



Anne-Marie Couderc

Lead Independent Director and Chair of the Appointments and Compensation Committee

Anne-Marie Couderc is a lawyer and former government minister.

She began her career in 1972 as a member of the Paris Bar. She then served as Head of Legal Affairs for the industrial division of Hachette from 1979 to 1982, before holding various senior executive positions within the Lagardère Group from 1982 to 1995.

In parallel, Anne-Marie Couderc pursued a political career. Elected to the Paris City Council in 1983, she served successively as Councillor of Paris and then Deputy Mayor of Paris from 1989 to 2001. She was elected as a Member of Parliament in 1993 and joined the French Government in 1995. She was first appointed Secretary of State to the Prime Minister, in charge of Employment, and subsequently Minister Delegate for Employment under the Minister of Labour and Social Affairs, until 1997.

In 1997, she was appointed Chief Executive Officer of Hachette Filipacchi Associés. From 2006 to 2010, she served as Secretary General of Lagardère Active (print and audiovisual activities). From 2011 to 2017, she was Chairwoman of Presstalis (press distribution business).

From May 2018 to June 2025, Anne-Marie Couderc served as Chair of the Board of Directors of Air France-KLM and Chair of the Nomination and Governance Committee of Air France.

Since July 2025, she has been Honorary Chair of Air France-KLM.

She is also a member of the French Economic, Social and Environmental Council (CESE) and of the High Committee for Corporate Governance (HCGE).