

Beyond Pelle

Inventing the next generation of luxury

Florence, 12 November 2026



*” **Leather will remain central** to our heritage and product identity. At the same time, evolving client expectations, climate pressure and animal-welfare considerations **require us to diversify and evolve** […] We are diversifying our material portfolio, reducing dependency on constrained resources while enabling supply continuity ”*

Luca de Meo , CEO of Kering
Capital Markets Day, April 2026

WHY BEYOND PELLE?
THREE REASONS

DIVERSIFY REVENUE SOURCE

~60%

of our revenue comes from leather goods and shoes categories.
The majority is leather made.

- Broaden our offer of leather goods and shoes beyond leather
- Non-leather answers a real customer need
- Capitalize on our Houses' iconic materials

MITIGATE RISK

1. **Supply**
   Diminishing availability, price volatility
2. **Environment**
   Strong carbon footprint, water intensity, use of chemistry
3. **Scrutiny**
   Animal welfare, reputational risk

ADVANCE OUR COMMITMENTS

-30%

leather intensity by 2028 vs 2025
(m^2 per €m of LG and shoes revenue)

ReconKering targets, announced at the CMD

- Each House broadens its offer and fills its product architecture through new introductions
- Supports the House category targets to 2030
- Supports our decarbonization roadmap

Source: Kering 2025 Universal Registration Document

LEVERS TO REDUCE LEATHER DEPENDENCY

BOOST EFFICIENCY

Preventing and reducing waste at the source (automating cutting, mixing patterns on a single pieces…)

REDUCE NON-VISIBLE LEATHER

Switch leather lining to fabric or recycled leather (e.g. cotton, microfiber suede)

INCREASE NON-LEATHER OFFER

Non-leather animations in existing lines (e.g. denim, canvas, raffia)

NON-LEATHER FIRST OFFERS

Develop dedicated non-leather lines (e.g. canvas, raffia)

WHAT IS NON-LEATHER? FIVE MATERIAL FAMILIES

Non-leather covers every material that is not animal leather: textiles, coated fabrics, recycled composites and next-generation innovations.

FABRICS & TEXTILES

Natural: cotton, silk... Synthetic: polyester, nylon...

COATED TEXTILES

Fabric coated with natural or synthetic polymers (PU, rubber, wax)

NEW-GEN MATERIALS

Mycelium, bio-biased... materials early on the innovation curve

THERMOPLASTICS & COMPOSITES

Polymers (TPU), synthetic non-woven textiles combine with resins

SPECIAL MANUFACTURES

High-craftmanship: embellishment, special manufacturing (3D), raffia, metal mesh

DIVERSIFYING REVENUE TO REACH OUR TARGETS

CMD TARGETS: HOUSE AMBITIONS ARE CATEGORY-SPECIFIC

GUCCI

> €1bn

additional leather goods revenue by 2030

SAINT LAURENT

+40%

revenue in Women's Handbags revenue by 2030

BOTTEGA VENETA

Steady growth

Leather goods to continue to power the House through 2030

BALENCIAGA

2x

double the leather goods business by 2030

-30%

Leather intensity by 2028 vs 2025

Measured in m^2 of leather purchased per €m of leather goods and shoes revenue.

New non-leather introductions fill the gaps in each House's product architecture, growing revenue while leather intensity falls.

GROUP PLATFORMS

EMPOWERING THE HOUSES



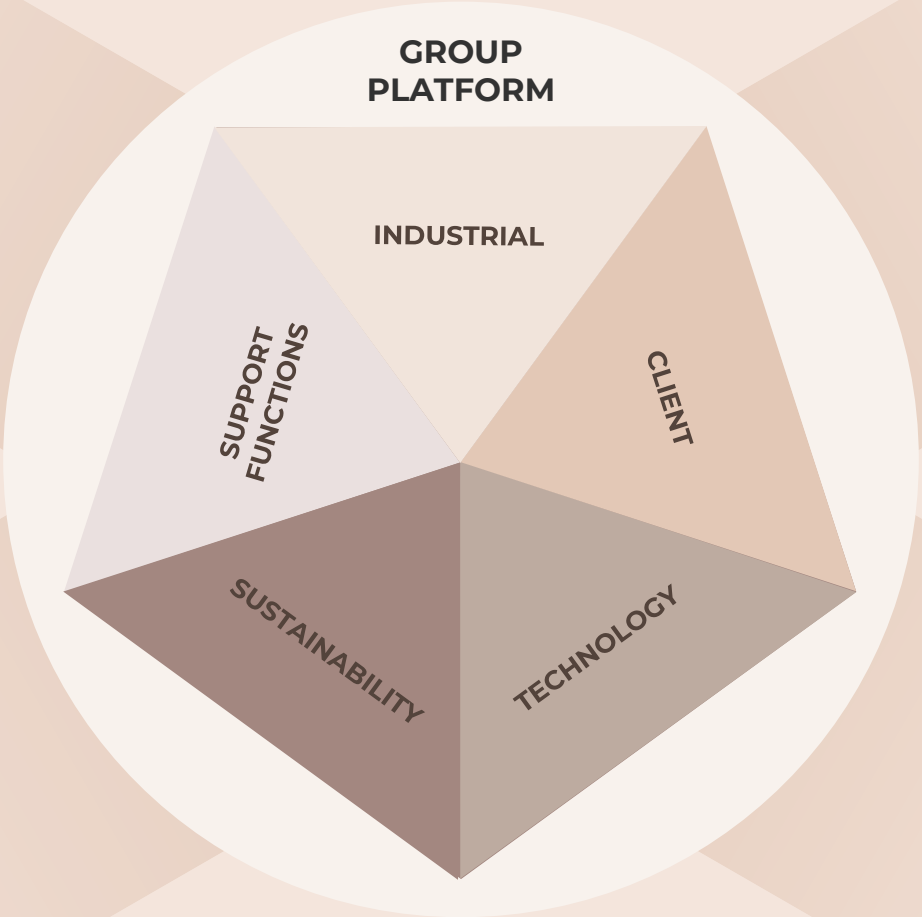
THE GROUP PLATFORM EMPOWERING THE HOUSES

KERING FASHION & LEATHER GOODS

GUCCI
BALENCIAGA
SAINT LAURENT
ALEXANDER MCQUEEN
BOTTEGA VENETA
Brioni

KERING EYEWEAR

15 brands
portfolio



KERING NEXT

GINORI 1735
Beauty
Longevity & Wellness
House of Wonders

KERING JEWELRY

BOUCHERON
DoDo
Pomellato
qeelin

THE MIL: A SHARED NON-LEATHER LIBRARY IN MILAN

Material Innovation Lab, part of Kering's Sustainability team since 2013

MATERIAL INNOVATION LAB

8,000

Sustainable samples in the MIL shared library

600

manufacturers represented

Main objective
Widen the material portfolio to support the creative ambition of the Houses. Mainly ready-to-wear until end 2025; from 2026 also leather goods and shoes.

THREE STREAMS OF ACTIVITY

STREAM 1
Known materials

- Industry mapping to harmonise the supply chain
- Group synergies (e.g. MOQs, cost leverage)
- Support for special developments

STREAM 2
Tailored applications

- Cross-industrial materials adapted to luxury needs (e.g. automotive)
- Customisation of available materials (e.g. Pasubio)
- All-round performance improvement with suppliers

STREAM 3
Internal R&D

- Center of R&D in Group tanneries
- Internal capability synergies (Circular Hub, Art Lab)
- Validation of existing or new solutions

OUTCOMES FOR THE HOUSES

- **New animations**
- **VIP applications**
- **Signature materials**
- **New Best-sellers**

*including 2,500 non-leather samples in the shared library in Milan
Source :2025 Universal Registration Document

Source: Kering Material Innovation Lab.

BEYOND PELLE SALON: THE WHOLE MANUFACTURER ECOSYSTEM

~100

manufacturers exhibiting

~4,500

swatches and variants on show

~150

participants from the Houses

A TRUSTED LINE-UP

- The majority of exhibitors already supply Kering
- The exhibitor list was validated by the two Group Platforms, under the CIO and the CSO

THE AIM

- Give the Houses a view of the whole manufacturer ecosystem
- Start reasoning on optimisation and synergies across the Houses

KERING

CREATIVITY IS OUR LEGACY



GUCCI | SAINT LAURENT | BOTTEGA VENETA | BALENCIAGA | McQUEEN | BRIONI
BOUCHERON | POMELLATO | DODO | QEELIN | GINORI 1735
KERING EYEWEAR