



Younited Financial S.A.

Société Anonyme

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(the "**Company**")

DIRECTOR NOMINEE BIOGRAPHIE

Delphine BOURRILLY

Delphine Bourrilly is a French business leader and HEC graduate who built a significant career in strategy consulting. She began her professional journey at UBS in London in 2003, eventually becoming a director specializing in structured rates derivatives before joining Kearney in 2009. She rose steadily through the firm, becoming a Partner in 2018 and later serving as President and Managing Partner of Kearney France starting in 2021. Known for her pragmatic, actionable approach to consulting and her strong focus on leadership, culture, and organizational transformation, she has also been an advocate for diversity and talent development. After 16 years at Kearney, she has opened a new chapter at L'Oréal to create their global Consulting & Advisory. Delphine is also a member of the strategic committee of Pastacorp.