

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

Notice of Meeting

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

Shareholders are convened to a Combined General Meeting to be held at **3 p.m. (Central European Time) on Thursday, May 28, 2026, at Kering's head office**, 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.

The draft resolutions to be submitted to the vote of the General Meeting were published in the Preliminary Notice of Meeting (*Avis de réunion*), which appeared in the French *Bulletin des Annonces Légales Obligatoires (BALO)* dated April 20, 2026, bulletin no. 47. No request for the inclusion of items or draft resolutions on the agenda was submitted to the Company in accordance with the conditions set out in Articles R. 225-71 and R. 225-73 of the French Commercial Code.

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 of 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.

The Board of Directors