

KERING

Société anonyme (*French corporation*) with a share capital of €493,683,112
Registered office: 40, rue de Sèvres - 75007 Paris
552 075 020 R.C.S. Paris

Preliminary Notice of Meeting

Published in the French *Bulletin des Annonces Légales Obligatoires (BALO)*
on Monday, April 20, 2026

The shareholders are informed that they will be convened to a Combined General Meeting to be held at **3 p.m. (Paris time) on Thursday, May 28, 2026, at Kering's head office at 40 rue de Sèvres, 75007 Paris**, to deliberate on the following agenda:

AGENDA

Ordinary resolutions

1. Approval of the parent company financial statements for the year ended December 31, 2025;
2. Approval of the consolidated financial statements for the year ended December 31, 2025;
3. Appropriation of net income for 2025 and setting of the dividend;
4. Renewal of the term of office of Véronique Weill as Director;
5. Renewal of the term of office of Serge Weinberg as Director;
6. Appointment of Marie-Hélène Chenut as Director;
7. Appointment of Laurent Kleitman as Director;
8. Approval of the information referred to in Article L. 22-10-9(I) of the French Commercial Code relating to remuneration paid during or awarded in respect of the year ended December 31, 2025, to corporate officers;
9. Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault, Chairman and Chief Executive Officer, for the period from January 1 to September 14, 2025;
10. Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to Luca de Meo, Chief Executive Officer, for the period from September 15 to December 31, 2025;
11. Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault, Chairman of the Board of Directors, for the period from September 15 to December 31, 2025;
12. Approval of the remuneration policy for the Chief Executive Officer;
13. Approval of the remuneration policy for the Chairman of the Board of Directors;
14. Approval of the remuneration policy for Directors;
15. Appointment of the firm Ernst & Young Audit as principal Statutory Auditor responsible for the certification of the financial statements;
16. Appointment of the firm Ernst & Young Audit as Statutory Auditor responsible for the certification of sustainability information;
17. Appointment of the firm Auditex as alternate Statutory Auditor;
18. Authorization for the Board of Directors to purchase, retain or transfer the Company's shares;

Extraordinary resolutions

19. Authorization for the Board of Directors to award free ordinary shares of the Company, either existing or to be issued, subject as the case may be to performance conditions, for the benefit of employees and executive corporate officers of the Company and related companies, or certain categories thereof, entailing waiver by shareholders of their preferential subscription right to shares to be issued;
20. Delegation of authority to the Board of Directors to issue ordinary shares reserved for employees, former employees and eligible corporate officers who are members of an employee savings plan, with shareholders' preferential subscription rights waived in their favor (only to be used outside of public offer periods);
21. Delegation of authority to the Board of Directors to issue ordinary shares reserved for named categories of beneficiaries, with shareholders' preferential subscription rights waived in their favor (only to be used outside of public offer periods);

Ordinary resolution

22. Powers to carry out formalities.

DRAFT RESOLUTIONS

Resolutions within the authority of the Ordinary General Meeting

First resolution (Approval of the parent company financial statements for the year ended December 31, 2025) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the parent company financial statements, the Board of Directors' reports including the Management Report and the report on corporate governance, and the Statutory Auditors' report on the financial statements, the Annual General Meeting approves in full and without reservation the parent company financial statements for the year ended December 31, 2025, as presented, showing accounting net income of €1,165,055,662.66, as well as the transactions represented in those statements and summarized in those reports.

Second resolution (Approval of the consolidated financial statements for the year ended December 31, 2025). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report on the Group's management included in the Management Report for the year ended December 31, 2025 pursuant to Article L. 233-26 of the French Commercial Code, and the Statutory Auditors' report on the consolidated financial statements for that year, the Annual General Meeting approves in full and without reservation the consolidated financial statements for the year ended December 31, 2025, as presented, as well as the transactions represented in those statements and summarized in the report on the Group's management.

Third resolution (Appropriation of net income for 2025 and setting of the dividend). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, and having reviewed the Board of Directors' report and the Statutory Auditors' reports, the Annual General Meeting:

1. notes that the financial statements for the year ended December 31, 2025, as approved by the present Annual General Meeting, show (i) net income of €1,165,055,662.66, (ii) no requirement for any further appropriation to the statutory reserve as it already amounts to 10% of the share capital, and (iii) retained earnings before appropriation of €3,798,865,489.76, resulting in distributable net income of €4,963,921,152.42;

2. resolves to appropriate the distributable net income of €4,963,921,152.42 as follows:

Net income for the year	€1,165,055,662.66
Appropriation to the statutory reserve ⁽¹⁾	—
Retained earnings before appropriation	(+) €3,798,865,489.76
Distributable net income	(=) €4,963,921,152.42

⁽¹⁾ Because the amount of the statutory reserve has reached 10% of the share capital.

Distribution of dividends

Total dividend amount	(-) €493,683,112.00
Of which ordinary dividend	€370,262,334.00
Of which ordinary interim dividend ⁽¹⁾	€153,274,938.75
Of which exceptional dividend	€123,420,778.00
Balance appropriated to retained earnings	(=) €4,470,238,040.42

⁽¹⁾ Interim dividend of €1.25 per share paid on 15 January 2026.

3. thus resolves to pay an ordinary dividend of €3 per share, i.e. €370,262,334, to which an exceptional dividend of €1 per share, i.e. €123,420,778, will be added, the balance being appropriated to retained earnings. In the event of a change in the number of shares carrying dividend rights compared to the 123,420,778 shares making up the share capital as of December 31, 2025, the total amount of the dividend would be adjusted accordingly and the amount appropriated to retained earnings would be calculated on the basis of the dividend actually paid;
4. states that treasury shares and canceled shares on the date of the dividend payment will be excluded from this distribution and that the corresponding amounts will be appropriated to retained earnings;
5. formally notes that an interim dividend of €1.25 per share was paid on January 15, 2026, and resolves that the balance of €1.75 per share, together with the exceptional dividend of €1 per share, will carry an ex-dividend date of June 2, 2026 and will be paid on June 4, 2026;
6. formally notes that the total cash dividend (including the interim dividend and the exceptional dividend) payable to shareholders will be treated as a distribution for tax purposes subject, for individual shareholders whose tax residence is in France, to the 31.4% flat-rate withholding tax (*prélèvement forfaitaire unique*) as provided for in Article 200 A, 1 of the French General Tax Code or, subject to an election, (i) to personal income tax under the progressive rate system after 40% tax relief (Articles 200A,(2) and 158(3)(2) of the French General Tax Code) and (ii) social security contributions;
7. recalls that the dividends paid out in respect of the three years preceding financial year 2025 were as follows:

Year	Total number of shares making up the share capital	Dividend per share (in €)	Total (in € millions) ⁽¹⁾
2022	124,070,778	14.00 ⁽²⁾	1,737.0
2023	123,420,778	14.00 ⁽²⁾	1,727.9
2024	123,420,778	6.00 ⁽²⁾	740.5

⁽¹⁾ Net of treasury shares.

⁽²⁾ Distributions qualifying for the 40% tax relief, as applicable.

Fourth resolution (Renewal of the term of office of Véronique Weill as Director). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report, noting that the term of office of Véronique Weill as Director expires at the end of the present Annual General Meeting, the Annual General Meeting resolves to renew her term of office for the four-year period provided for by the articles of association, expiring at

the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2029.

Fifth resolution (*Renewal of the term of office of Serge Weinberg as Director*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report, noting that the term of office of Serge Weinberg as Director expires at the end of the present Annual General Meeting, the Annual General Meeting resolves to renew his term of office for the four-year period provided for by the articles of association, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2029.

Sixth resolution (*Appointment of Marie-Hélène Chenut as Director*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report, the Annual General Meeting resolves to appoint Marie-Hélène Chenut as Director for the four-year period provided for by the articles of association, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2029.

Seventh resolution (*Appointment of Laurent Kleitman as Director*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report, the Annual General Meeting resolves to appoint Laurent Kleitman as Director for the four-year period provided for by the articles of association, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2029.

Eighth resolution (*Approval of the information referred to in Article L. 22-10-9, (I) of the French Commercial Code relating to remuneration paid during or awarded in respect of the year ended December 31, 2025 to corporate officers*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings and in application of the provisions of Article L. 22-10-34, (I) of the French Commercial Code, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves the information referred to in Article L. 22-10-9, (I) of the French Commercial Code relating to remuneration of any kind paid during or awarded in respect of the year ended December 31, 2025 to corporate officers, as described in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.1 "Report on remuneration paid during or awarded for 2025 to corporate officers (*ex-post* vote)".

Ninth resolution (*Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault, Chairman and Chief Executive Officer, for the period from January 1 to September 14, 2025*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, in application of the provisions of Article L. 22-10-34, (II) of the French Commercial Code, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault in respect of his term of office as Chairman and Chief Executive Officer (for the period from January 1 to September 14, 2025) as presented in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.1.1 "Remuneration of the Chairman and CEO from January 1 to September 14, 2025".

Tenth resolution (*Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to Luca de Meo, Chief Executive Officer, for the period from September 15 to December 31, 2025*). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, in application of the provisions of Article L. 22-10-34, II of the French Commercial Code, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended 31 December 2025 to Luca de Meo in respect of his term of office as Chief Executive Officer (for the period from September 15 to December 31, 2025) as presented in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.1.2 "Remuneration of the CEO from September 15 to December 31, 2025".

Eleventh resolution (Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault, Chairman of the Board of Directors, for the period from September 15 to December 31, 2025). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, in application of the provisions of Article L. 22-10-34, (II) of the French Commercial Code, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded in respect of the year ended December 31, 2025 to François-Henri Pinault in respect of his term of office as Chairman of the Board of Directors (for the period from September 15 to December 31, 2025) as presented in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.1.3 "Remuneration of the Chairman of the Board of Directors from September 15 to December 31, 2025".

Twelfth resolution (Approval of the remuneration policy for the Chief Executive Officer). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves, pursuant to the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy for the Chief Executive Officer, as executive corporate officer, as described in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.2.1 "Remuneration policy for the Chief Executive Officer with respect to 2026".

Thirteenth resolution (Approval of the remuneration policy for the Chairman of the Board of Directors). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves, pursuant to the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy for the Chairman of the Board of Directors, as non-executive corporate officer, as described in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.2.2 "Remuneration policy for the Chairman of the Board of Directors with respect to 2026".

Fourteenth resolution (Approval of the remuneration policy for Directors). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report on corporate governance, the Annual General Meeting approves, pursuant to the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy for Directors as described in the Company's 2025 Universal Registration Document, chapter 3 "Corporate governance", section 5.2.3 "Remuneration policy for directors with respect to 2026".

Fifteenth resolution (Appointment of the firm Ernst & Young Audit as principal Statutory Auditor responsible for the certification of the financial statements). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report and having noted the expiry of the mandate of the firm Deloitte & Associés as principal Statutory Auditor, the Annual General Meeting resolves to appoint Ernst & Young Audit as principal Statutory Auditor for the exercise of the mission of certifying the financial statements, for a term of six financial years, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2031.

Sixteenth resolution (Appointment of the firm Ernst & Young Audit as Statutory Auditor responsible for the certification of sustainability information). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report and having noted the expiry of the mandate of the firm Deloitte & Associés as Statutory Auditor responsible for certifying sustainability information, the Annual General Meeting resolves to appoint Ernst & Young Audit as Statutory Auditor for the exercise of the mission of certifying sustainability information, for a term of six financial years, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2031.

Seventeenth resolution (Appointment of the firm Auditex as alternate Statutory Auditor). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report and having noted the expiry of the mandate of the firm B.E.A.S. as alternate Statutory Auditor, the Annual General Meeting resolves to appoint Auditex

as alternate Statutory Auditor for a term of six financial years, expiring at the end of the Ordinary Annual General Meeting convened to approve the financial statements for the year ended December 31, 2031.

Eighteenth resolution (Authorization for the Board of Directors to purchase, retain or transfer the Company's shares). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report, and in accordance with Articles 241-1 et seq. of the AMF General Regulation, the Annual General Meeting:

1. authorizes the Board of Directors, with the option to sub-delegate such authorization under the conditions determined by law or in the articles of association, to purchase or arrange for the purchase of the Company's shares, on one or more occasions, at times it considers appropriate, limited to a number of shares representing a maximum of 10% of the share capital at any time, in accordance with Articles L. 225-210 et seq. and L. 22-10-62 et seq. of the French Commercial Code and Regulation (EU) No 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse. This percentage will apply to the capital adjusted to take into account transactions with regard to the capital carried out after this Annual General Meeting (for information purposes, as at March 1, 2026, this would represent 12,342,077 shares). In accordance with statutory provisions, in the case of shares purchased under a liquidity agreement, (i) the number of shares included for the calculation of the 10% limit corresponds to the number of shares purchased less any shares sold during the authorization period, and (ii) the maximum percentage of shares purchased by the Company with the aim of retaining and subsequently exchanging them or tendering them as payment in connection with an external growth transaction, a merger, demerger or contribution will be limited to 5% of the share capital at all times. Shares acquired by the Company may under no circumstances result in it holding, directly or indirectly through subsidiaries, more than 10% of the share capital;
2. resolves that purchases, disposals, exchanges and transfers of shares may be made in any way permitted under current or future regulations, on all markets, including through multilateral trading systems (MTF), through a systematic internalizer or over-the-counter, including through the acquisition or sale of blocks (without limiting the portion of the share buyback program that may be carried out in this way), such means including the implementation of option strategies (purchase and sale of call and put options, and all combinations thereof, in accordance with the regulations in force), through a public offering at any time, except in the case of an exchange or tender offer by a third party for the Company's shares;
3. resolves that shares may be purchased, sold, exchanged or transferred in order to:
 - ensure liquidity or maintain an active secondary market for the shares, using an investment services provider acting independently under the terms of a liquidity agreement complying with an Ethics Charter recognized by the AMF,
 - use some or all of the shares acquired to meet obligations related to stock option plans, free share plans (for existing shares), the allotment of shares under the French statutory profit-sharing plan and any other allotment to employees and executive corporate officers, including the implementation of savings plans,
 - enable investment or financing by subsequently tendering shares in connection with an external growth transaction, merger, demerger or contribution,
 - deliver shares in relation to the exercise of rights attached to securities carrying rights to shares in the Company, or
 - cancel some or all of the shares acquired according to the terms and subject to the limits provided for in Article L. 22-10-62 of the French Commercial Code;
4. resolves that the maximum purchase price will be set at €700 per share (or the equivalent of this amount in any other currency on the same date), excluding acquisition fees. The Annual General Meeting further delegates powers to the Board of Directors, which may sub-delegate such powers on terms determined by the articles of association or by law, in the event of a change in the nominal value of the shares, an increase in the share capital through the capitalization of reserves, a free share award, or a share split or reverse share split, to adjust this amount to account for the impact of these transactions on the share price;

5. pursuant to Article R. 225-151 of the French Commercial Code, sets the total maximum amount of the share buyback program authorized above at €8,639,453,900 (excluding acquisition costs) given the maximum purchase price of €700 per share applicable to the maximum number of 12,342,077 shares that may theoretically be acquired based on the share capital at March 1, 2026 and excluding treasury shares already held by the Company;
6. grants full powers to the Board of Directors, which may be delegated in accordance with the law, to place any and all buy and sell orders on or off the market, except during the period of a public offer to buy the Company's shares, use or re-use the shares purchased for various objectives in accordance with applicable laws and regulations, enter into agreements, prepare all documents, complete all formalities, make all disclosures and filings with the AMF and any other bodies regarding the transactions carried out under this resolution, set the terms and conditions for protecting the rights of holders of securities carrying rights to shares in the Company, and generally do all that will be necessary;
7. further grants full powers to the Board of Directors, which may delegate them on terms determined by the articles of association or by law, if the objectives authorized for share buyback programs were to be extended or supplemented by law or by the AMF, to inform the public of any possible changes in the program in relation to the changed objectives in accordance with applicable laws and regulations;
8. formally notes that the Board of Directors must inform the Annual General Meeting of transactions carried out within the scope of this resolution;
9. sets at 18 months, from the date of this Annual General Meeting, the period of validity of this authorization;
10. formally notes that this authorization cancels, from the date of this Annual General Meeting, the unused part of the authorization for the same purpose granted to the Board of Directors by the Annual General Meeting of April 24, 2025, in its eleventh resolution.

Resolutions within the authority of the Extraordinary General Meeting

Nineteenth resolution (*Authorization for the Board of Directors to award free ordinary shares of the Company, either existing or to be issued, subject as the case may be to performance conditions, for the benefit of employees and executive corporate officers of the Company and related companies, or certain categories thereof, entailing waiver by shareholders of their preferential subscription right to shares to be issued*). — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129-1, L. 225-197-1 et seq. and L. 22-10-59 and seq. of the French Commercial Code, the Annual General Meeting:

1. authorizes the Board of Directors, within the framework of Articles L. 225-197-1 et seq. and L. 22-10-59 and seq. of the French Commercial Code, to award, on one or more occasions, in such proportions and at such times as it may determine, free ordinary shares of the Company, existing or to be issued, to beneficiaries it shall determine from among the eligible employees and executive corporate officers of the Company (who satisfy the conditions referred to in Article L. 225-197-1, (II) of the French Commercial Code) and of companies or groups related to it under the conditions provided for in Article L. 225-197-2 of the French Commercial Code, or certain categories thereof;
2. resolves that awards made under this authorization may not cover a number of shares, existing or to be issued, representing more than 1% of the Company's share capital as recorded on the date of the Board of Directors' decision to make such awards, it being stipulated that this number does not take into account possible adjustments in accordance with applicable statutory and regulatory provisions and, where applicable, contractual stipulations providing for other adjustments, in order to preserve the rights of beneficiaries in the event of transactions affecting the Company's capital, equity or equity capital;

3. resolves that awards made pursuant to this authorization may be made, on terms provided for by law, in favor of eligible executive corporate officers of the Company (who meet the conditions referred to in Article L. 225-197-1, (II) of the French Commercial Code), provided that the number of ordinary shares definitively awarded does not represent more than 20% of all shares awarded free of charge during each financial year by the Board of Directors;
4. resolves that the awards of ordinary shares to their beneficiaries shall be definitive at the end of a vesting period of at least three years set by the Board of Directors;
5. resolves further that, in the event of invalidity of the beneficiary corresponding to classification in the second or third of the categories provided for in Article L. 341-4 of the French Social Security Code (or the equivalent outside France), the ordinary shares shall be vested before the end of the remaining vesting period referred to in the preceding paragraph and shall then be freely transferable from the date of their delivery;
6. resolves that the vesting of ordinary shares pursuant to this authorization is subject to compliance by all beneficiaries with conditions and, where applicable, award criteria that may be set by the Board of Directors;
7. resolves that the vesting of ordinary shares pursuant to this authorization to eligible executive corporate officers of the Company (who meet the conditions referred to in Article L. 225-197-1, (II) of the French Commercial Code) is also subject to the fulfillment of performance conditions determined by the Board of Directors on the date of the award decision;
8. authorizes the Board of Directors to carry out one or more capital increases through the capitalization of premiums, reserves or retained earnings in order to issue shares under the conditions provided for in this authorization, and formally notes that in the event of an award of shares to be issued, this authorization shall entail by operation of law, for the benefit of the beneficiaries of the free awards of ordinary shares, the waiver by shareholders of their preferential subscription right, the corresponding capital increase being definitively completed simply through the vesting of the ordinary shares in the beneficiaries;
9. resolves that the Company may, during the vesting period, make any necessary adjustment to the number of ordinary shares awarded free of charge in order to preserve the rights of beneficiaries, depending on any transactions relating to the Company's capital under the circumstances provided for in Article L. 225-181 of the French Commercial Code;
10. grants full powers to the Board of Directors, with the option to sub-delegate in accordance with applicable statutory provisions, to implement this authorization, and in particular to:
 - determine whether the freely awarded ordinary shares will consist of existing shares of the Company or shares to be issued,
 - determine the award date(s) on which ordinary shares will be awarded in accordance with the regulations in force at the time of the relevant transactions,
 - determine all conditions and, where applicable, award criteria for the ordinary shares, including the conditions under which such shares shall be awarded (including presence and, where applicable, performance conditions), determine the identity of the beneficiaries, or the category or categories of beneficiaries of the ordinary share awards, and set the number of ordinary shares awarded to each of them, it being specified that the awarding of ordinary shares to eligible executive corporate officers of the Company (meeting the conditions set forth in Article L. 225-197-1, (II) of the French Commercial Code) shall be made in accordance with the remuneration policy for corporate officers established pursuant to Article L. 22-10-8 of the French Commercial Code,
 - where applicable, increase the share capital through the capitalization of reserves or share premiums to issue the freely awarded ordinary shares of the Company and charge, where applicable, against reserves, retained earnings or share premiums of its choosing, the amounts required for the payment of such shares,

- during the vesting period, if deemed necessary, make adjustments to the number of awarded shares in order to preserve the rights of beneficiaries, in accordance with the regulations in force at the time of the relevant transactions, in connection with any potential financial transactions affecting the equity of the Company, it being specified that the ordinary shares awarded pursuant to such adjustments shall be deemed to have been awarded on the same date as the originally awarded ordinary shares,
 - set the dividend entitlement date, even retroactively, of new ordinary shares to be issued,
 - provide for the option to temporarily suspend award rights in the event of financial transactions,
 - with respect to executive corporate officers of the Company, either decide that the performance shares may not be sold by the relevant individuals prior to the termination of their duties, or set the quantity of such performance shares that they will be required to hold in registered form until the termination of their duties,
 - record the definitive vesting dates and the dates from which ordinary shares may be freely transferred, taking into account any applicable legal restrictions,
 - and, more generally, take any action that may be useful or necessary and, in particular, enter into any agreements or arrangements, prepare any documents, notably to ensure the successful completion of the contemplated transactions, carry out all acts and formalities to record, where applicable, the completion of the capital increase(s) resulting from the free awarding of ordinary shares of the Company, amend the articles of association accordingly, and complete all formalities required for the admission to trading of the issued shares;
11. formally notes that this authorization supersedes, to the extent not already used portion, any prior authorization having the same purpose. This authorization is granted for a period of thirty-eight months from the date of the present Annual General Meeting, i.e. until July 28, 2029.

The Board of Directors will inform the Ordinary Annual General Meeting each year of transactions carried out under this authorization, in accordance with and subject to the conditions provided for in Article L. 225-197-4 of the French Commercial Code.

Twentieth resolution (*Delegation of authority to the Board of Directors to issue ordinary shares reserved for employees, former employees and eligible corporate officers who are members of an employee savings plan, with shareholders' preferential subscription rights waived in their favor (only to be used outside of public offer periods)*) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129-6, L. 225-138 and L. 225-138-1 and seq. of the French Commercial Code, and Articles L. 3332-18 and seq. of the French Labor Code, the Annual General Meeting:

1. delegates authority to the Board of Directors, with the possibility to sub-delegate in accordance with the law or the articles of association, acting at its sole discretion, on one or more occasions, to increase the share capital by issuing ordinary shares of the Company, in the amounts and at the times it deems appropriate, subject to a maximum nominal amount equal to 0.5% of the share capital as of the date of the present Meeting, it being stipulated that:
 - this upper limit is common to the twenty-first resolution of the present Annual General Meeting,
 - the nominal amount of any capital increase carried out under this delegation of authority will count toward the overall nominal upper limit for capital increases determined by the thirteenth resolution of the Annual General Meeting of April 24, 2025;
2. reserves the subscription of shares to be issued for employees, former employees and eligible corporate officers who are members of an employee savings plan (or members of any other plan for whom Articles L. 3332-1 et seq. of the French Labor Code or any similar law or regulation allow a share capital increase to be reserved under equivalent conditions) established within a French or

foreign company or group of companies within the scope of consolidation of the Company pursuant to Article L. 3344-1 of the French Labor Code;

3. resolves that the issue price of new shares to be issued under this resolution will be determined in accordance with Articles L. 3332-18 and seq. of the French Labor Code, it being specified that the discount set in accordance with the aforementioned Articles L. 3332-18 and seq. may not exceed 30% of the Reference Price; the Reference Price means the average of Kering's opening share prices on the Euronext Paris regulated market during the 20 trading days preceding the date of the decision setting the opening date of the subscription period; however, the Annual General Meeting expressly authorizes the Board of Directors to reduce or cancel the discount on a case-by-case basis due to legal, tax, or social security constraints applicable outside France;
4. resolves that this delegation of authority entails the waiver of the shareholders' preferential subscription rights in respect of the shares to be issued in favor of the beneficiaries referred to above, for whom they are reserved;
5. resolves that the Board of Directors will have full powers, with the possibility to sub-delegate, to allot newly issued or existing shares to the beneficiaries in order to replace all or part of the discount and/or the Company's contribution, provided that the benefit remains within the statutory and regulatory limits pursuant to Articles L. 3332-1 to L. 3332-21 of the French Labor Code;
6. states that no share capital increase may exceed the amount of the shares subscribed by employees, former employees and eligible corporate officers, individually or via an employee investment fund (FCPE) or any other structure or entity as may be permitted;
7. grants full powers to the Board of Directors, which may sub-delegate such powers, to implement this delegation of authority, in particular to:
 - draw up, in accordance with applicable legal conditions, the list of companies whose members of employee savings plans (or similar plans) will be entitled to subscribe for shares and to benefit, where applicable, from the free allocation of shares in respect of the discount and/or Company contribution,
 - set the opening and closing dates of the subscription period,
 - set the amounts of issues made pursuant to this delegation of authority and, in particular, determine the issue prices, dates, timeframes, terms and conditions of subscription, payment, delivery and dividend entitlement of the securities (including on a retroactive basis), as well as the other terms and conditions of issues, subject to the statutory and regulatory limits in force,
 - in the event that shares are awarded free of charge, in respect of the discount and/or Company contribution, decide to deduct the sums required to pay up those shares from reserves, profits or additional paid-in capital,
 - formally note the capital increases to the extent of the shares subscribed (after any reduction in the event that an issue is oversubscribed),
 - and enter into agreements, carry out all transactions, either directly or through an agent, including formalities relating to the capital increases and corresponding amendments of the articles of association, at its sole discretion and if it deems it appropriate, deduct the costs of capital increases from the additional paid-in capital relating to those capital increases and deduct the sums necessary from that amount to increase the statutory reserve to one tenth of the new capital after each capital increase, and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, and take such measures and decisions and carry out such formalities as may be appropriate for the issuance, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities related to the capital increases;

8. resolves that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of authority from the date on which a third party files a proposed public tender offer for the Company's shares until the end of the offer period;
9. formally notes that the present delegation of authority cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Annual General Meeting of April 24, 2025, in its nineteenth resolution.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Twenty-first resolution (*Delegation of authority to the Board of Directors to issue ordinary shares reserved for named categories of beneficiaries, with shareholders' preferential subscription rights waived in their favor (only to be used outside of public offer periods)*). — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129, L. 225-129-2 and L. 225-138 of the French Commercial Code, the Annual General Meeting:

1. delegates authority to the Board of Directors, with the possibility to sub-delegate such authorization in accordance with the law or the articles of association, acting at its sole discretion, on one or more occasions, to increase the share capital by issuing shares reserved for a category of beneficiaries defined below;
2. resolves to set the maximum nominal amount of the capital increase that may take place under the present delegation of authority at 0.5% of the share capital on the date of the present Annual General Meeting, it being stipulated that:
 - this upper limit is common to the twentieth resolution of the present Annual General Meeting, and
 - the nominal amount of any capital increase carried out under this delegation of authority will count toward the overall nominal upper limit for capital increases determined by the thirteenth resolution of the Annual General Meeting of April 24, 2025;
3. resolves that the issue price of new shares to be issued under this resolution will be at least equal to 70% of the Reference Price, which means the average of Kering's opening share prices on the Euronext Paris regulated market during the 20 trading days preceding the date of the decision setting the opening date of the subscription period; however, the Annual General Meeting expressly authorizes the Board of Directors to reduce or cancel the discount on a case-by-case basis due to legal, tax, or social security constraints applicable outside France;
4. resolves that this delegation of authority entails the cancellation of the shareholders' preferential subscription right in respect of the shares to be issued and reserves the right to subscribe them for a category of beneficiaries with the following characteristics: (i) employees and corporate officers of companies that are related to the Company under Articles L. 225-180 and L. 233-16 of the French Commercial Code and that have their registered office outside of France so that they can subscribe shares in the Company on terms that are economically equivalent to those offered to members of company savings plans as part of a capital increase carried out under the twentieth resolution of the present Annual General Meeting; and/or (ii) undertakings for the collective investment in transferable securities (UCITS) or other employee share ownership entities invested in the Company's securities, whether or not they are legal entities, whose unitholders or shareholders consist of the persons mentioned in (i) above;
5. grants full powers to the Board of Directors, which may sub-delegate them, to implement this delegation of authority, subject to the limits and conditions set out above, in particular to:
 - decide to issue shares;

- determine all conditions and arrangements of such issues and in particular set the amounts of issues made pursuant to this delegation of authority, determine the list of persons benefiting from the cancellation of preferential subscription rights within the category defined above and the number of shares to be subscribed by each of them, and in particular determine the issue prices, dates, timeframes and the terms and conditions for the subscription, payment, delivery and dividend entitlement of securities (which may be retroactive), as well as other terms and conditions of issue, subject to the legal and regulatory limits in force,
 - formally note the capital increases to the extent of the shares subscribed (after any reduction in the event that an issue is oversubscribed),
 - and enter into agreements, carry out all transactions, either directly or through an agent, including formalities relating to the capital increases and corresponding amendments of the articles of association, at its sole initiative and if it deems it appropriate, deduct the costs of capital increases from the additional paid-in capital relating to those capital increases and deduct the sums necessary from that amount to increase the statutory reserve to one tenth of the new capital after each capital increase, and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, and take such measures and decisions and carry out such formalities as may be appropriate for the issuance, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities related to the capital increases;
6. resolves that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of authority from the date on which a third party files a proposed public tender offer for the Company's shares until the end of the offer period;
7. formally notes that the present delegation of authority cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Annual General Meeting of April 24, 2025, in its twentieth resolution.

This delegation of authority is granted to the Board of Directors for a term of 18 months from the date of the present Meeting.

Resolution within the authority of the Ordinary General Meeting

Twenty-second resolution (Powers to carry out formalities). — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, the General Meeting grants full powers to the bearer of an original, a copy or certified extract of the minutes of this meeting to complete or procure the completion of any and all filings, publication or other formalities as may be required.

I. – Formalities to be complied with to take part in the General Meeting

Any shareholder, regardless of the number of shares held or the manner in which such shares are held (registered or bearer form), is entitled to participate in the General Meeting in accordance with the applicable statutory and regulatory provisions.

Pursuant to Article R. 22-10-28 of the French Commercial Code, shareholders must provide evidence of ownership of their shares as at the fifth trading day preceding the General Meeting, i.e., **Thursday, May 21, 2026** at 00:00 (Paris time) (hereinafter "D-5"):

- **for registered shareholders:** by the registration of their shares in their name in the Company's registered securities accounts maintained by its agent, Société Générale Securities Services;
- **for bearer shareholders:** by the registration of their shares in their name, or in the name of the intermediary acting on their behalf, in bearer securities accounts maintained by an authorized banking or financial intermediary.
Such registration must be evidenced by a shareholding certificate issued by said intermediary.

In accordance with Article R. 22-10-28 of the French Commercial Code, that right is subject to the registration of the shares in an account in the name of the shareholders or, in the case of non-residents, in the name of the financial intermediary registered on their behalf pursuant to Article L. 228-1 of the French Commercial Code, on the second business day preceding the Meeting, i.e., at midnight (Paris time) on **Friday, September 5, 2025**:

- **for registered shareholders**: in the registered share accounts maintained on behalf of the Company by its agent, Société Générale Securities Services;
- **for bearer shareholders**: in the bearer share accounts maintained by an authorized intermediary.
Registration of the shares in the bearer share accounts maintained by an authorized intermediary is evidenced by a participation certificate issued by said intermediary, thereby providing proof of shareholder status.

II. – Methods of participating in the General Meeting

Shareholders may take part in the General Meeting:

- by attending in person; or
- by voting prior to the Meeting by correspondence (either online or using a paper voting form); or
- by being represented by the Chair of the Meeting or by a proxy of their choice, under the conditions set out below.

1 – Attending the General Meeting in person

Shareholders must request an admission card, which is required in order to be admitted to the Meeting and vote

On the day of the Meeting, all shareholders must provide proof of their status and identity during the registration process.

Registered shareholders

Registered shareholders who have not opted for electronic notice will receive a paper voting form by post, enclosed with the notice of meeting brochure.

To request an admission card, the relevant box must be ticked on the form, which must then be duly completed, signed and returned using the prepaid envelope provided.

To be taken into account, the form must be received by Société Générale Securities Services no later than three calendar days prior to the Meeting, i.e., by **Monday, May 25, 2026** at the latest.

Registered shareholders may also obtain their admission card online via the Votaccess platform, accessible through the Sharinbox website: <https://sharinbox.societegenerale.com/en/>, by following the on-screen instructions.

Registered shareholders who have not received their admission card in time must present themselves on the day of the Meeting at the designated reception desks, with valid proof of identity.

Bearer shareholders

Bearer shareholders must request an admission card from the banking or financial intermediary managing their securities account.

If the intermediary is connected to the Votaccess platform, the shareholder may request an admission card online by logging into the intermediary's website using their usual credentials, clicking on the icon

corresponding to their Kering shares, and following the on-screen instructions.

Under no circumstances should admission card requests be sent directly to Kering.

Bearer shareholders who have not received their admission card in time must present themselves on the day of the Meeting at the designated reception desks, with both a shareholding certificate dated D-5 (**Thursday, May 21, 2026**) and valid proof of identity.

2 – Voting by correspondence, granting proxy to the Chair, or being represented

2.1 – By post (using the paper form)

Registered shareholders

Registered shareholders who have not opted for electronic notice will receive the paper voting form by post.

They may vote by correspondence or grant proxy by completing the relevant section of the form and returning it duly completed and signed using the prepaid envelope provided.

To be valid, the completed and signed voting form and, where applicable, the designation or revocation of a proxy, must be received by Société Générale Securities Services no later than three calendar days prior to the Meeting, i.e., by **Monday, May 25, 2026** at the latest.

Bearer shareholders

Bearer shareholders must request the voting form from their banking or financial intermediary managing their securities account.

Once completed and signed, this form must be returned to their intermediary, which will attach a shareholding certificate and forward the documents to Société Générale Securities Services - Service Assemblée Générale - 32 rue du Champ de Tir - CS 30812 – 44308 NANTES Cedex 3.

Bearer shareholders must ensure that their completed and signed form (and, where applicable, proxy designation or revocation) is sent sufficiently in advance to be received by Société Générale Securities Services by the above deadline, i.e., by **Monday, May 25, 2026** at the latest.

Under no circumstances should voting forms be sent directly to Kering.

2.2. – Online (using the Votaccess service)

Registered shareholders

Registered shareholders wishing to vote or appoint the Chair of the Meeting or another person to act as their proxy online must connect to the Votaccess platform via the Sharinbox website <https://sharinbox.societegenerale.com/en/>, and follow the on-screen instructions.

Bearer shareholders

Bearer shareholders must check with their intermediary whether it provides access to Votaccess service and, if so, whether any specific terms of use apply.

– **If the financial intermediary is connected to Votaccess**, the bearer shareholder must log in via the intermediary's portal and follow the on-screen instructions.

– **If the financial intermediary has not subscribed to the Votaccess service**, online voting is not available, and the bearer shareholder must proceed by post as described in paragraph 2.1 above.

However, proxy appointments or revocations may be notified electronically by email to: assemblees.generales@sgss.socgen.com. This email must mandatorily include the following details: the name of the company (Kering), the date of the Meeting (May 28, 2026), the bearer shareholder's first name, last name, address, and bank account details, as well as the proxy holders' first name, last name, and if possible, address.

The bearer shareholder must also ensure that their intermediary sends written confirmation to Société Générale Securities Services either:

- by post no later than three calendar days before the Meeting (**Monday, May 25, 2026**), to Société Générale Securities Services - Service Assemblée Générale - 32 rue du Champ de Tir - CS 30812 - 44308 NANTES Cedex 3;
- by email no later than one calendar day before the Meeting (**Wednesday, May 27, 2026**), by 3 p.m. (Paris time) to the following address: assemblees.generales@sgss.socgen.com.

Only proxy appointments or revocations that are duly completed, signed and received within these time limits will be taken into account.

Furthermore, only such notifications may be sent to the aforementioned email address; any other requests or notifications for any other purposes will not be considered or processed.

The Votaccess platform will be open from **Monday, May 11, 2026 at 9 a.m.** (Paris time) until the eve of the Meeting, i.e., on **Wednesday, May 27, 2026, at 3 p.m.** (Paris time).

To avoid potential overloading of the Votaccess website, shareholders are advised not to wait until the last day to submit their instructions.

Additionally, for any proxy given by a shareholder without indicating a specific proxy holder, the Chair of the Meeting will vote in favor of the draft resolutions presented or approved by the Board of Directors, and against the adoption of any other draft resolutions.

III. – Transfer of shares prior to the General Meeting

In accordance with Article R. 22-10-28 of the French Commercial Code, shareholders who have already voted, granted proxy, or requested an admission card may no longer choose another method of participating in the General Meeting, but may sell their shares.

However:

- if the transfer of ownership occurs before D-5, i.e., before **Thursday, May 21, 2026** at midnight (Paris time), the Company will, as the case may be, invalidate or amend accordingly the vote cast remotely, the proxy, the admission card or the participation certificate.
- no transfer of ownership taking place after D-5, i.e., after **Thursday, May 21, 2026**, at midnight (Paris time), regardless of the means used, shall be notified by the intermediary referred to in Article L. 211-3 of the French Monetary and Financial Code or taken into account by the Company, notwithstanding any contrary agreement.

IV. – Live broadcast and recording of the General Meeting

In accordance with Articles L. 22-10-38-1 and R. 22-10-29-1 of the French Commercial Code, the General Meeting will be broadcast live in full on the Company's website (www.kering.com), on the page dedicated to the General Meeting, at the following address: <https://www.kering.com/en/finance/shareholders-information/general-meeting/>, unless technical reasons make such broadcast impossible or seriously disrupt it.

A recording of the broadcast will also be made available on the Company's website on the page dedicated to the General Meeting, within the time limits provided for by applicable regulations.

V. – Written questions

In accordance with Articles L. 225-108 and R. 225-84 of the French Commercial Code, shareholders may submit written questions up to the fourth business day prior to the date of the General Meeting, i.e., no later than **Thursday, May 21, 2026** at 23:59 (Paris time).

Such written questions should preferably be sent by email to the following address: ag2026@kering.com, or by registered letter with acknowledgment of receipt to the Company's registered office at the following address: Kering, Direction juridique, 40 rue de Sèvres, 75007 Paris.

To be considered, such written questions must be accompanied by a shareholding certificate.

A response to a written question shall be deemed to have been provided if it is published on the Company's website (www.kering.com) in the dedicated Q&A section available at the following address: <https://www.kering.com/en/finance/shareholders-information/general-meeting/>. A combined response may be provided to written questions where they have the same content.

VI. – Communication right

The documents that must be made available to shareholders in connection with this General Meeting will be available at Kering's registered office, under the conditions provided for by the applicable statutory and regulatory provisions.

Shareholders may request, within the applicable legal time periods, the documents referred to in Articles R. 225-81 and R. 225-83 of the French Commercial Code from Société Générale Securities Services.

The documents and information detailed in Article R. 22-10-23 of the French Commercial Code may be consulted on the Company's website (www.kering.com) on the page dedicated to the General Meeting, at the following address: <https://www.kering.com/en/finance/shareholders-information/general-meeting/>, no later than 21 days before the Meeting, i.e., by **Thursday, May 7, 2026**, at the latest.

VII. – Request for inclusion of items or draft resolutions to the agenda

In accordance with the provisions of Articles L. 225-105 and R. 225-73 of the French Commercial Code, requests by shareholders meeting the conditions set out in Article R. 225-71 of the French Commercial Code to include items or draft resolutions to the agenda must be received at the Company's registered office (Direction Juridique – 40 rue de Sèvres, 75007 Paris), by registered letter with acknowledgment of receipt, or by email to: ag2026@kering.com, no later than 25 days before the date of the General Meeting, i.e., by **Sunday, May 3, 2026** at the latest.

A request to include an item on the agenda must be substantiated. A request to include draft resolutions must be accompanied by the text of the proposed resolutions, together with a brief statement of reasons and, where applicable, information provided for in the ninth paragraph of Article R. 225-71 of the French Commercial Code.

The author of the request must, as of the date of the request, provide evidence that they hold or represent the share capital fraction required by Article R. 225-71 of the French Commercial Code. The request must be accompanied by a shareholding certificate.

The inclusion of these items or resolutions to the agenda of the General Meeting is subject to the authors sending a new shareholding certificate confirming that the shares are still held in the same accounts as at D-5, i.e., Thursday, May 21, 2026.

In accordance with Article R. 22-10-23 of the French Commercial Code, the list of items added to the agenda and the text of the draft resolutions submitted by shareholders under the conditions described above will be published on the Company's website (www.kering.com) on the page dedicated to the General Meeting available at the following address: <https://www.kering.com/en/finance/shareholders-information/general-meeting/>.

The Board of Directors