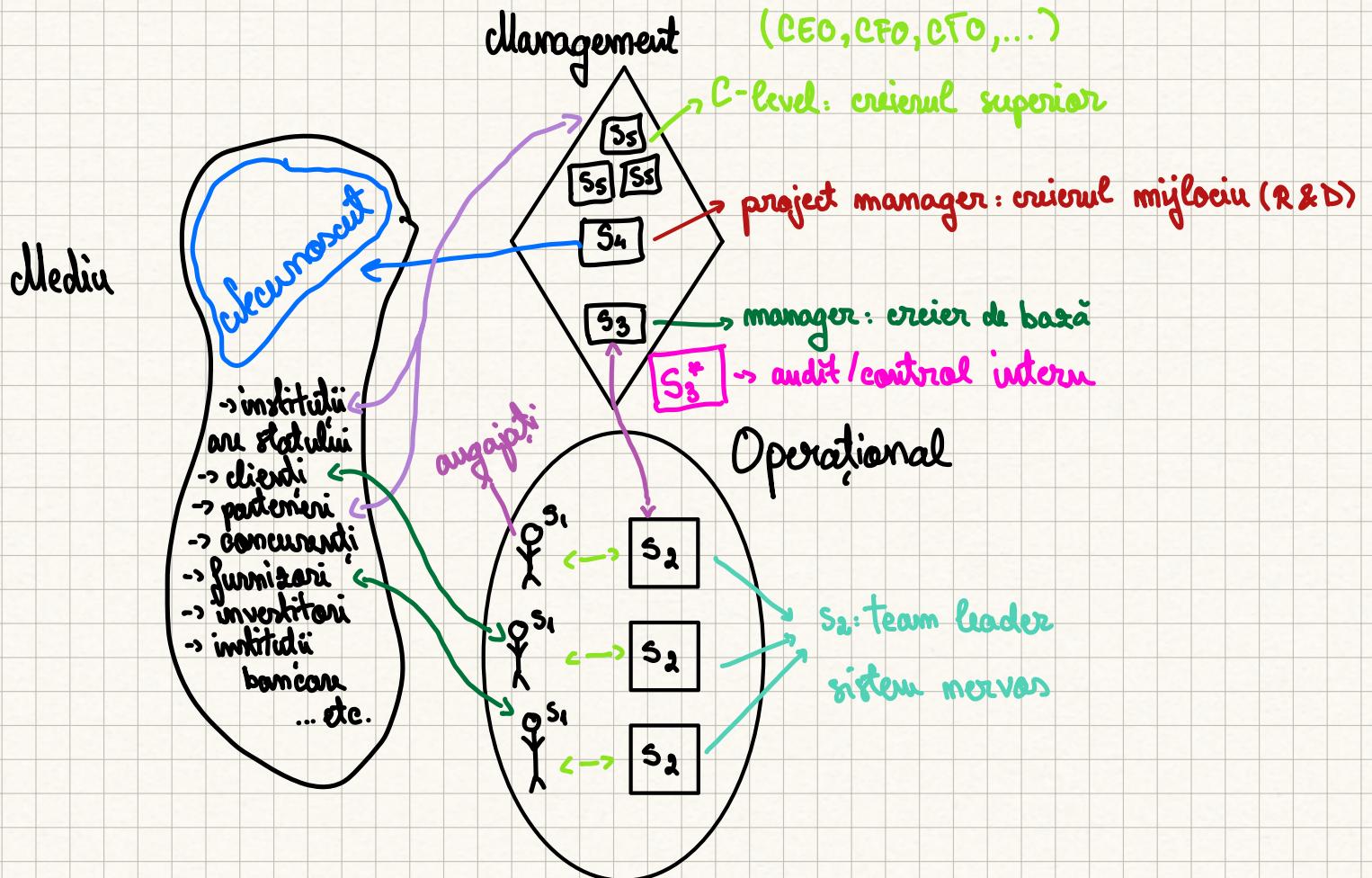


# SEMINAR 1

## VSM- Modelul Sistemului Viable



Sephora

S5: Noel Wallace : CEO

Stanley Sutula: CFO

Yoni

S3: Yvan Willat : General manager

## S5 (nivel C)

- Noel Wallace — Chairman, President & Chief Executive Officer
- Stanley J. Sutula III — Chief Finance Officer (CFO)
- Jennifer M. Daniels — Chief Legal Officer & Secretary
- Stephan Habif — Chief Technology Officer (CTO)

## S4 (C-level operativ / senior executiv)

- Shane Grant — Chief Operating Officer, Americas
- Panagiotis “Panos” Tsourapas — Chief Operating Officer, EMEA / Asia-Pacific / Skin

## Health & Customer Dev

- John Hazlin — Chief Growth Officer

## S3 (executivi “funcționali / operaționali înalt”)

- David Foster — Chief Information Officer (CIO)
- Gina Grant — EVP & Treasurer
- Yvonne Hsu — President, Hill’s Pet Nutrition
- Eutychus Karuru — EVP, Internal Audit & Compliance
- Iain Kielty — EVP, Global Budget & Financial Planning
- Brigitte King — Chief Digital Officer
- John Faucher — Chief Investor Relations Officer & EVP, M&A
- Sally Massey — Chief Human Resources Officer
- Ann Tracy — Chief Sustainability Officer
- Luciano Sieber — Chief Supply Chain Officer
- Diana Schildhouse — Chief Data, Analytics & Insights Officer
- Massimo Poli — President, Global Home & Personal Care
- Ram Raghavan — President, Enterprise Oral Care
- Jean-Luc Fischer — President, Europe Division
- Betsy Fishbone — EVP & Deputy Chief Legal Officer, HR, Lit, Comp, NA Ops
- Brad Watt — SVP, Office of the Chairman
- Pablo Mascolo — Chief Customer Development Officer

