Non-Director Managing Director and Permanent Representative of Agache SEDCS, Director Director, Member of the Audit & Accounts Committee and the Nominations, Compensation & Governance Committee

(1) Listed company.

Sophie CHASSAT

Date of birth: October 24, 1978.

Business address: WEMEAN – 25 rue La Boétie – 75008 Paris (France).

An alumna of the École Normale Supérieure-Rue d'Ulm and a professor of philosophy, Sophie Chassat has taught for seven years (including four years at the university level) and has published several works. She specializes in strategic issues relating

to corporate purpose, engagement and positive impact. Having headed the Verbal Identity Department at the agency Angie for three years, she was President of Intikka – a consulting firm dedicated to corporate and brand philosophy – from June 2017 until July 2019. Since July 2019, she has been a Partner at WEMEAN, a consulting firm specializing in corporate strategy and transformation to boost companies' performance on multiple levels and make them more sustainable.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director and Member of the Governance & Compensation Committee
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Other

France	Le Coq Sportif SA ⁽¹⁾ Groupe Rocher – Laboratoires de Biologie Végétale Yves Rocher SA WEMEAN SAS	Director Member of the Mission Committee Partner
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Positions and offices that have ended since January 1, 2018

France	Intikka SAS	Chairman
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Charles de CROISSET

Date of birth: September 28, 1943.

Business address: Goldman Sachs International – Plumtree Court, 25 Shoe Lane – EC4A 4AU London (United Kingdom).

Charles de Croisset entered the *Inspection des Finances* in 1968. After a career in the administration, he joined Crédit Commercial de France (CCF) in 1980 as Corporate Secretary before being

appointed Deputy Chief Executive and then Chief Executive. In 1993, he was named Chairman and Chief Executive Officer of CCF, then, in 2000, Executive Director of HSBC Holdings plc. In March 2004, he joined Goldman Sachs Europe as its Vice-Chairman and was named as International Advisor to Goldman Sachs International from 2006 until 2019. Charles de Croisset is now Regional Advisor at Goldman Sachs International.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Lead Director, Member of the Governance & Compensation Committee and Member of the Performance Audit Committee
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Other

International	Goldman Sachs International (United Kingdom)	Regional Advisor
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Positions and offices that have ended since January 1, 2018

None.

(1) Listed company.

Clara GAYMARD

Date of birth: January 27, 1960.

Business address: Raise – 39 Boulevard de La Tour-Maubourg – 75007 Paris (France).

Clara Gaymard has held various positions within the French administration, in particular the External Economic Relations Directorate (DREE) within the French Ministry for the Economy and Finance (1986-2003), before directing the Invest in France Agency (2003-2006), and then joining General Electric (GE), where she served as Chairman and CEO of GE France until 2016. Clara Gaymard is the co-founder of investment firm Raise.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director and Chairman of the Performance Audit Committee
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Other

France	Bouygues SA ⁽¹⁾ Le Ponton SAS Pabafajamet SAS Raise Caras SAS Raise Conseil SAS Raise LAB SAS Sages SCA Veolia Environnement SA ⁽¹⁾	Director Chief Executive Officer Chairman Chairman Chief Executive Officer Chairman Director Director
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Positions and offices that have ended since January 1, 2018

France	Danone SA ⁽¹⁾ Raisesherpas WEFCOS (Women's Forum for the Economy and Society) SAS	Director Chairman Chairman
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Yves-Thibault de SILGUY

Date of birth: July 22, 1948.

Business address: YTSeuropaconsultants – 13 bis avenue de la Motte-Picquet – 75007 Paris (France).

Yves-Thibault de Silguy has held various positions within the French administration, as well as within the European Community as European Commissioner for Economic and Monetary Affairs (1995-1999). In 1988, he joined Usinor-Sacilor, where he was the

Director of International Affairs until 1993. From 2000 to 2006, he successively became a member of the Executive Board, Chief Executive Officer and then Group Managing Director of Suez. In June 2006, he was appointed as Chairman of the Board of Directors of Vinci and in May 2010 he became Vice-Chairman and Lead Director, and, as of November 2018, Vice-Chairman of the Board of Directors. Since May 2010, he has been Managing Director of YTSeuropaconsultants.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director, Chairman of the Ethics & Sustainable Development Committee, Member of the Performance Audit Committee and Member of the Governance & Compensation Committee
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Other

France	Autoroutes du Sud de la France SA Sofisport SA YTSeuropaconsultants SARL	Director Chairman of the Supervisory Board Managing Director
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(1) Listed company.

Positions and offices that have ended since January 1, 2018

France	Autoroutes du Sud de la France SA Vinci SA ⁽¹⁾ VTB Banque (France) SA Ysilop Consulting SARL	Permanent Representative of Vinci, Director Vice-Chairman of the Board of Directors Member of the Supervisory Board Managing Director
International	Solvay (Belgium) ⁽¹⁾ VTB Bank (Russia) ⁽¹⁾	Director Member of the Supervisory Board, Chairman of the Audit Committee and Member of the Compensation Committee

Hubert VÉDRINE

Date of birth: July 31, 1947.

Business address: Hubert Védrine (HV) Conseil – 15 rue de Laborde – 75008 Paris (France).

Hubert Védrine has held a number of French government and administrative posts, notably as Diplomatic Advisor to the Presidency from 1981 to 1986, Spokesperson for the Presidency from 1988 to 1991, General Secretary for the Presidency from 1991 to 1995 and Minister for Foreign Affairs from 1997 to 2002. In early 2003, he founded a geopolitical management consulting firm: Hubert Védrine (HV) Conseil.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director and Member of the Ethics & Sustainable Development Committee
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Other

France	Hubert Védrine (HV) Conseil SARL	Managing Partner
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Positions and offices that have ended since January 1, 2018

None.

1.4.1.2 Directors whose terms of office expire at the Shareholders' Meeting**Delphine ARNAULT**

Date of birth: April 4, 1975.

Business address: Christian Dior Couture – 127 avenue des Champs-Élysées – 75008 Paris (France).

Delphine Arnault began her career at international strategy consultancy firm McKinsey. In 2000, she moved to designer John Galliano's company, which she helped develop, acquiring hands-on experience in the fashion industry. In 2001, she joined Christian Dior Couture, where she served as Deputy

Managing Director from 2008 to 2013. From September 2013 to February 2023, she was Executive Vice-President of Louis Vuitton, in charge of supervising all of the Maison's product-related activities.

Since January 2019, Delphine Arnault has been a member of the Executive Committee of the LVMH group.

Since February 1, 2023, Delphine Arnault has served as Chairman and Chief Executive Officer of Christian Dior Couture.

(1) Listed company.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director and Member of the Ethics & Sustainable Development Committee
	Celine SA	Director
	Château Cheval Blanc SC	Director
	Christian Dior Couture SA	Chairman and Chief Executive Officer
International	Emilio Pucci Srl (Italy)	Director
	Loewe SA (Spain)	Director

Agache group

France	Agache Commandité SAS	Chairman
	Christian Dior SE ⁽¹⁾	Director

Other

International	Ferrari SpA (Italy) ⁽¹⁾	Director
	Gagosian Gallery Inc. (United States)	Director
	Phoebe Philo Limited plc (United Kingdom)	Director

Positions and offices that have ended since January 1, 2018

France	Agache SEDCS	Vice-Chairman of the Supervisory Board and Member of the Compensation Committee
	Havas SA ⁽¹⁾	Director
	Métropole Télévision "M6" SA ⁽¹⁾	Member of the Supervisory Board
International	21st Century Fox Corporation (United States) ⁽¹⁾	Director
	Actar International SA (Luxembourg)	Permanent representative of Ufipar, Director
	Emilio Pucci International BV (Netherlands)	Director

Dominique AUMONT

Date of birth: June 22, 1957.

Business address: Jas Hennessy & Co – Rue de la Richonne – CS 20020 – 16101 Cognac Cedex (France).

Dominique Aumont began his career at Hennessy in 1978 as a cellar worker. From 1995 to 2015, he was successively Team Leader and the Environment and Food Safety Coordinator for winegrowing. Since 2015, Dominique Aumont has been head of the Hennessy Social Institute.

In 1981, Dominique Aumont became a member of the Works Council and then Deputy Secretary and Treasurer in 1993, and lastly Secretary in 2011, when he was also appointed Union Delegate. From 1992 to 2020, he was elected to LVMH's Group Works Council, becoming Secretary in 2004. In 2014, he became Secretary of the Christian Dior and LVMH SE Works Council. On October 14, 2020, and again on October 19, 2022, with effect as of the close of the Shareholders' Meeting of April 20, 2023, Dominique Aumont was appointed by the LVMH Group Works Council as Director representing the employees of LVMH SE.

(1) Listed company.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director representing the employees
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Positions and offices that have ended since January 1, 2018

France	Association Service Social Inter Entreprise de Cognac SERSO 16	Director
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Marie-Véronique BELLOEIL-MELKIN

Date of birth: August 7, 1959.

Business address: Parfums Christian Dior Oy – Aleksanterinkatu 48 B – 00100 Helsinki (Finland).

A graduate of ESSEC, Marie-Véronique Belloeil-Melkin joined Parfums Christian Dior in 1987 to work for the Travel Retail Europe department and was involved in the Maison's development over a period of more than 30 years in a sales role focused on European markets.

Marie-Véronique Belloeil-Melkin has held the role of Retail Manager for Parfums Christian Dior since 1996 and is based in Helsinki, Finland.

An elected member of the SE Works Council of Agache SE, Christian Dior SE and LVMH SE from 2014 to 2020, Marie-Véronique Belloeil-Melkin was appointed Director representing the employees of LVMH SE by the SE Works Council on November 10, 2020, and again on December 15, 2022, with effect as of the close of the Shareholders' Meeting of April 20, 2023.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director representing the employees
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Positions and offices that have ended since January 1, 2018

None.

Antonio BELLONI, Group Managing Director

Date of birth: June 22, 1954.

Business address: LVMH Italia – Largo Augusto 8 – 20141 Milan (Italy).

Antonio Belloni joined the LVMH group in June 2001, following 22 years with Procter & Gamble. He was appointed head of

Procter & Gamble's European division in 1999, having previously served as Chairman and Chief Executive Officer for the Group's Italian operations. He began his career at Procter & Gamble in Italy in 1978 and subsequently held a number of positions in Switzerland, Greece, Belgium and the United States. He has been Group Managing Director of LVMH since September 2001.

(1) Listed company.

Current positions and offices

LVMH group

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Group Managing Director and Director
	Berluti SA	Vice-Chairman and Member of the Supervisory Board
	Cha Ling SCA	Chairman of the Supervisory Board
	Givenchy SA	Permanent Representative of LVMH Miscellanées, Director
	Louis Vuitton, Fondation d'Entreprise	Director
	Nona Source SAS	Chairman
	Sofpar 148 SAS	Chairman
International	Acqua di Parma Srl (Italy)	Director
	Benefit Cosmetics LLC (United States)	Managing Director
	Breakfast Holdings Acquisition Corp. (United States)	Director
	Bulgari SpA (Italy)	Director
	Cova Montenapoleone Srl (Italy)	Director
	Cruise Line Holdings Co. (United States)	Director
	DFS Group Limited (Bermuda)	Director
	DFS Group Limited (Hong Kong)	Director
	DFS Holdings Limited (Bermuda)	Director
	Emilio Pucci Srl (Italy)	Director
	Emilio Pucci International Srl (Italy)	Director
	Fendi Srl (Italy)	Director
	Fresh Inc. (United States)	Director
	Loro Piana SpA (Italy)	Director
	LVMH Moët Hennessy Louis Vuitton Inc. (United States)	Vice-Chairman and Director
	LVMH Italia SpA (Italy)	Vice-Chairman and Director
	LVMH (Shanghai) Management & Consultancy Co. Ltd (China)	Chairman of the Board of Directors
	Naxara SA (Luxembourg)	Director
	Pasticceria Confetteria Cova Srl (Italy)	Director
	RVL Holding BV (Netherlands)	Member of the Supervisory Board
	Vicuna Holding SpA (Italy)	Chairman of the Board of Directors
Other		
International	Anin Star Holding Limited (United Kingdom)	Director
	Barilla G. e R. Fratelli SpA (Italy)	Director

Positions and offices that have ended since January 1, 2018

France	Chaumet International SA	Chairman of the Board of Directors
	Fendi International SAS	Chairman
	Fred Paris SA	Permanent Representative of LV Group, Director
	Le Bon Marché, Maison Aristide Boucicaut SA	Permanent Representative of LVMH, Director
	LVMH Fragrance Brands SA	Permanent Representative of LV Group, Director
	Moët Hennessy Management SARL	Managing Director
International	Breakfast Acquisition Corp. (United States)	Director
	Edun Americas Inc. (United States)	Director
	Edun Apparel Limited (United Kingdom)	Director
	Emilio Pucci International BV (Netherlands)	Director
	Fendi SA (Luxembourg)	Director
	Nude Brands Limited (United Kingdom)	Director
	Ufip (Ireland)	Director

(1) Listed company.

Marie-Josée KRAVIS

Date of birth: September 11, 1949.

Mailing address: 625 Park Avenue – New York, NY 10065 (United States).

Marie-Josée Kravis is an economist specializing in the fields of public policy and strategic planning. She started her career as a financial analyst with the Power Corporation of Canada and went on to work with the General Solicitor of Canada and

the Canadian minister for Supply and Services. She was Vice-Chairman of the Board of Trustees and a senior fellow of the Hudson Institute until March 2021. From 2005 she served as President of the Museum of Modern Art (MoMA) of New York, and has been its President Emeritus since 2019. Ms. Kravis has served as Chair of the Board of Directors of MoMA since July 2021.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director and Chairman of the Governance & Compensation Committee
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Other

France	Publicis Groupe SA ⁽¹⁾	Member of the Supervisory Board and Chairman of the Risk & Strategy Committee
International	Bretton Woods Committee Memorial Sloan Kettering Cancer Center (United States) Sloan Kettering Institute (United States) The Economic Club of New York (United States) The Museum of Modern Art of New York (United States)	Member of the Board of Directors and Chair of the Finance Committee Vice-Chairman of the Board, Chair of the Scientific Committee and member of the Executive Committee Chairman of the Board President Emeritus Chairman of the Board of Directors

Positions and offices that have ended since January 1, 2018

International	Federal Reserve Bank of New York (United States) Hudson Institute (United States)	Member of the International Advisory Board Vice-Chairman of the Board of Trustees and senior fellow
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Marie-Laure SAUTY de CHALON

Date of birth: September 17, 1962.

Mailing address: 14 rue Rambuteau – 75003 Paris (France).

After building her career at a number of press and television advertising companies, Marie-Laure Sauty de Chalon became Chairman and Chief Executive Officer of Consodata North

America in 2001. She then took over as head of the Aegis Media group in France and Southern Europe in 2004, and then from 2010 to 2018 was Chairman and Chief Executive Officer of Aufeminin. She founded Factor K, a company in which the NRJ group acquired a minority interest in July 2018, and is a professor at the Institut d'Études Politiques de Paris.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director, Member of the Performance Audit Committee and Member of the Ethics & Sustainable Development Committee
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Other

France	Carrefour SA ⁽¹⁾ Challenge Bonheur SAS Factor K SAS Fairy Tales SAS Institut pour le Financement du Cinéma et des Industries Culturelles SA JCDecaux SA ⁽¹⁾ Melusine Cosmetics by Factor K SAS	Director and Member of the CSR Committee Chairman Chairman Chairman Chairman of the Board of Directors Member of the Supervisory Board Chairman
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(1) Listed company.

Positions and offices that have ended since January 1, 2018

France	Aufeminin SA ⁽¹⁾ Aufeminin.com Productions SARL Autorité de la Concurrence Coorpacademy SAS Etoilecasting.com SAS Les rencontres aufeminin.com SAS Marmiton SAS My Little Paris SAS Navya SA ⁽¹⁾	Chairman and Chief Executive Officer Managing Director Member of the College Director Chairman Chairman Chairman Member of the Supervisory Board Director
International	GoFeminin.de GmbH (Germany) SoFeminine.co.uk Ltd (United Kingdom)	Joint Managing Director Director

Natacha VALLA

Date of birth: January 1, 1976.

Business address: Sciences Po – 1 place Saint-Thomas d'Aquin – 75007 Paris (France).

Natacha Valla is an economist and a dean of the School of Management and Innovation at Sciences Po, and taught at New York University. She began her career with the European Central Bank (2001-2005), before moving to the Banque de France (2005-2008) and then joining Goldman Sachs as Executive Director (2008-2013). From 2014 to 2016, she served as Deputy Director of CEPPII, an international economics think tank

serving the French prime minister, before joining the European Investment Bank (2016-2018) as Head of the Policy and Economic Strategy division, then the European Central Bank as Deputy Director General in charge of Monetary Policy (2018-2020). She has served as a member of the Conseil Économique de la Nation, the scientific committee of the ACPR (the French Banking Regulatory Body) and the Conseil d'Analyse Économique. She was appointed a Senior Advisor at Lazard in October 2021 and has chaired the Conseil National de la Productivité since February 2022.

Current positions and offices**LVMH group**

France	LVMH Moët Hennessy Louis Vuitton SE ⁽¹⁾	Director
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Other

France	Autoroutes du Sud de la France SA Cofiroute SA Lazard Frères SA ⁽¹⁾ SCOR ⁽¹⁾ Wakam SA	Director Director Senior Advisor Director Advisory Board member
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Positions and offices that have ended since January 1, 2018

France	Accor SA ⁽¹⁾ Tikehau Capital SCA ⁽¹⁾	Director Member of the Supervisory Board
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(1) Listed company.

1.4.1.3 Appointment of a new Director proposed at the Shareholders' Meeting

Laurent MIGNON

Date of birth: December 28, 1963.

Business address: Wendel – 89 rue Taitbout – 75009 Paris (France).

From 1986 to 1996, Laurent Mignon worked for Banque Indosuez before joining Schrodgers in London, followed by AGF (Assurances Générales de France) in 1997 as Chief Financial Officer, then Deputy Chief Executive Officer in 2002 and Chief Executive Officer in 2006. From 2007 to 2009, he was a Managing Partner at Oddo & Cie.

From 2009 to 2022, Laurent Mignon served at Groupe BPCE, where he was Chief Executive Officer of Natixis and a member of the Executive Board of BPCE from 2009 to May 2018, then Chairman of the Executive Board of Groupe BPCE from May 2018 to December 2022, as well as Chairman of the Board of Directors of Natixis.

Laurent Mignon has been Chairman of the Executive Board of Wendel since December 2, 2022.

Current positions and offices

France	Arkema SA ⁽¹⁾	Director
	AROP (Association pour le Rayonnement de l'Opéra National de Paris)	Director
	Bureau Veritas SA ⁽¹⁾	Vice-Chairman of the Board of Directors and Chairman of the Strategy Committee
	Oddo BHF SCA	Non-voting member
	Wendel SE ⁽¹⁾	Chairman of the Executive Board

Positions and offices that have ended since January 1, 2018

France	Association Française Bancaire (AFB)	Chairman
	Association Française des Établissements de Crédit et des Entreprises d'Investissement	Chairman
	BPCE SA	Member and Chairman of the Executive Board
	CE Holding Participations SAS	Chairman
	CNP Assurances SA	Director
	Crédit Foncier SA	Chairman of the Board of Directors
	Fédération Bancaire Française (FBF)	Chairman and member of the Executive Committee
	Fimalac SE	Advisory Board member
	Natixis SA ⁽¹⁾	Chairman of the Board of Directors
	Natixis Assurances SA	Chairman of the Board of Directors
	Sopassure SA	Director
International	Peter J. Solomon Company, LP (United States)	Director
	Peter J. Solomon GP, LLC (United States)	Director

1.4.2 Statutory Auditors

	Start date of first term	Current term	
		Date appointed	End of term
Deloitte & Associés 6 place de la Pyramide - 92908 Paris la Défense Cedex (France) Represented by Guillaume Troussicot and Bénédicte Sabadie	April 21, 2022	April 21, 2022	Annual Meeting convened to approve the financial statements for the 2027 fiscal year
Mazars Tour Exaltis - 61 rue Henri Regnault - 92400 Courbevoie (France) Represented by Isabelle Sapet and Simon Beillevaire	April 14, 2016	April 21, 2022	Annual Meeting convened to approve the financial statements for the 2027 fiscal year

(1) Listed company.