
KERING ESG PRESENTATION
SEPTEMBER 2024

"Luxury and sustainability are one and the same."

SUMMARY

SUMMARY

KERING, A LEADING PURE LUXURY PLAYER

OUR ICONIC HOUSES

GUCCI SAINT LAURENT BOTTEGA VENETA

BALENCIAGA MCQUEEN Brioni

Pomellato BOUCHERON DoDo qeelin

GINORI 1735 KERING EYEWEAR KERING BEAUTÉ

ACTIVE ACROSS VARIOUS PRODUCT CATEGORIES

Fashion Leather goods Jewellery Perfume & Beauty Art de vivre

- Kering operates a complementary ensemble of **iconic Luxury Houses** and has recently **expanded** in newer high-growth segments: **Eyewear** and **Beauty**

KEY FIGURES

RESULTS (2023)

€19.6 billion
Revenue

€3 billion
Net income attributable to the Group

RECURRING OPERATING INCOME (2023)

€4.7 billion
24.3% margin

FREE CASH FLOW FROM OPERATIONS (2023)

€2 billion

€3.3 billion (excl. real estate)

SUSTAINABILITY

-58%
Environmental footprint*

CDP AAA List
Climate – Water – Forests

PEOPLE

49,000
as of Dec. 31, 2023

57% women managers

GOVERNANCE

55% women directors
Post 2024 AGM

* EP&L intensity 2015-2023

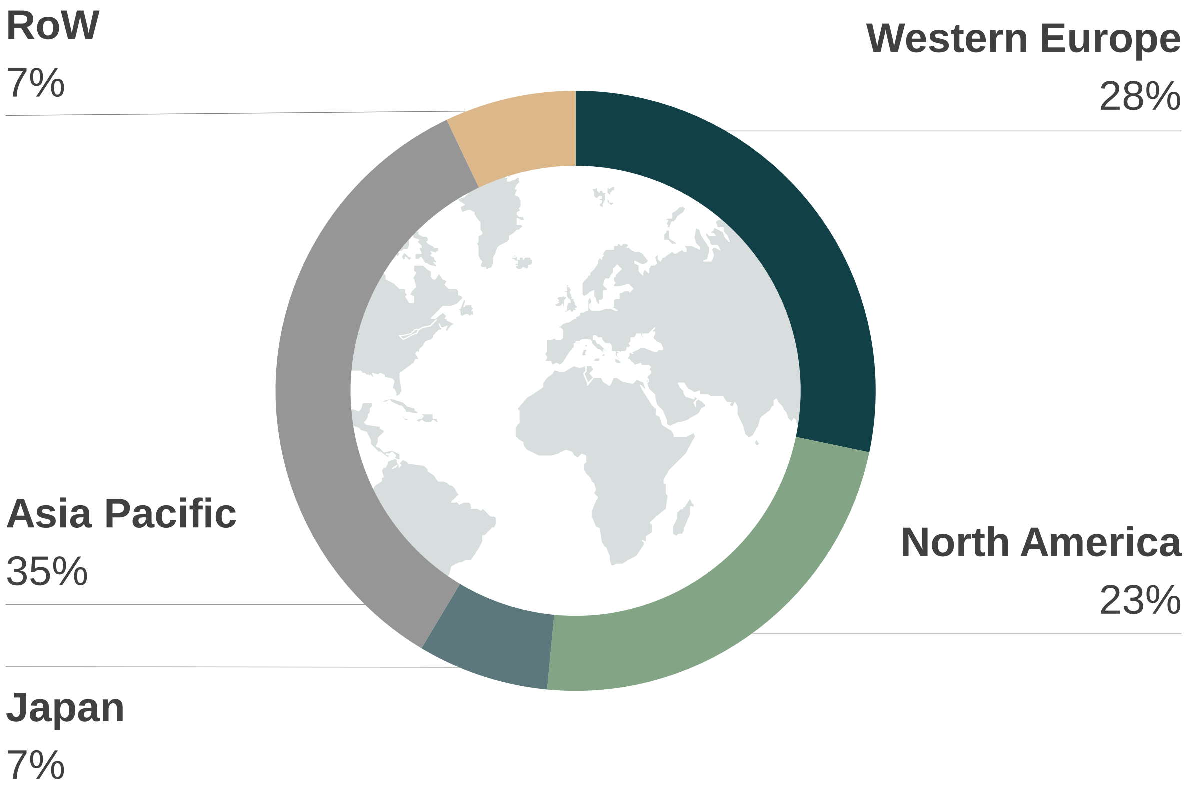
2023 GROUP REVENUE
A WELL BALANCED GEOGRAPHICAL EXPOSURE

BREAKDOWN BY SEGMENT

In €m	2023	2022	Comparable change (% YoY)
Gucci	**9,873**	10,487	*-2%*
Saint Laurent	**3,179**	3,300	*-1%*
Bottega Veneta	**1,645**	1,740	*-2%*
Other Houses	**3,514**	3,874	*-8%*
Kering Eyewear & Corporate	**1,568**	1,139	*+11%*
Eliminations	***(213)***	*(189)*	*n.a.*
Kering	**19,566**	20,351	**-2%**

BREAKDOWN BY REGION

(as a % of consolidated revenue)



SHARING THE VALUE WE CREATE

WITH OUR EMPLOYEES

€2,982m
personnel expenses

13.11
*hours of **training** per employee (average)*

95%
*of employees are on **permanent contracts***

WITH SOCIETY

€1,434m
income taxes paid (2)

€23m
philanthropic contributions

WITH OUR SUPPLIERS

€4,639m
*in **costs of sales***

Long-term partnerships

250,000
jobs** at our **suppliers (1)

WITH OUR SHAREHOLDERS

14€
Dividend per share - stable yoy

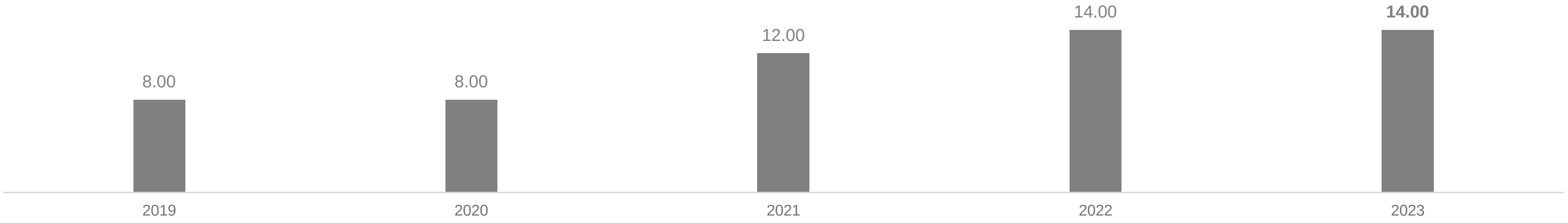
€1,754m
*in **dividends** paid*

X3.5
***dividend per share** (2013-2023)*

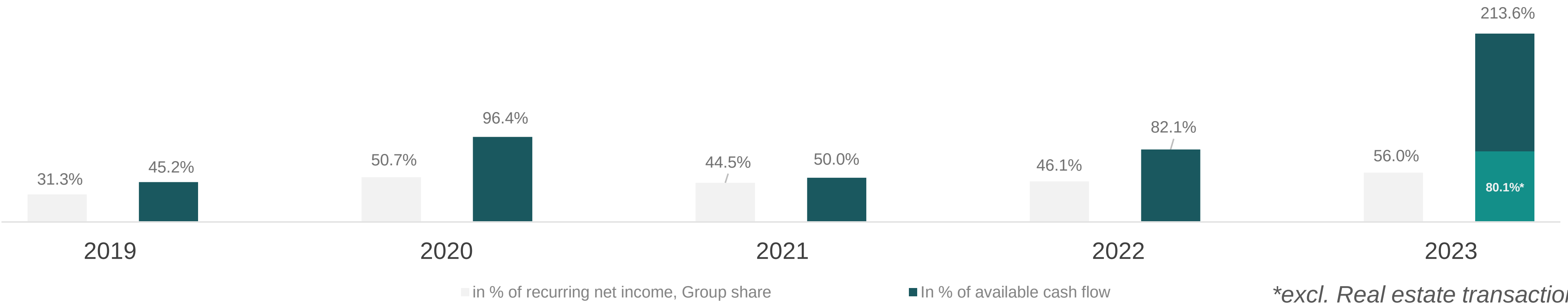
(1) For all Kering's suppliers, the estimated workforce is 116,000 tier 1 employees (direct suppliers) and 133,300 tier 2 employees (contractors that have no direct business relationship with the Houses).
(2) In accordance with the IAS 12 norm.

STABLE DIVIDEND YEAR ON YEAR

DIVIDEND PER SHARE
(in €)



DIVIDEND PAYOUT



**excl. Real estate transactions*

A GROUP DEFINED BY ENTREPRENEURIAL SPIRIT & STABLE SHAREHOLDING

Institutional investors

52.7%

Artémis
family holding company

42.2% of capital
59% of voting rights

Individual shareholders

4.2%

Employee shareholders
Treasury shares

0.9%

KERING

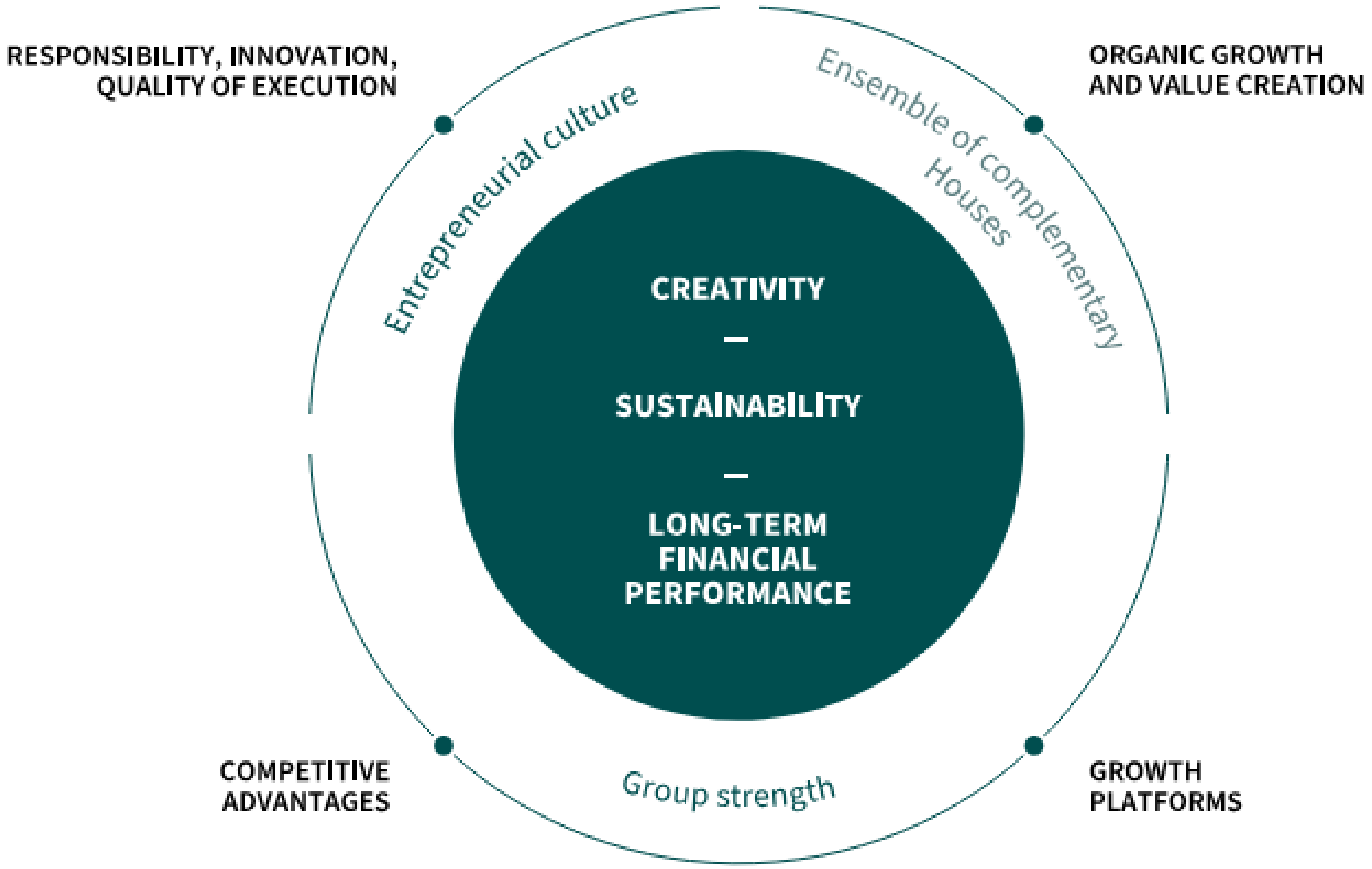
STABLE FAMILY SHAREHOLDING WITH LONG-TERM STRATEGY

STRONG INSTITUTIONAL INVESTOR BASE

LISTED ON EURONEXT PARIS AND INCLUDED IN CAC 40, CAC 40 ESG, EURO STOXX 50 INDICES

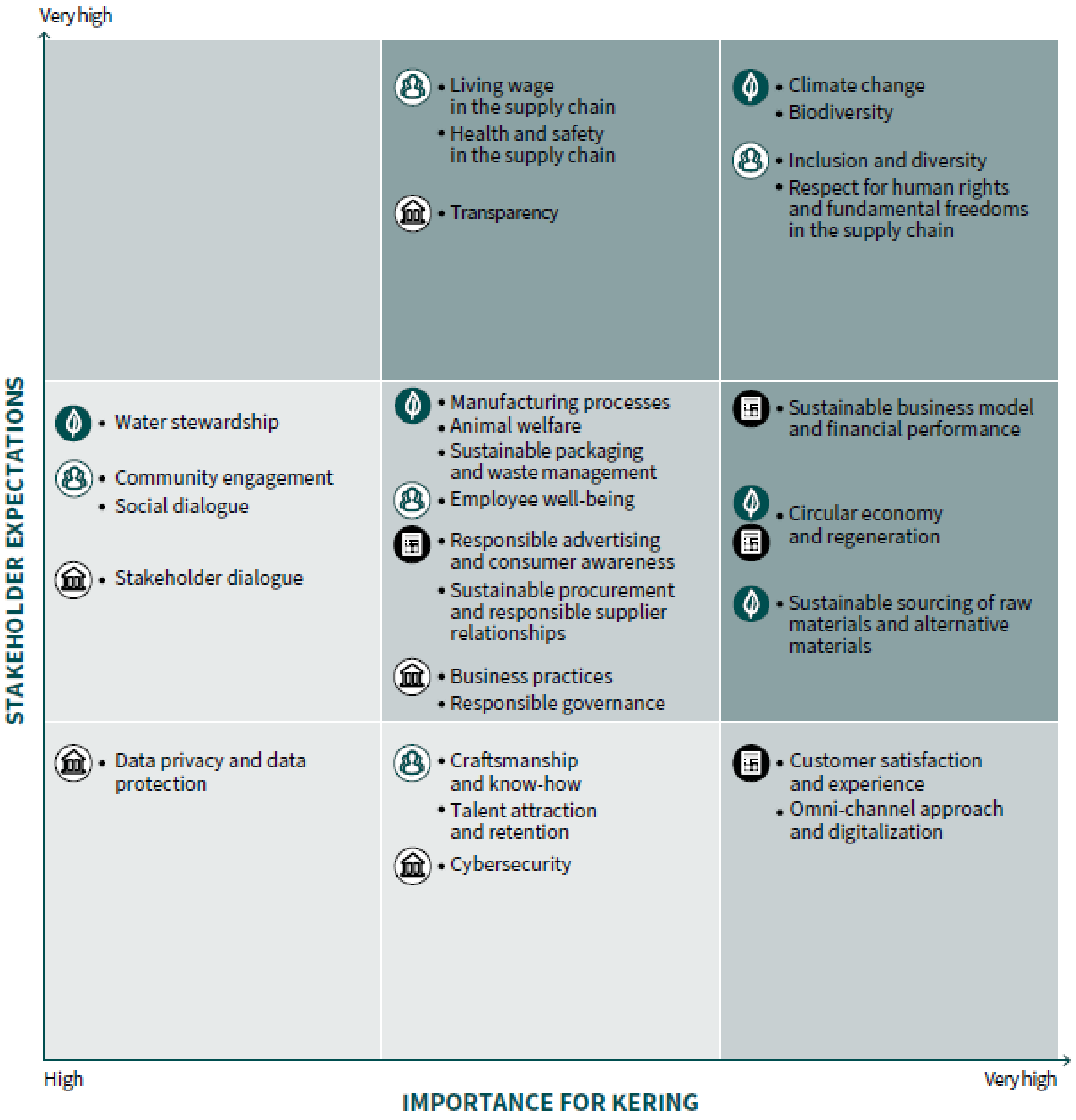
% of share capital held as of Dec. 31, 2023

SUSTAINABILITY - FOR A LUXURY THAT EMBRACES CREATIVITY, HERITAGE AND BOLDNESS



SUMMARY

TARGETING OUR MAIN PRIORITIES: MATERIALITY MATRIX



People | Planet | Governance | Profit

Core challenges | Major challenges | Crucial challenges

OUR CONTRIBUTION TO THE UNITED NATIONS SDG

- Results of the 2020/2021 **materiality assessment** confirmed that Kering's strategic pillars are consistent with external stakeholders' expectations
- **2025 Sustainability Strategy dashboard** shows progress made in pursuing our sustainability objectives which are aligned with the UN SDGs, especially targeting 13 of them
- In line with the CSRD, Kering will publish the results of its **double materiality assessment** conducted in 2023/2024 in its next URD

OUR SUSTAINABILITY ROADMAP & COMMITMENTS

WE…

CARE

ABOUT OUR IMPACT ON THE PLANET, ON CLIMATE CHANGE, ON NATURAL RESOURCES AIMING TO:

- **Achieve a 40% reduction of our GHG emissions in absolute terms** across our supply chain by 2035 (**all scopes: 1, 2 and 3** against a 2021 baseline)
- Preserve our raw materials through **100% traceability and 100% compliance with our Kering Standards**, with highest standards in animal welfare by 2025
- **Become a nature positive company** by 2025 by regenerating and protecting an area about six times our total land footprint across our full supply chain

COLLABORATE

FOR THE GOOD OF OUR EMPLOYEES, SUPPLIERS, CLIENTS TO:

- Preserve our **industry's heritage**
- Instill **diversity**, achieve **gender parity** at all levels and **pay equity**
- Provide **exceptional employment** by aiming to be the preferred employer in Luxury and **developing progressive policies**

CREATE

INNOVATIONS TO ENSURE OUR PLANET, OUR INDUSTRY AND OUR BRANDS THRIVE IN THE LONG RUN BY:

- Launching disruptive innovations and exploring new solutions towards **circular economy**
- **Empowering future generations**

OUR PROGRESS ON SUSTAINABILITY COMMITMENTS

WE…

CARE

- **58%** reduction in our environmental footprint
- **CDP 2023 Triple A List (Climate / Water / Forests)**
- **97% traceability** for our key raw materials
- **75% raw material aligned** with the Kering Standards
- **Regenerative Fund for Nature**: new call for projects, arrival of Inditex as co-investor alongside Kering
- Maintained the RE100 target of using **100% renewable electricity** (achieved since 2022)
- **840,000 hectares** of land converted to **regenerative agriculture**

COLLABORATE

- **63%** women employees and **57%** women managers
- **Universal Fair Pay certification** for Kering, recognized for all the Group's Houses
- **2nd in the World Benchmarking Alliance's** 2023 Gender Benchmark
- **87%** response rate in the 2024 employee survey

CREATE

- More than **8,000 sustainable materials** (up from 5,000 in 2022) aligned with the Kering Standards made available through the Material Innovation Lab (MIL)
- **Launch of new materials** such as: Lunaform™ developed by Gozen for Balenciaga, and marine leather developed by ICTYOS in collaboration with Alexander McQueen

EXTERNAL RECOGNITION OF OUR ESG PERFORMANCE

Kering is the only Luxury company systematically included in all main ESG ratings and rankings

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

2023

85/100 / 3rd
Included in DJSI World & Europe indices since **2013**

MSCI ESG RATINGS — AAA

CCC	B	BB	BBB	A	AA	AAA

RATING ACTION DATE: August 13, 2024
LAST REPORT UPDATE: September 10, 2024

CDP DISCLOSURE INSIGHT ACTION — A LIST 2023 — CLIMATE FORESTS WATER

2023

CDP Climate A
CDP Water A
CDP Forests A

Moody's ESG Solutions

2024

75/100
Included in Euronext CAC 40 ESG

World Benchmarking Alliance

2024-2022

1st out of 816 companies
In the Nature benchmark

Bloomberg Gender-Equality Index 2023 Member

2023

Included Since 2018
Kering achieved a 100% score in equal pay & gender pay parity

FTSE4Good
FTSE RUSSELL An LSEG Business
TOP 100 COMPANY 2024
FTSE Diversity & Inclusion index

2024

Constituent company
in the FTSE4Good Index Series
TOP10 FTSE D&I Index
out of 100 companies with a score of 77.5/100

Corporate Knights — THE VOICE FOR CLEAN CAPITALISM — SINCE 2002

2024

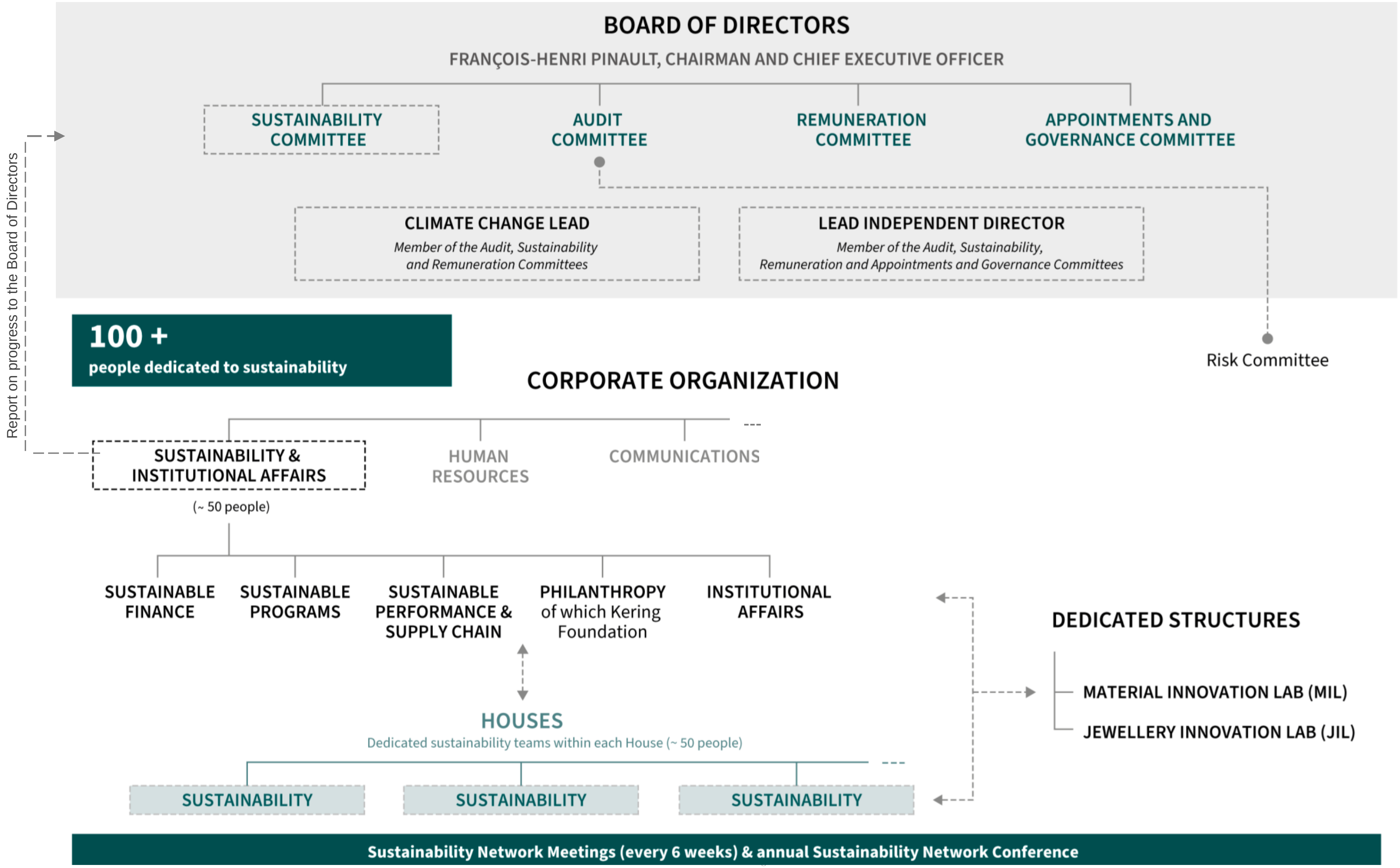
1st luxury & apparel company
Included in the Global 100 World's Most Sustainable Corporations for the 6th consecutive year

Corporate Responsibility Prime rated by oekom research

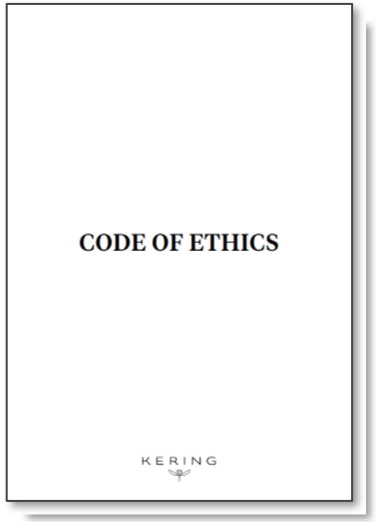
2023

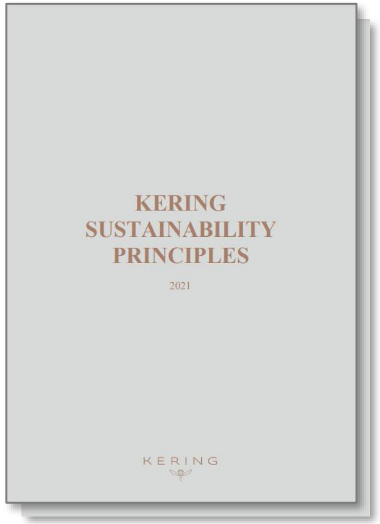
B, Prime, Top 3
1st Luxury company

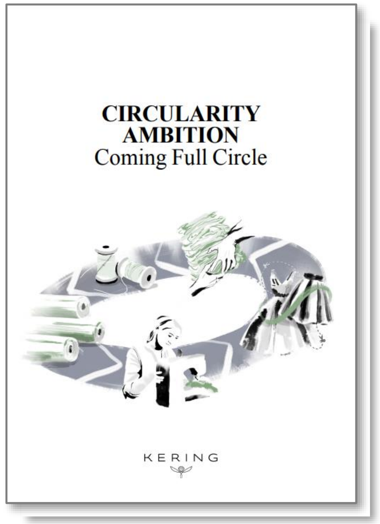
OUR SUSTAINABILITY GOVERNANCE & ORGANIZATION

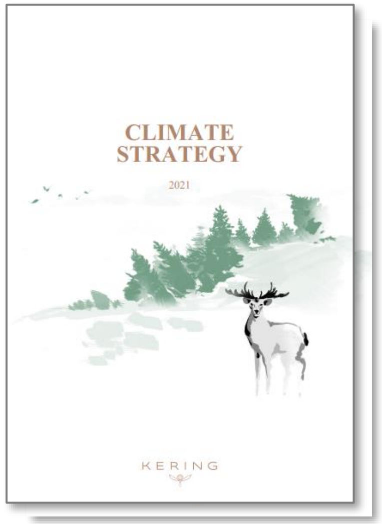


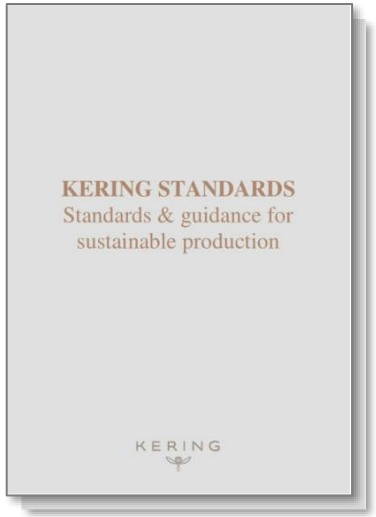
A SET OF OPERATIONAL STANDARDS TO IMPLEMENT OUR GLOBAL STRATEGY THROUGHOUT OUR HOUSES

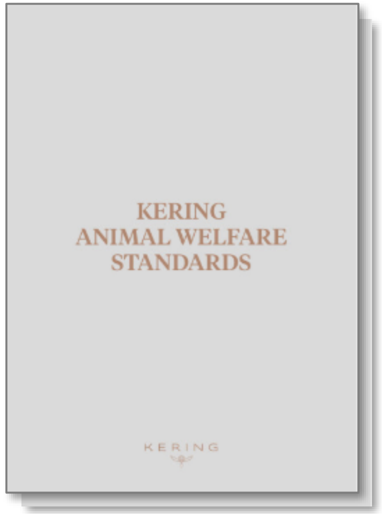


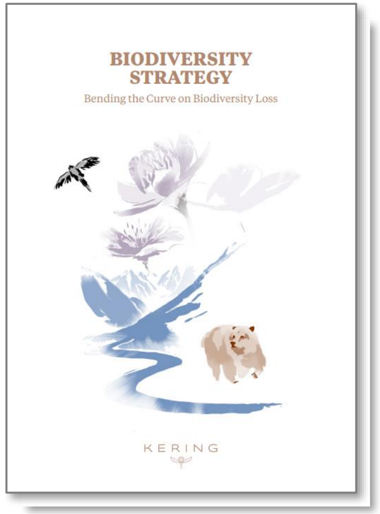










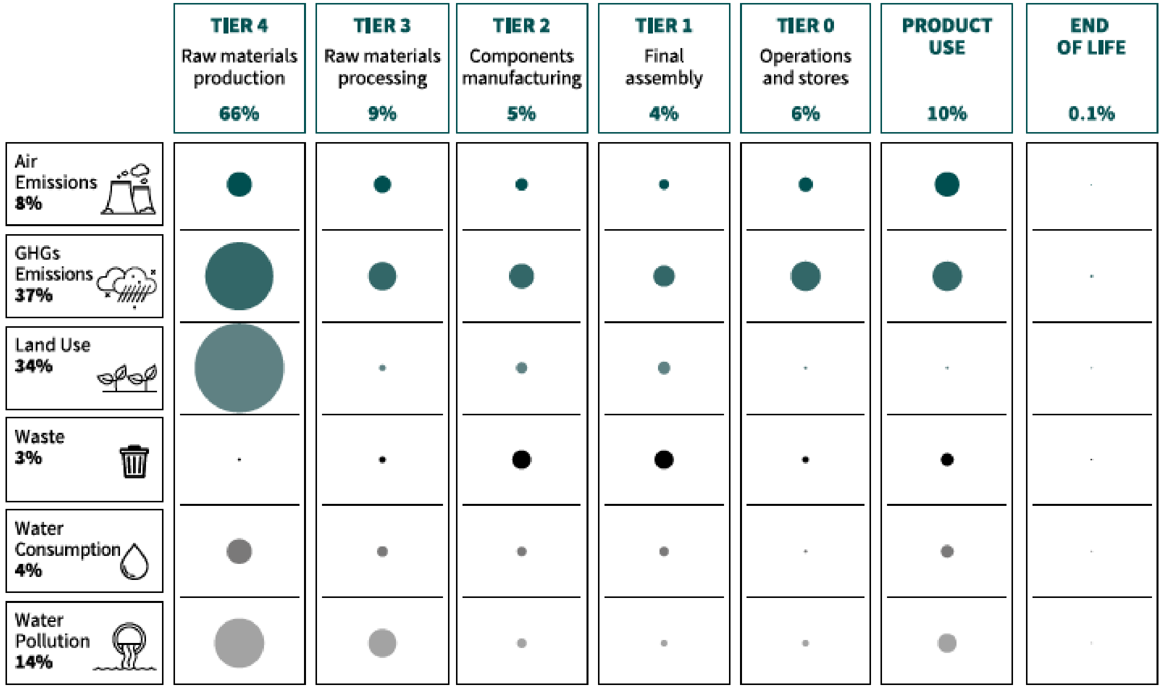


Access the latest version of these documents on kering.com

MEASURING OUR ENVIRONMENTAL IMPACT
THE EP&L, CORNERSTONE OF OUR ENVIRONMENTAL APPROACH

The environmental profit & loss (EP&L) is an innovative tool for measuring and quantifying the environmental impact of our activities. It is a key enabler of our sustainable business model.

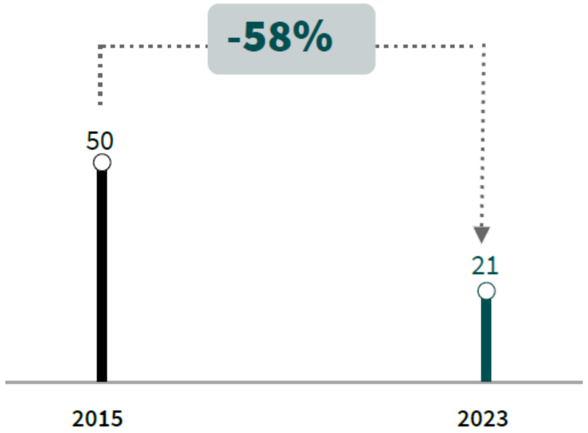
OUR ENVIRONMENTAL IMPACT REPARTITION IN 2023



84% of <u>our impacts</u> fall outside the scope of our own operations

75% in raw materials production step

Change in Group EP&L intensity 2015 to 2023
(€EP&L/€ thousand of revenue)



PROGRESS TOWARDS 2025 GOALS

→ In 2022, Kering achieved its EP&L target of 40% reduction 4 years ahead of schedule

→ In 2023, Kering confirmed its trajectory to reduce its environmental footprint, demonstrating the effectiveness of its environmental strategy through programs and actions across the entire value chain

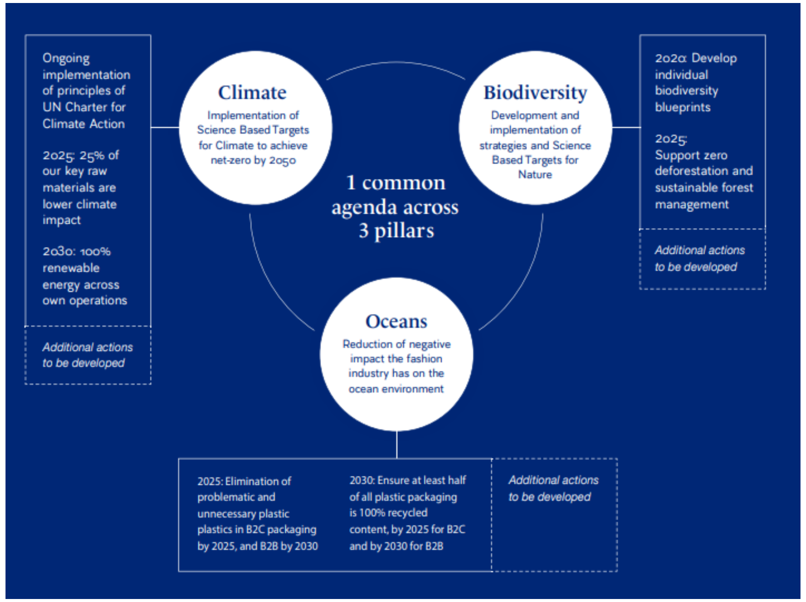
MEASURING OUR ENVIRONMENTAL IMPACT
STEPS OF THE VALUE CHAIN COVERED BY THE EP&L

TIER 4 Raw materials production	TIER 3 Raw materials processing	TIER 2 Components manufacturing	TIER 1 Final assembly	TIER 0 Operations and stores	PRODUCT USE	END OF LIFE
Rearing	Tanning of leather (from raw hide to finish leather)	Manufacturing of components (cutting)	Assembly of components (upper, metal hardware, buttons, fabrics, lining, etc.)	Energy, water and waste consumption of the store where the item is sold	Spot care and cleaning	Second-hand, recycling or landfill
Crop	Washing and spinning	Weaving, knitting and dyeing		Transportation from warehouse to logistics center and then to the store		

Tier 0: these operations include transversal activities not necessarily related to the products' life cycle and their commercialization.

LAUNCHING INITIATIVES WITH PEERS ...

THE FASHION PACT



- Created in 2019 under the leadership of François-Henri Pinault, it mobilizes participants in fashion and textile with the aim of reducing the industry’s environmental impact
- **60+ members** in 2023 representing >1/3 of the fashion industry’s production volumes
- Commitment to delivering positive outcomes for **oceans, climate** and **biodiversity** through **7 key objectives**
- An operational structure and **KPIs implemented** to measure impact and collective efforts

WATCH & JEWELLERY INITIATIVE 2030

- A CEO-led initiative launched in 2021 by Kering in partnership with Cartier
- 40+ watch and jewellery players including Chanel, Panerai, Piaget, Montblanc, Pandora, Swarovski, etc.
- Ambitious objectives in 3 areas: **building climate resilience, preserving resources** and **fostering inclusiveness**

… AND ACTIVELY ENGAGING IN LEADING WORKING GROUPS

INDUSTRY ASSOCIATIONS

Fashion & luxury

- PARIS GOOD fashion
- FÉDÉRATION DE LA HAUTE COUTURE ET DE LA MODE (HCM)
- GLOBAL FASHION AGENDA
- WATCH & JEWELLERY INITIATIVE 2030
- THE FASHION PACT
- LA CASERNE
- COMITÉ COLBERT

Cross sector

- epe entreprises pour l'environnement
- THE GLOBAL COMPACT
- World Business Council for Sustainable Development
- IDDRI DÉVELOPPEMENT DURABLE & RELATIONS INTERNATIONALES
- ORSE Observatoire de la responsabilité sociétale des entreprises
- FCLTGLOBAL

TECHNICAL WORKING GROUPS

Natural capital

- CAPITALS COALITION
- TCFD
- value balancing alliance
- SCIENCE BASED TARGETS NETWORK GLOBAL COMMONS ALLIANCE
- TNFD Taskforce on Nature-related Financial Disclosures
- IFRS Sustainability Alliance

Social capital

- Business for Inclusive Growth

Circularity

- ELLEN MACARTHUR FOUNDATION
- FÉDÉRATION DE LA MODE CIRCULAIRE

Env. excellence

- ZDHC
- United Nations Climate Change – Fashion Industry Charter for Climate Action
- RE100
- SUSTAINABLE BUILDINGS BY LUXURY MAISONS

Innovation

- FASHION FOR GOOD
- CLUB DE PARIS DES DIRECTEURS DE L'INNOVATION
- The Microfibre Consortium

Beauty

- EcoBeautyScore CONSORTIUM

Sourcing & nature

- BSR
- Textile Exchange – Creating Material Change
- SOUTHEAST ASIAN REPTILE CONSERVATION ALLIANCE
- OCA ORGANIC COTTON ACCELERATOR
- CUIR DE VEAU RESPONSABLE
- INTERNATIONAL INSETTING PLATFORM
- op2b one planet business for biodiversity
- THE COLOURED GEMSTONES WORKING GROUP

FOCUS ON OUR MAIN PRIORITIES
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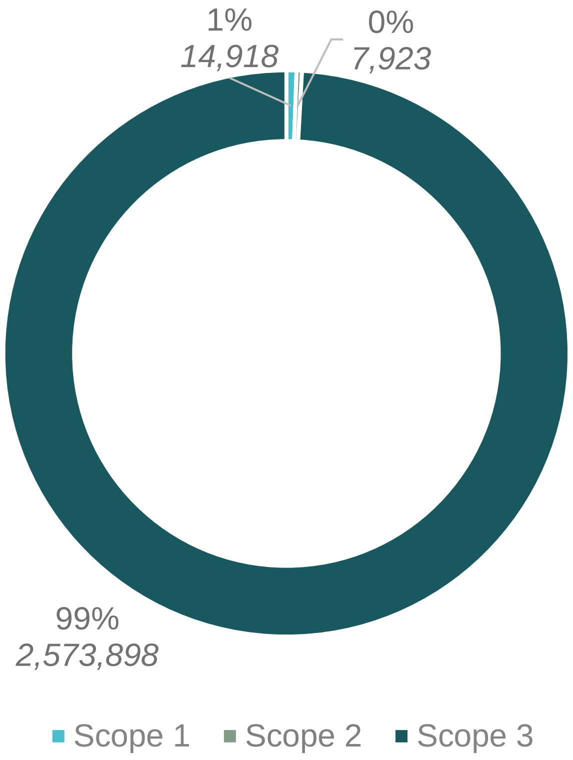
CLIMATE
OUR CURRENT GREENHOUSE GAS FOOTPRINT

2023 TOTAL IN % GROUP GREENHOUSE GAS EMISSIONS REPARTITION

*in tCO2e**



TOTAL EMISSIONS
2,596,739 tons of CO2e

SCOPE 3
99% of our impact

LEATHER
44% of GHG emissions
relating to the products' life cycle and their commercialization, according to the EP&L.

*calculated according to the GHG Protocol accounting standard

CLIMATE
OUR EMISSION REDUCTION TARGETS BASED ON SCIENCE

OUR COMMITMENTS

1

SBTI 1.5°C TARGET BY 2030

Emission reduction strategy aligned with SBTi targets (since 2021)

- -90% absolute GHG emissions of Scopes 1&2 by 2030 from a 2015 baseline
- -70% (per unit value added) of Scope 3 GHG emissions by 2030 from a 2015 baseline

2

- 40% OF GHG EMISSIONS BY 2035

-40% absolute GHG emissions on scopes 1, 2, 3 group wide from a 2021 baseline

3

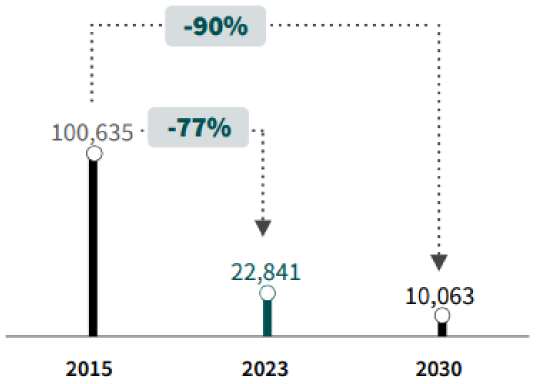
NET-ZERO BY 2050

Minimize our emissions and have set a net-zero target

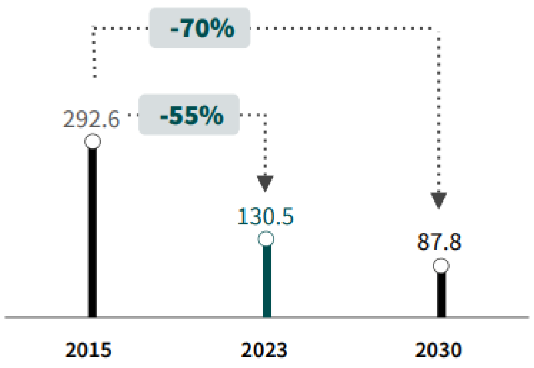
- Trajectory resubmitted to SBTi H1-2024

OUR ACHIEVEMENTS AS OF 2023

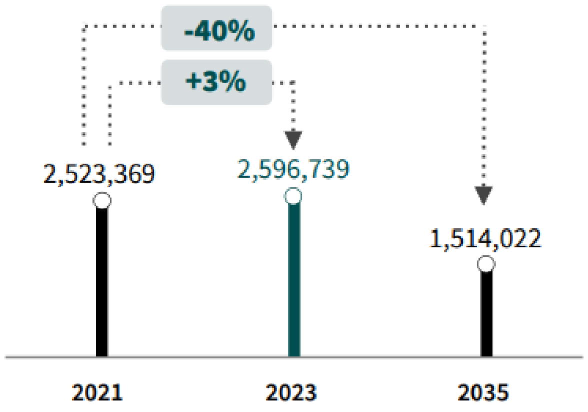
Scopes 1 & 2 *(tCO_2e)*:
90% absolute reduction by 2030



Scope 3 *(tCO_2e/€m of gross margin)*:
70% intensity reduction by 2030



Scopes 1, 2 & 3 *(tCO_2e)*:
40% absolute reduction by 2035



OUR MAIN LEVERS

MITIGATION

In our own operations: Reducing our emissions and optimizing our model

- Fair production: Artificial intelligence (AI), planning and production mix to adjust production volumes to sales
- Energy efficiency across manufacturing sites
- Energy supply strategy: Increasing the use of renewable electricity to reach 100% by 2022 *(achieved and maintained)*
- Kering Standards for Stores and Offices with guidance to minimize the environmental impact of both existing and new stores

In our supply chain: Onboarding our suppliers

- Implementation of the Kering Standards by suppliers with a target of 100% raw materials in line with the Kering Standards in 2025
- Eco-design program: reduced impacts of raw material production & transformation
- Renewable energy in supply chains
- Optimized transportation, electrification and minimized trips

ADAPTATION

- Development of new business models (circularity, second-hand) and alternative materials
- Securing sourcing over the long-term and supporting nature-based solutions, in particular the scaling up of regenerative agriculture
- Strategic and appropriate offsetting through Natural Climate Solutions for “hard to abate” emissions

THE CLIMATE FUND FOR NATURE

- Launched in **December 2022** by Kering, supported by L'Occitane Group and managed by Mirova, a Natixis subsidiary specializing in environmental and social impact investing.
- Open to other participants, with **an investment target of €300 million**, the fund welcomed new contributors in 2024: Capgemini, Unibail-Rodamco-Westfield, and the Mane Group

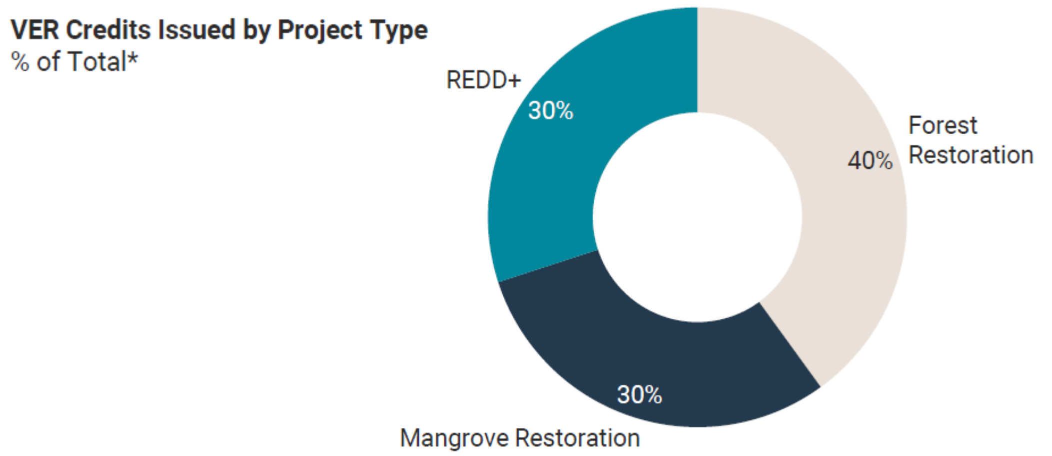
OBJECTIVES

- **Invest in new projects** in key regions to ensure a sustainable production of critical raw materials
- **Develop high-quality nature-based solutions** generating carbon credits with the aim to reach a contribution of 10 million metric tons of CO_2 equivalent over 15 years
- **Deliver additional benefits for communities**, with a particular emphasis on promoting women's rights and empowerment

RESULTS AS OF 2023

127,000
hectares
protected via the funding of dedicated projects

€195.5m
investments gathered
as of 2023



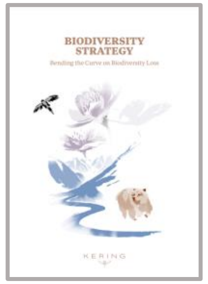
BIODIVERSITY & NATURE
A BRIEF OVERVIEW OF KERING'S JOURNEY

EP&L (2011)

Kering Standards published (2019)

The Fashion Pact (2019)

SBTN Corporate Engagement Programme (2020)



Biodiversity Strategy (2020)

Biodiversity Strategy primer with Biodiversify & CISL (2020)

Regenerative Fund for Nature (2021)

Climate Fund for Nature (2022)

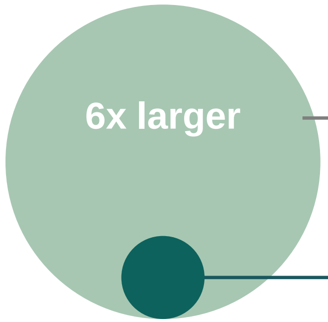
SBTN INITIAL TARGET VALIDATION GROUP

Updated Biodiversity Strategy with Deforestation and Conversion Free (DCF) commitment

(2023)

BIODIVERSITY & NATURE
ACTING TOWARDS NATURE PROTECTION & RESTORATION

Biodiversity is a term used to capture the immense variety of life on our planet. It is the living part of Nature.



What we will restore and protect

Our land use impact: c.**300,000 ha** throughout the entire value chain

OUR COMMITMENTS

Becoming a nature positive company by 2025 by regenerating and protecting an area about six times our total land footprint across our full supply chain

- **Regenerating** 1 million hectares of farms and rangelands in our supply chain landscapes by 2025, though the launch of the “Regenerative Fund for Nature”
- **Protecting** 1 million hectares of critical, ‘irreplaceable’ habitat outside of our supply chain, through UN REDD+ and other programs

OUR MAIN LEVERS

Alignment with the Science-based target framework

- Among the first companies to pilot the world’s first **Science-Based Targets for Nature** (SBTN) developed by the Science Based Targets Network in May 2023
- Actions prioritized according to 4 stages: to prevent impacts (“avoid”), minimize impacts that are unavoidable (“reduce”), and push for corrective, nature-positive action when possible (“restore & regenerate”)
- **Looking outside of our immediate supply chain** (“transform”) to concretely take game-changing actions that proactively contribute to a world in which people and nature can thrive

THE REGENERATIVE FUND FOR NATURE

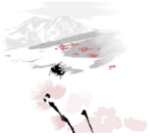
TARGET: Convert 1 million hectares of land in fashion’s supply chain to regenerative agriculture by 2026

2020	2021	2022	2023	2024	2025
Fund inception by Kering in partnership with the NGO **Conservation International.** Kering pledges **5 million** EUR.	Selection of **7 projects** for 1st cohort, involving **60,000 people involved in the production of** 4 materials: leather, wool, cotton & cashmere	Launch of on-the-ground activities for 1st cohort.	- **Inditex** joins the Fund with **15 million EUR** funding. - Launch of a 2nd wave of projects to be supported for another 4 years.	Selection of projects for 2nd cohort.	End of funding for 1st cohort.

What does regenerative agriculture consist in?

Increasing soil carbon capture

Protecting and restoring native habitat & biodiversity



Eliminating unnecessary, synthetic, harmful chemicals

Enhancing animal welfare

Supporting farmer livelihoods

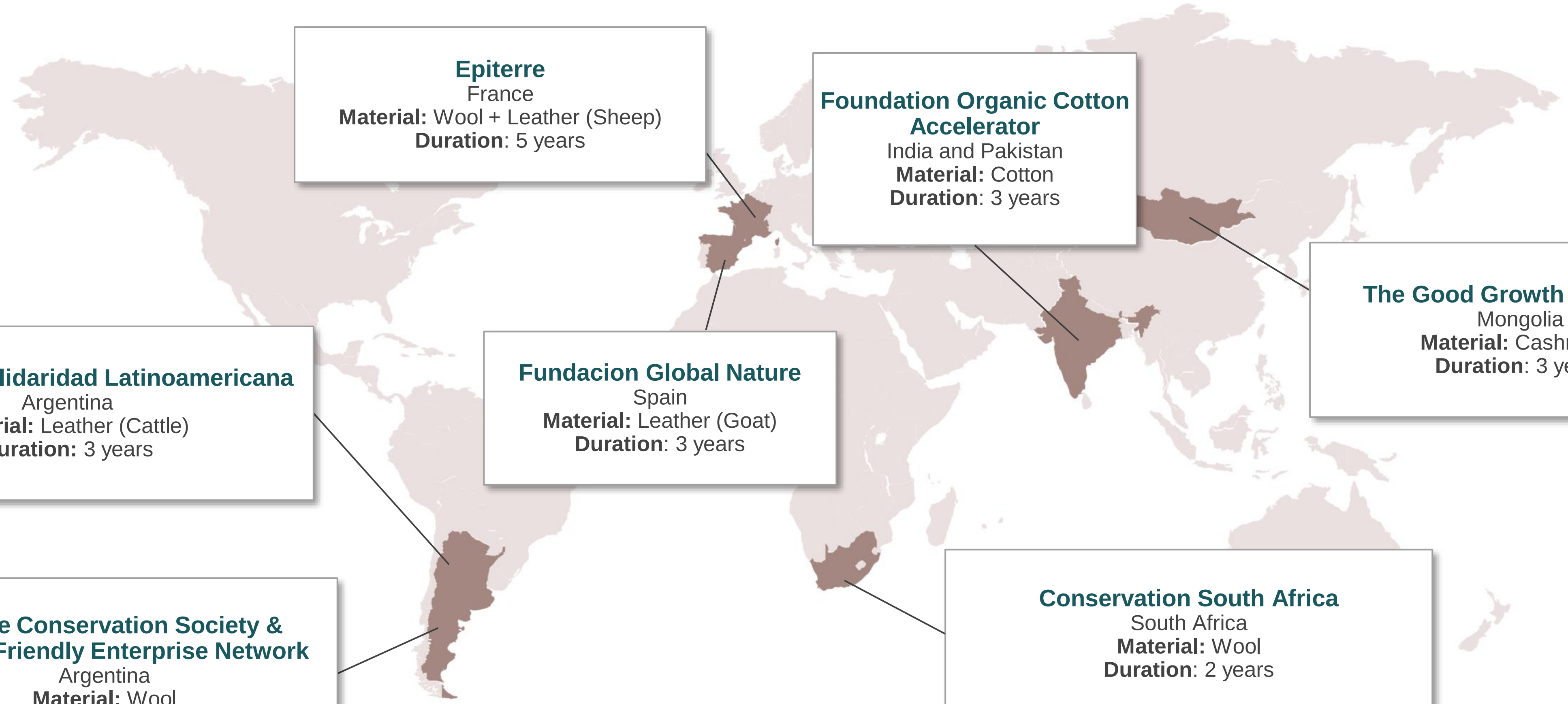
OUR ACHIEVEMENTS AS OF 2023

840,000 hectares of land have been regenerated through projects supported by the fund, as of the end of 2023.

Source: https://keringcorporate.dam.kering.com/m/6b254da158b2d217/original/Kering-Biodiversity-Strategy.pdf

FOCUS ON REGENERATIVE FUND FOR NATURE - 1ST COHORT OF PROJECTS

7 projects in 6 countries, supporting over 840,000 hectares transitioning to regenerative approaches and benefiting 60,000 people



Epiterre
France
Material: Wool + Leather (Sheep)
Duration: 5 years

Foundation Organic Cotton Accelerator
India and Pakistan
Material: Cotton
Duration: 3 years

The Good Growth Company
Mongolia
Material: Cashmere
Duration: 3 years

Fundacion Solidaridad Latinoamericana
Argentina
Material: Leather (Cattle)
Duration: 3 years

Fundacion Global Nature
Spain
Material: Leather (Goat)
Duration: 3 years

Wildlife Conservation Society & Wildlife-Friendly Enterprise Network
Argentina
Material: Wool
Duration: 3 years

Conservation South Africa
South Africa
Material: Wool
Duration: 2 years

Source: https://www.kering.com/en/sustainability/safeguarding-the-planet/regenerative-fund-for-nature/regenerative-fund-for-nature-selected-projects-for-2021/

BIODIVERSITY & NATURE

FOCUS ON THE REGENERATIVE FUND FOR NATURE

1ST COHORT OF PROJECTS - INVOLVING LOCAL COMMUNITIES

Epiterre

Foundation Organic Cotton Accelerator

Fundacion Solidaridad Latinoamericana

Fundacion Global Nature

The Good Growth Company

Conservation South Africa

Wildlife Conservation Society & Wildlife-Friendly Enterprise Network

BIODIVERSITY & NATURE
WATER STEWARDSHIP AND CHEMICALS MANAGEMENT

Water Stewardship

OUR COMMITMENT

- **Current target: Reducing water consumption at directly owned tanneries by 35% between 2022 and 2035**
- Going forward: In the context of our participation in **SBTN pilot**, Kering defines **freshwater groupwide targets at basin level**

OUR ACHIEVEMENTS

- **-7% Water consumption in 2023 vs 2022 in our directly owned tanneries**

OUR MAIN LEVERS

- **Water risk mapping** within our operations and supply chain
- **Kering Standards** to promote water-efficient raw materials and water-efficient equipment & processes in manufacturing stages (dying, tanning, wet process,…)
- **Clean by Design** program to reducing water consumption in Kering's supply chain

Chemicals management

Our ambition:
Eliminating all hazardous chemicals
from all products and production processes

IN OUR SUPPLY CHAIN, OUR COMMITMENTS FOR 2025:

- **Reach Level 2 of the ZDHC*** Supplier to Zero program **for 100% of strategic suppliers**
- **Testing of wastewater** in line with the ZDHC Wastewater Guidelines **for all strategic suppliers**

AT KERING LEVEL:

In 2024, we **achieved *Brands to zero program* ZDHC highest level 3**

*Zero Discharge of Hazardous Chemicals

GOING FORWARD ON BIODIVERSITY & NATURE
KERING IS PART OF SBTN INITIAL TARGET VALIDATION GROUP

Kering has been selected by SBTN to be part of a small group of companies representing high-impact sectors to the validation process for SBTN Land and Freshwater targets in 2023/24

Guidance currently available: 1 Assess, 2 Interpret & Prioritize, 3 Measure, Set & Disclose

Guidance to come: 4 Act, 5 Track

SCIENCE BASED TARGETS NETWORK
GLOBAL COMMONS ALLIANCE

Guidance for Step 3 ("Set Targets") available now - Submitted H1-2024

LAND
- No Conversion
- Land Footprint Reduction
- Landscape Engagement
- + SBTi FLAG

FRESHWATER
- Water Use
- Water Pollution (N & P)

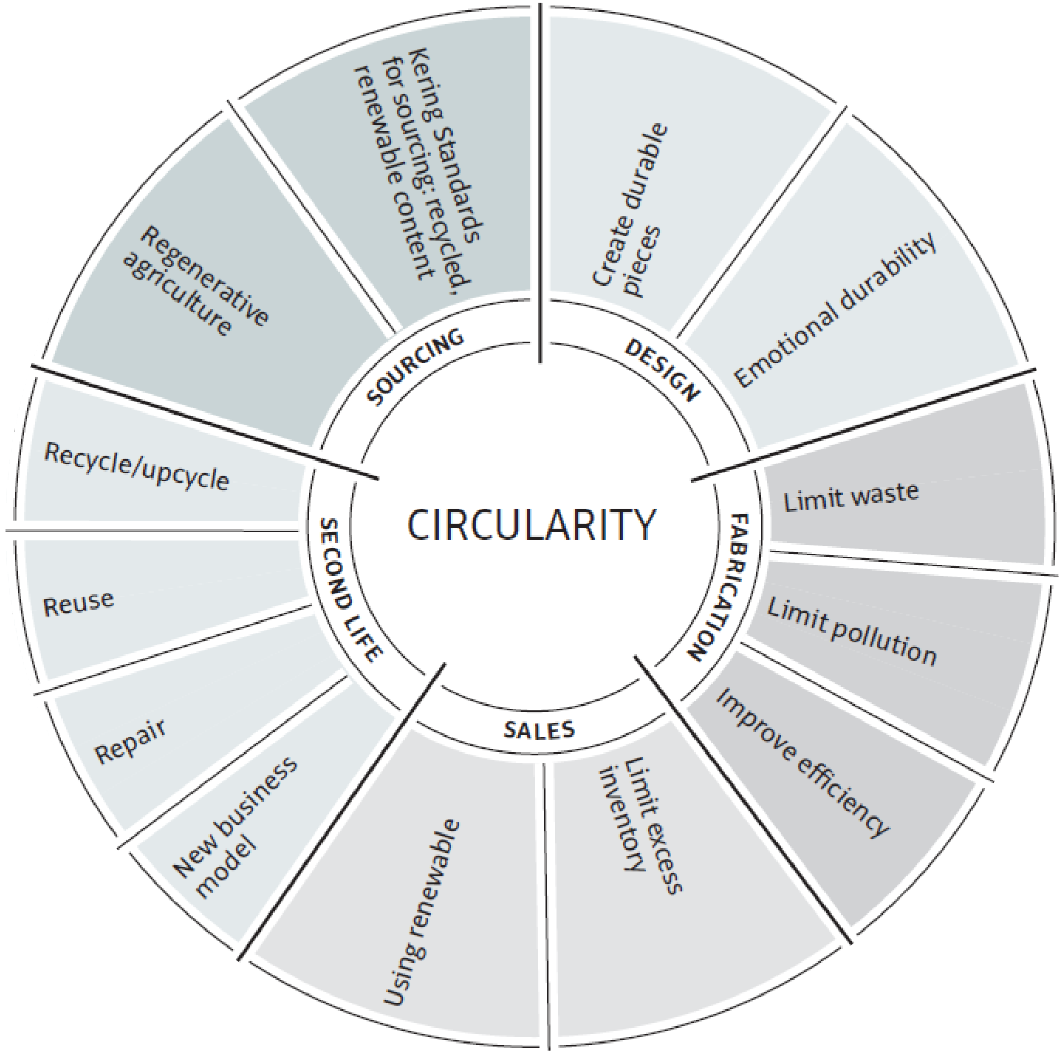
Step 3 guidance coming in the future

BIODIVERSITY

OCEANS

CIRCULARITY AMBITION
"COMING FULL CIRCLE"

Circularity refers to the economic model involving sustainable production of goods by minimizing resource consumption & waste generation.



OUR COMMITMENTS

Based on 3 pillars:

1. Luxury that lasts
2. Regenerative sourcing and clean production
3. More efficient production processes

- **No unsold product destruction Worldwide**
- **100% of raw materials to comply with our Kering Standards by 2025**
- **Zero single-use plastic by 2025**
- **Zero discharge of microfibers by 2030**
- **100% renewable energy as soon as 2022**

OUR MAIN LEVERS

Adopting a holistic sourcing approach

- Working with nature and promoting regenerative farming practices
- Setting standards for circular materials
- Using safe and recycled or renewable inputs

Making production processes more efficient

1. **Reducing unnecessary production** and eliminating single-use plastic: reducing waste, energy and water use, Increasing use of artificial intelligence to better predict sales and minimize excess inventory, eliminating microfiber leakage and single-use plastics
2. **Reusing / upcycling / recycling**
3. **Supporting new business models** designed to keep our products in circulation for the longest possible time (e.g., second-hand)

Source: https://keringcorporate.dam.kering.com/m/4188d2a9d3d67c90/original/KERING-CIRCULARITY-AMBITION.pdf

CIRCULARITY & INNOVATION
SUSTAINABLE INNOVATION IN ACTION

Clean by design program results:

implemented among **59 textiles suppliers** and being launched with 15 others in 2023. It led in the reduction of their environmental footprint, on average per site to:

19% energy savings	5 to 10% water reduction

IN OUR VALUE CHAIN

Scaling up **innovative processes** and developing raw material pilot projects in our Houses

Harnessing **technology to drive material traceability** e.g., V.I.R.T.U.S. blockchain project at Kering Eyewear

Clean by Design: program to reduce suppliers' environmental footprint (textile manufacturers, tanneries) through energy, water and waste performance audits, trainings, resources

Materials Innovation Lab (MIL), **Jewellery Innovation Lab** (JIL)

CONNECTED WITH OUR INNOVATION ECOSYSTEM

Kering Ventures: investment arm of Kering, acquiring minority holdings in startups, aiming to increase Kering Digital and Innovation's impact.

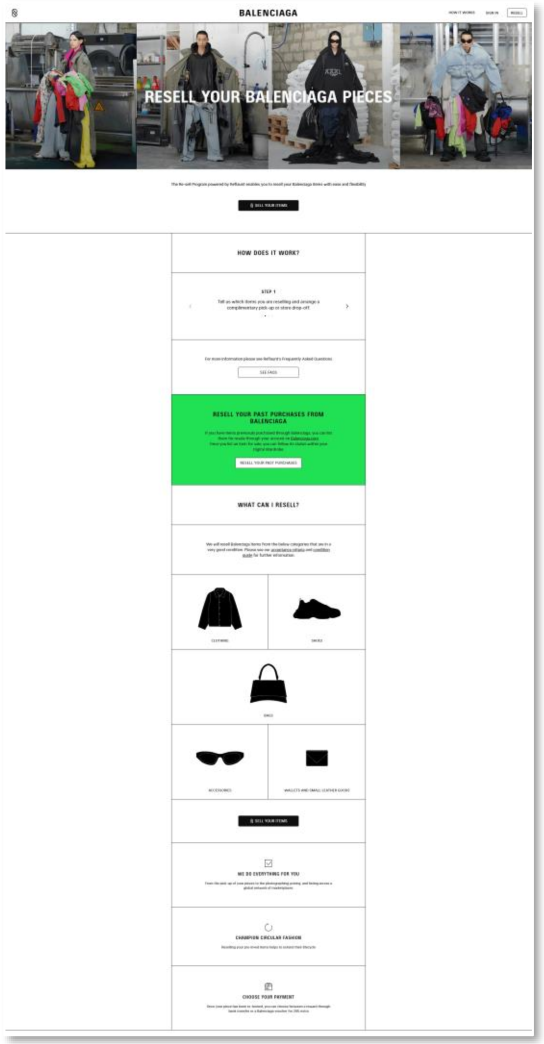
In-house expert dedicating to scouting latest innovations and integrate them in our value chain

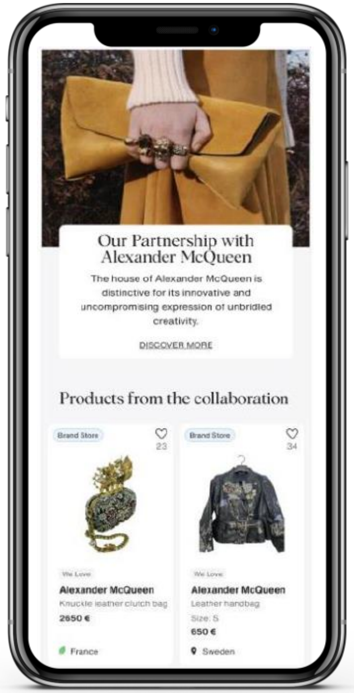
Fashion For Good: accelerator working with 250 promising start-ups

Working on **disruptive innovations in order to transform traditional luxury models** with a focus on digitalization, artificial intelligence (AI) and social innovation

Kering Generation Award: Accelerating sustainable innovation in the luxury and fashion sectors in China since 2018 and now in Japan since 2024

REPAIR, REUSE, RECYCLE





Bottega Veneta Certificate of Crafts

REPAIR

- Bottega Veneta introduced its **Certificate of Craft** in 2022: a lifetime warranty program for its most iconic bags (Jodie, Cassette and Pouch) offering unlimited refresh and repair, for free.
- Kering has created **multi-country specialist repair centers** for its clients (One In shanghai, one in HK, one in Wayne (NJ, USA), and one in Europe

REUSE / SECOND-HAND

- A c. €45bn market still driven by Watches and Jewellery (~80%)*
- Combining business opportunities and sustainability considerations
- **A test-and-learn approach:**
  - Testing resale as a service in several houses: Gucci (Vestiaire Collective), AMQ (Vestiaire Collective) and BAL (Reflaunt)
  - Working closely with talented entrepreneurs/start-ups: financial investments in **Vestiaire Collective** (resale) and other circular business models (e.g., **Cocoon**, subscription rental platform)

RECYCLE

- Investment in recycling solutions like **ReValorem** in 2023, which provides luxury fashion companies with solutions for recycling and finding a second life to unused luxury materials and products

*Personal luxury goods secondhand market value, source: Bain - Altagamma Luxury Goods Worldwide market study fall 2023

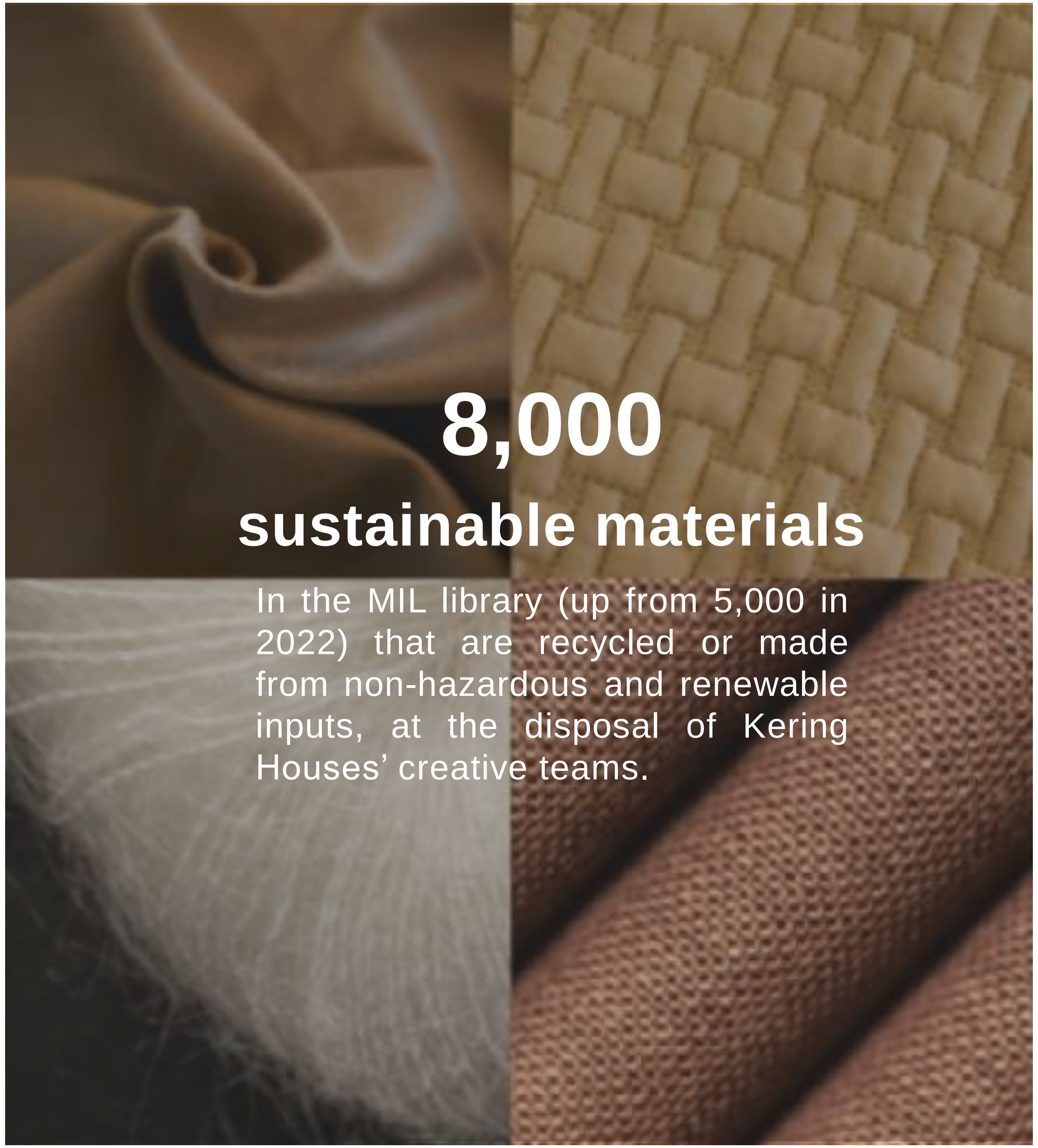
CIRCULARITY & INNOVATION
FOCUS ON THE MATERIAL INNOVATION LAB

Material Innovation Lab
Sourcing of responsible suppliers

- Created in 2013 and based in Milan
- Aims to **promote traceability and the procurement of more responsible and innovative materials**, while minimizing their environmental impact.

The MIL is involved in:

- **Identifying technological opportunities**
- **Scouting suppliers/startups as well as monitoring and nurturing relationships with them**
- Work in the **upstream of the supply chain for sourcing transformation**
- **Testing material innovations**, consisting both in innovations in terms of product and processes
- **Engaging with the brands during their design phase**, after the creative brainstorm to provide them with adequate solutions



8,000

sustainable materials

In the MIL library (up from 5,000 in 2022) that are recycled or made from non-hazardous and renewable inputs, at the disposal of Kering Houses' creative teams.

CIRCULARITY & INNOVATION
SUSTAINABLE INNOVATION IN OUR ACTIONS

Alternative materials

PEELSPHERE

- **A new alternative material** that is both waterproof and durable, made **from fruit waste and algae** through advanced material engineering.
- First prize for green innovation at **Kering Generation Award**.

VITROLABS INC.

- **A biotech company focused on lab-grown leather** that develop scalable tissue engineering platform for the efficient and environmentally friendly production of leather from only a few cells.
- **Investment made by Kering Ventures and in line with its strategy** to take minority stakes in early-stage startups shaping the future of Luxury and Fashion.

COFALIT

- **Boucheron unveiled the Jack Ultime collection** made from **Cofalit®**.
- This is an intensely **black-hued material made from recycled industrial waste**, representing the creative team's approach of taking things that have reached the end of their life cycle and making them precious

GUCCI DEMETRA

- **A new non-animal material** made from sustainable, renewable and biosourced raw materials of which 77% are derived **from plants, such as viscose, cellulose and biosourced polyurethane**.
- **In addition to Demetra sneakers launched in 2021, Gucci launched its first handbag made of that material in 2023:** *Horsebit 1955*

BALENCIAGA EPHEA™

- **A cutting-edge, mycelium-based material exclusively developed for Balenciaga by SQIM** - the first of its kind.
- Engineered to diminish an ecological footprint without compromising quality or technical performance, it is made from the vegetative body of mushrooms.
- Balenciaga unveiled a coat made of ephea™ in 2022.

BALENCIAGA LUNAFORM™

- Balenciaga introduced in October 2023 its Maxi Bathrobe Coat in the Summer 24 collection, made with **LUNAFORM™**, a biomaterial developed by **Gozen**.
- It is a **nanocellulose derivative, produced through a fermentation process.**
- It is stronger and finer than traditional animal leather and features a natural drape and softness that sets it apart from existing alternatives.

SUSTAINABLE SOURCING
OUR COMMITMENTS

OUR COMMITMENTS

2 concrete targets by 2025

- **100% of key raw materials to be traceable** back to their country of origin
- **100% of the key raw materials** used by the Group, and the production processes using these materials, **aligned with the Kering Standards**

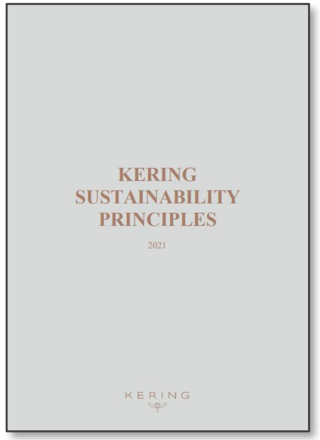
OUR MAIN LEVERS

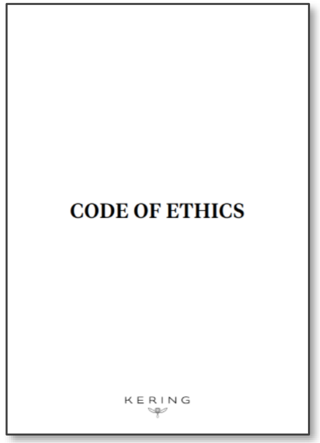
TRACEABILITY | **CAPACITY BUILDING** | **CERTIFICATION**

- Roll-out of a **platform for monitoring sustainable materials** in RTW and different technologies for testing and validating supplier declarations
- **Blockchain** technology with different experts
- On the field projects and programs with our Houses and actors in our value chains, with strong support to **regenerative agriculture**

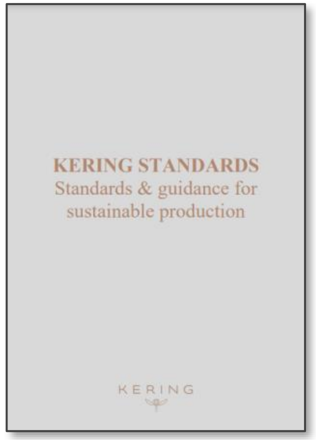
A set of environmental and social clauses

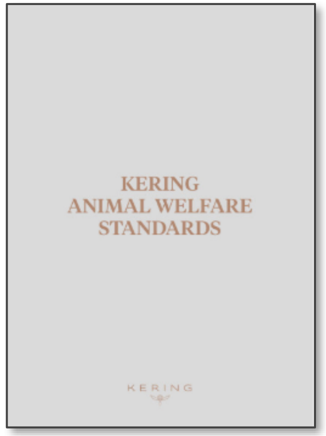
PART OF EACH CONTRACT





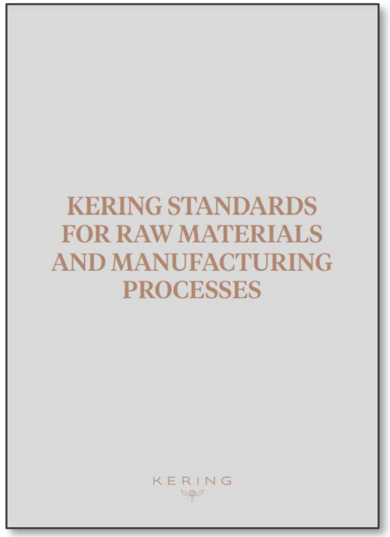
The Kering Standards to operationalize and drive supply chain transformation





SUSTAINABLE SOURCING
FOCUS ON RAW MATERIALS: ENSURING RESPONSIBLE PROCUREMENT

The Kering Standards act as a guide for suppliers to ensure compliance with our environmental and social requirements. They have been developed in collaboration with third party experts and NGOs and are based on the latest scientific research. They are updated annually.



Annual update – 6th version Nov 2023

OUR ACHIEVEMENTS

2023 Total

97% traceability
75% alignment with the Kering Standards

Leather

97% traceability *(back to the slaughterhouse)*
75% alignment

Wool

97% traceability *(country)*
63% alignment

Cotton

95% traceability *(country)*
70% alignment

Cashmere

97% traceability *(country)*
35% alignment

Cellulosic Fibers

60% traceability *(FSC or Canopy)*
75% alignment

Gold

100% traceability *(Kering platform)*
100% alignment

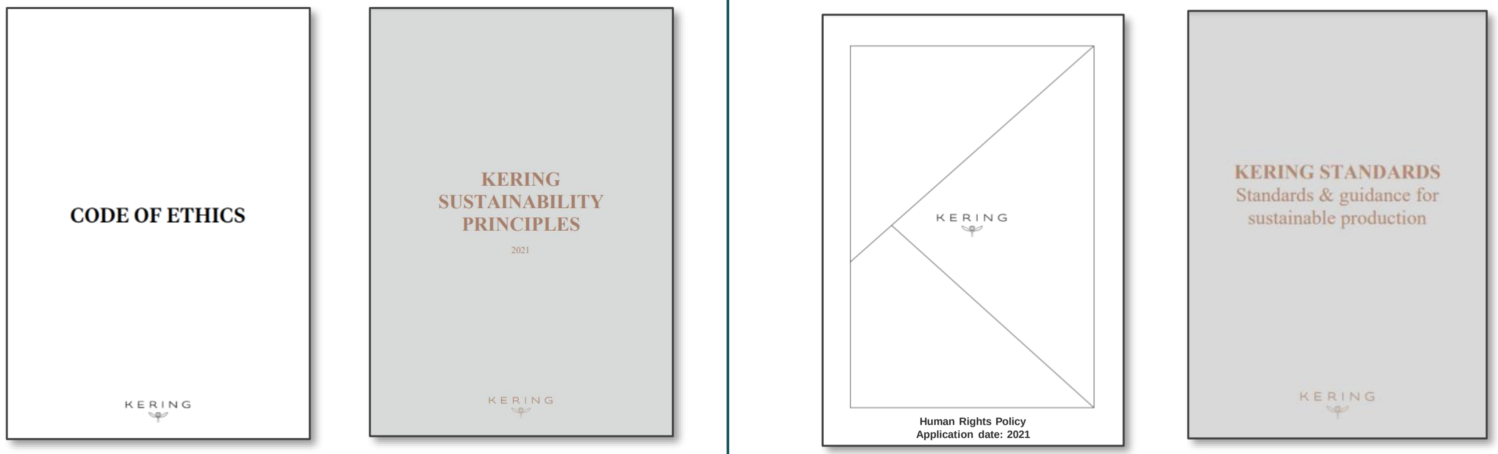
Detailed targets for each raw material are described on page 246 of the 2023 Universal Registration Document : https://www.kering.com/api/download-file/?path=KERING_2023_URD_EN_01eada3a94.pdf

SUSTAINABLE SOURCING
PROTECTING HUMAN RIGHTS & ENSURING LIVING WAGES

OUR COMMITMENTS

- Working reasonable hours and decent working conditions
- Preventing discriminatory practices, ending violence and harassment
- Respecting employees' right of representation and free speech, freedom of association and collective wage bargaining
- Ensuring that workers in its supply chain are fairly compensated for their work

DEDICATED SOCIAL STANDARDS



PART OF EACH CONTRACT

OUR MAIN LEVERS

SOCIAL AUDITS

Centralized

Aligned with the best standards as **SA8000** and the **SMETA** audit standard

GRIEVANCE MECHANISM

Strong no retaliation policy

Guaranteeing the protection of the whistleblower

RESOURCES & CAPACITY BUILDING

EXTERNAL CERTIFICATIONS

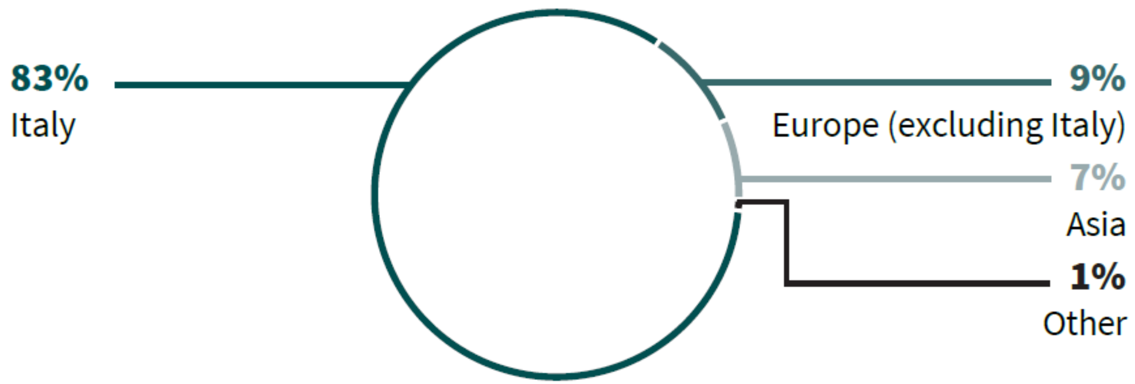
SA8000 **Gucci & Bottega Veneta**

Source: https://keringcorporate.dam.kering.com/m/137932efa010ca2d/original/Kering-Human-rights-policy-English-version.pdf

SUSTAINABLE SOURCING
SOCIAL AUDITS

OUR SUPPLY CHAIN STRUCTURE

Geographical location of Kering's suppliers in 2023



OUR AUDIT METHODOLOGY

→ Single, comprehensive audit methodology that covers human rights, health and safety, and the environment

→ Aligned with the best standards in the field such as SA8000 and the SMETA audit standard

→ 32% of audits carried out by Kering internal audit team and 68% by external auditors, applying the same methodology for all audits

4,433
suppliers covered
(Tier 1 and 2 suppliers)

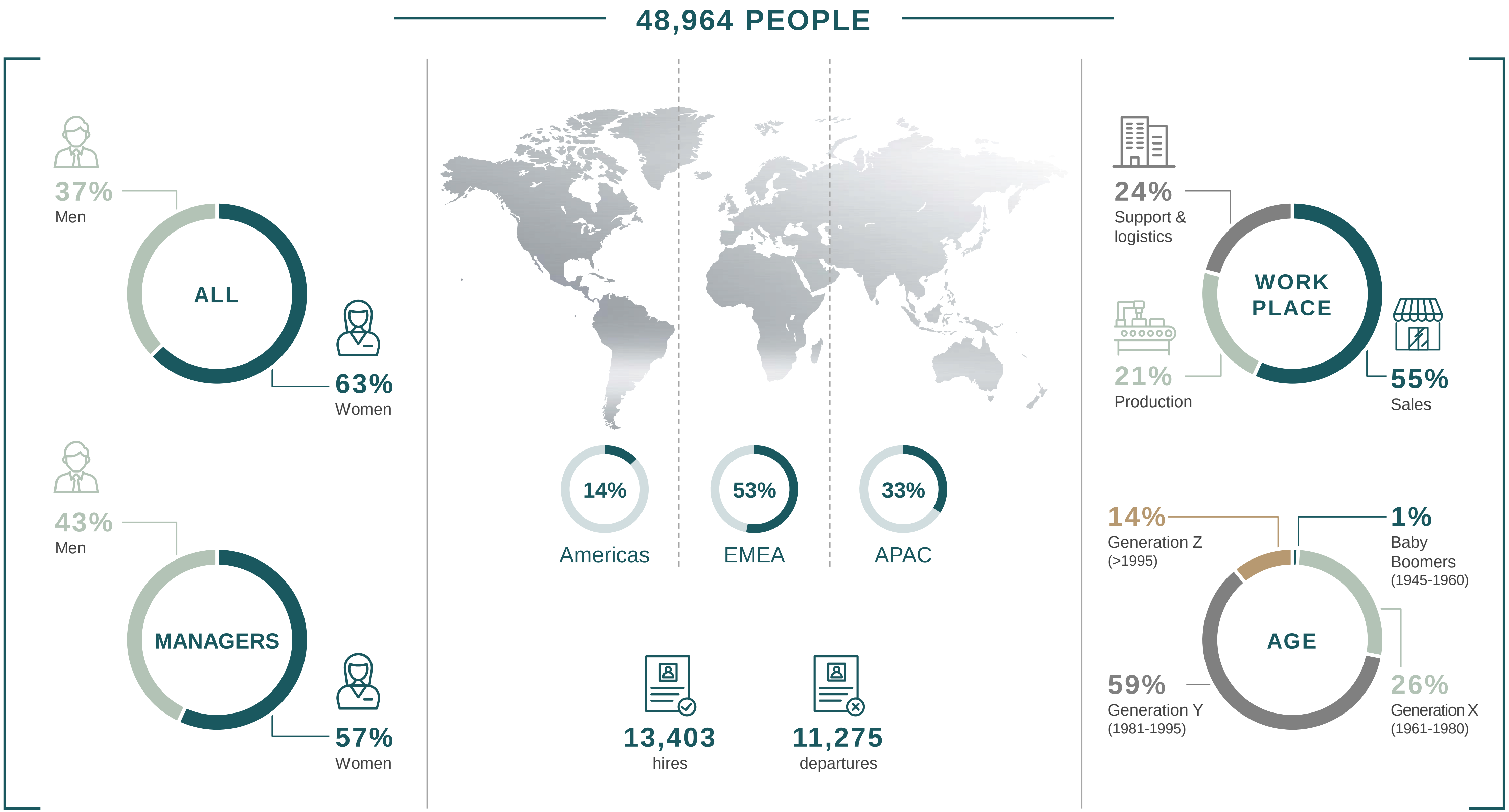
4,559
audits in 2023
(comprehensive and follow-up audits)

75%
of suppliers audited in 2023
vs 64% in 2022

All key suppliers to be audited
every 2 years

SUMMARY

KERING PEOPLE



OUR PEOPLE VISION

BE THE PREFERRED EMPLOYER IN LUXURY

for responsible, ambitious individuals who want
to make a difference in an open and diverse environment

BUILD A "LOVED" AND RESPECTED MULTI-BRAND COMPANY

joining strong Houses together with a shared culture and sense
of purpose, which everyone understands and is committed to

Drive business & deliver results

Grow individually & collectively

Foster diversity & creativity

A GLOBAL STRATEGY, WITH A REGIONAL APPROACH ADAPTED TO LOCAL CONTEXTS DEPLOYED BY ALL HOUSES

FOCUS ON OUR MAIN PRIORITIES
TABLE OF CONTENTS

CREATING DIVERSE LEADERSHIP
OUR COMMITMENT STARTS AT LEADERSHIP LEVEL

OUR COMMITMENT FOR 2025

Increase diversity in key management positions, in terms of gender and geography, to better reflect our business footprint.

OUR MAIN LEVERS

Leadership accountability

A dedicated criterion accounting for 10% of CEO's LTI to lift the proportion of women in Top 500 roles to 50% by the end of the vesting period (see more on the LTI in the governance part)

Recruitment

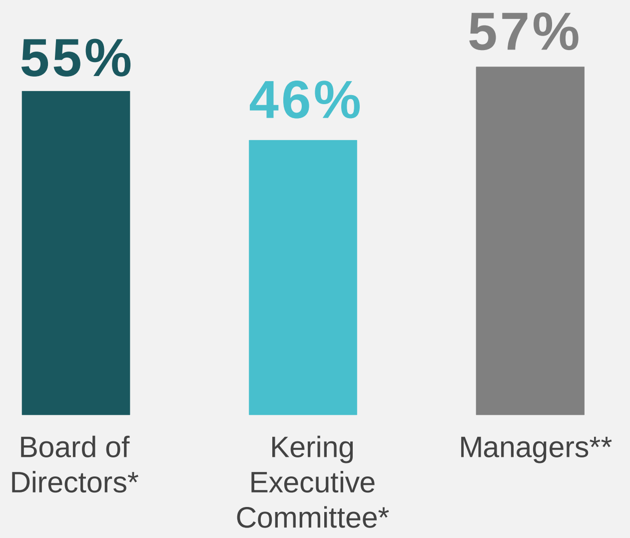
- **Gender parity embedded in our recruitment process** for key positions
- Women representation measured in **talent pipelines and succession plans**

Learning & Development

- Dedicated executive learning & development programs
- Following pilot with Kering Exco in 2022, inclusive leadership training rolled-out in 2023 for all Houses' Exco
- **Target gender parity in our attendees** for our leadership programs
- I&D embedded in mandatory annual learning

OUR ACHIEVEMENTS

Women at Kering account for:



*As of 25 September 2024 and In accordance with Article L. 225-27 of the French Commercial Code and the provisions of the AFEP-MEDEF Code, the two Directors representing employees are not included in the calculation.
**As of 31 December 2023

ADVANCING WORKPLACE EQUITY
OUR COMMITMENT TO ADVANCING GENDER EQUITY ACROSS THE ORGANIZATION

OUR COMMITMENT FOR 2025

- **Pay equity at all levels**
- **Gender parity at all levels**

OUR MAIN LEVERS

Leadership accountability	Recruitment	Learning & Development
• **A criterion targeting the global unexplained gender pay gap reduction** from 1.6% in favor of men in 2023 to 1% in 2024 included within the CEO's annual remuneration	• Recruiters and hiring managers trained on **inclusive recruitment** (incl. how to balance our pipeline and use inclusive job descriptions) • All HRDs trained on unconscious bias and inclusive recruitment	• **Employees trained on unconscious bias** • **I&D embedded in mandatory annual learning**

OUR ACHIEVEMENTS

Level 1 Universal Fair Pay certification awarded for the years 2023 and 2024, with Kering and all the Houses recognized.

In 2023, the Group decided to go to identify unjustified gender pay gaps and priority actions for equal pay achievement.

This detailed study was conducted globally, across all Houses with an independent consulting firm.

GOVERNANCE & MONITORING

- Group **I&D governance** (1 Global I&D team, 3 Regional I&D Lead, 11 I&D Committees) overseeing inclusion as whole with a **priority on gender equality**
- Global **I&D dashboard** measuring gender equality and representation of ethnic minorities in the United States, Canada, and the UK
- **Parity tracked quarterly by banding**, in all Houses
- **Promotion rate monitored by gender and banding**
- **Kering Parity Index:** internal tool to enable all our Houses to assess and monitor performance evolution in key countries

ENGAGING OUR WORKFORCE – SOME INITIATIVES

A GLOBAL BABY LEAVE POLICY

From January 1st, 2020, every new parent, whatever their personal circumstances, is entitled to minimum 14 weeks of paid leave to take care of their newborn(s) or newly adopted child(ren).

- **Fully paid maternity, paternity, adoption or partner leave**
- **Available to all employees worldwide**, whatever their gender
- In 2023 the policy was refreshed to **streamline the process and provide clear guidance** on how the policy works **taking into consideration local legislation in all countries**

WIL – Women in Luxury

- **Launched in 2022 of the Women In Luxury (WIL) global network**
- **In 2023, Kering accelerated the WIL deployment, expanding it to 11 locations.** It offers our employees:
  - conferences on women's empowerment and networking sessions across Houses and regions.
  - webinars on various themes (e.g. Parenthood)

Gucci Observatory Women and Fashion Award

- In 2024, Gucci won the "**Observatory Women and Fashion"** Award in the category of "Empowerment: Cultural Policies for Female Career Development."
- It recognizes Gucci's efforts to empower, uplift, and amplify the voices of women worldwide

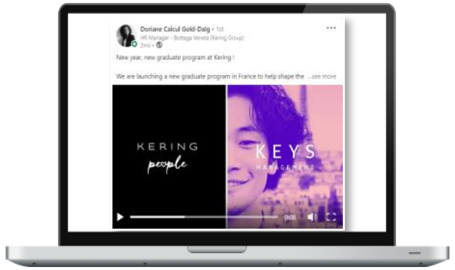
DEVELOPING TALENT
LEARNING & DEVELOPMENT

SKILL-BASED LEARNING

- **Kering Learning:** multi-language platform with tailored offer based on individual skill assessment
- **Development of Functional Academies**
- **First Global Learning Day, across all Houses and all regions**
  - Virtual mainstage
  - Local Masterclasses
  - House events
- **Managers upskilling** on performance, continuous feedback, career conversations

TALENT DEVELOPMENT

- Kering Keys Graduate Programs in EMEA
  - Kering Keys Retail in France
  - Kering Keys Management in France
  - Kering Keys Operations in Italy
- Gucci Grade in EMEA
- Kering Keys Retail Management Trainee Program in China
- Open ongoing career conversations for all
- Tailored learning path by function and experience



TALENT MOBILITY

- Simplified internal mobility process
- Communication campaign with testimonials from employees

Craftsmanship preservation

To maintain the know-how of its luxury businesses over the long-term Kering runs training and skills preservation initiatives.

It ensures that unique skills and expertise of artisans are passed down through new generations, maintaining the authenticity and quality of our products.

Training & Knowledge Transfer

- **10 Craftsmanship excellence programs developed by Houses** in haute couture, leather goods and jewellery benefitting to **1,700 persons**
- ~**4,000** employees trained in 2023
- **Upskilling programs for employees on new ways of working**.
- Various partnerships with Institutes, Schools and Universities (incl. Scholarships) to raise awareness, share expertise and train the new leaders of Luxury.

Engagement with local communities

- Investments & partnerships with local communities to preserve local employment and craftsmanship.

Suppliers' engagement

- Suppliers Engagement to Kering’s Sustainable Principles and Suppliers’ Charter and commitment not to contribute to the discontinuation of artisan traditions and communities that support them

DEVELOPING TALENT
PRESERVING KNOW HOW – EXCELLENCE PROGRAMS & PARTNERSHIPS

Gucci ArtLab & Instituto Secoli

- Launched in 2018, Gucci ArtLab center of excellence Ecole de l’Amour for leather goods and shoes.
- In collaboration with Instituto Secoli, sewing school, this program aims to transfer **“Made in Italy” traditions.**

Institut Saint Laurent Couture

Launched in 2018 in collaboration with “la Chambre Syndicale de la Couture Parisienne” and “l’Institut Français de la Mode”, this program is dedicated to Ready-to-wear apparel and aims to **support emerging talents and preserve France’s fashion heritage**.

Brioni & Scuola di Alta Sartoria

Launched in 1985 through Scuola di Alta Sartoria Nazareno Fonticoli, it provides students knowledge, and **the spirit of "slow luxury"** which combines the **art of tailoring** with Brioni’s **commitment to sustainability.**

Bottega Veneta’s Academia Labor et Ingenium

- Launched in 2023, this school allows new Bottega Veneta employees and students to learn from master artisans via training sessions, workshops and courses.
- The program also offers upskilling and reskilling courses for the House's employees.

Boucheron & Haute Ecole de Joaillerie

- This partnership goes back to the 19th century when Frédéric Boucheron supported the school by creating a travel grant that enabled students to train in foreign markets.
- In 2022, Boucheron welcomed the 2022-2025 class of the Haute École de Joaillerie.
- It prepares for the *Certificat Supérieur de Joaillerie* and the Bachelor’s in Jewellery Design.

Pomellato & Galdus Goldsmith Academy

- Founded in 2018, in collaboration with Galdus Goldsmith Academy, Pomellato Vitruosi is dedicated to training and educating future generations of goldsmiths while preserving Italian and Milanese heritage.
- Starting from September 2024, Pomellato Virtuosi will move to a new house in the Milano Innovation District (MIND) – a place of knowledge and sustainable growth.

ENGAGING IN A MEANINGFUL DIALOGUE WITH OUR 49,000 EMPLOYEES
KERING LISTENING EMPLOYEE SURVEY

2024 KERING GLOBAL EMPLOYEE SURVEY

- Global survey for all our employees, in **16 languages - 16 questions** on engagement, well-being, talent and Inclusion & Diversity & **3 optional** questions at House level
- Strong response rate at **87%**

2023 FOLLOW-UP PLAN

- Organization of **focus groups on gender equality** to gain a better understanding of **female employees' expectations** regarding well-being at work, work-life balance and career development, and **adopt tailored measures**.
- Adoption of the **Gender Listening Index** to track the gender gap on 8 key questions (wellbeing, Talent & Career, Inclusion & Diversity).

OUR COMMITMENT ON THE GENDER LISTENING INDEX

- The **gender listening index** is the sum of scores' differences between women vs men on 8 questions to ensure its I&D actions impact.
- Kering overachieved its 2024 target, with a decrease of 6 pts compared to 2023

2023 ACTUAL SCORE DIFFERENCE BETWEEN MEN & WOMEN	2024 GOAL	2024 ACTUAL SCORE SCORE DIFFERENCE BETWEEN MEN & WOMEN
-26	**-22**	**-20**

→ To create a robust index over time, track changes and action plans impact, these 8 questions will be mandatory, without any amends possible to the wording.

1. Visible or non-visible disability / part of the LGBTQ community / ethnic or cultural minority / another minority group

ENGAGING IN A MEANINGFUL DIALOGUE WITH OUR 49,000 EMPLOYEES
LAUNCH OF THE FIRST EMPLOYEE SHARES PROGRAM IN 2022

Purpose

Further increasing a strong sense of belonging among Kering employees by allowing them to become shareholders of the Group at preferential conditions

82% of Kering employees covered by the plan

from **8** geographies

Subscription rate of **31%**

SUMMARY

Kering's governance

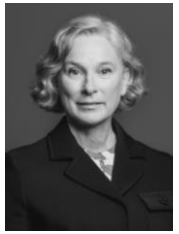
Kering's strategy & performance driving management compensation

BOARD OF DIRECTORS' COMPOSITION

7 INDEPENDENT DIRECTORS

Véronique Weill
Lead Independent Director
Chair of the Remuneration Committee

Dominique D'Hinnin
Chair of the
Audit Committee



Giovanna Melandri
Chair of the
Sustainability Committee

Serge Weinberg
Chair of the
Appointements
and Governance Committee

Maureen Chiquet

Yonca Dervisoglu

Rachel Duan

François-Henri Pinault
Chairman and CEO

3 NON-INDEPENDENT DIRECTORS

Jean-Pierre Denis
Climate Change Lead

Financière Pinault
represented by
Héloïse Temple-Boyer

Baudouin Prot

2 DIRECTORS REPRESENTING EMPLOYEES

Concetta Battaglia

Vincent Schaal

Appointed or renewed by the Annual General Meeting held on April 25, 2024

KEY FIGURES OF THE BOARD OF DIRECTORS

	2023 AGM	2024 AGM
TOTAL NUMBER OF DIRECTORS	12	13
INDEPENDENCE[(1)]	50%	64%
PROPORTION OF WOMEN[(1)]	40%	55%
AVERAGE AGE	57	60
NATIONALITIES REPRESENTED	5	6

(1) In accordance with Article L. 225-27 of the French Commercial Code and the provisions of the AFEP-MEDEF Code, the two Directors representing employees are not included in the calculation.

BOARD OF DIRECTORS' SKILLS

	Risk management	Corporate governance	Industry	Finance and accounting	Leadership	Corporate social and environmental responsibility (CSR)	Marketing	Technology/Digital/ Cybersecurity	Innovation	Economics
François-Henri Pinault	●	●	●	●	●	●				
Véronique Weill	●	●		●	●		●	●	●	●
Dominique D'Hinnin	●	●		●	●			●		●
Giovanna Melandri				●	●	●			●	●
Serge Weinberg	●	●		●	●					●
Concetta Battaglia	●		●			●				
Maureen Chiquet	●	●	●		●	●	●		●	
Jean-Pierre Denis	●	●		●	●	●				●
Yonca Dervisoglu					●	●	●	●	●	
Rachel Duan	●	●		●	●		●			●
Baudouin Prot	●	●		●	●					●
Vincent Schaal	●							●		
Héloïse Temple-Boyer	●	●	●	●	●					●
Number of Directors	**11**	**9**	**4**	**9**	**11**	**6**	**4**	**4**	**4**	**8**
Percentage of Directors	**85%**	**69%**	**31%**	**69%**	**85%**	**46%**	**31%**	**31%**	**31%**	**62%**

Board Committees membership

	Audit	Remuneration	Appointments & Governance	Sustainability
François-Henri Pinault				Committee member
Véronique Weill	Committee member	Committee Chair	Committee member	Committee member
Dominique D'Hinnin	Committee Chair	Committee member		
Giovanna Melandri				Committee Chair
Serge Weinberg	Committee member	Committee member	Committee Chair	
Concetta Battaglia			Committee member	Committee member
Maureen Chiquet				Committee member
Jean-Pierre Denis	Committee member			Committee member
Yonca Dervisoglu			Committee member	Committee member
Rachel Duan	Committee member			
Baudouin Prot	Committee member		Committee member	
Vincent Schaal		Committee member		
Héloïse Temple-Boyer	Committee member	Committee member	Committee member	

● Committee Chair
● Committee member

BOARD COMMITTEES

Audit Committee

Independent Chair
Dominique D'Hinnin

3 | 3 | 5 YTD (1)

+ 1 joint meeting on CSRD with the Sustainability Committee

67% independent

96% attendance YTD(1)

Remuneration Committee

Independent Chair
Véronique Weill

2 | 3 | 3 YTD (1)

75% independent

100% attendance YTD(1)

Appointments & Governance Committee

Independent Chair
Serge Weinberg

4 | 2 | 1 YTD (1)

60% independent

100% attendance YTD(1)

Sustainability Committee

Independent Chair
Giovanna Melandri

5 | 2 | 1 YTD (1)

+ 1 joint meeting on CSRD with the Audit Committee

67% independent

86% attendance YTD(1)

(1) As of September 25, 2024..

KEY CORPORATE GOVERNANCE PRINCIPLES

Compliance with **all recommendations** of the AFEP-MEDEF Code

Board's composition focused on diversity, independence and expertise

Lead Independent Director

All four **Committees chaired** by **independent Directors**

Annual assessment of the Board's composition and functioning

Two meetings without the Chairman and CEO per year

Annual **strategic** meeting

BOARD ESG OVERSIGHT

BOARD OF DIRECTORS

Overall accountability for ESG oversight and strategic direction

- Determines strategic orientations and considers social and environmental issues in its decisions
- Oversees company sustainability risks and opportunities and engages with the management on sustainability issues
- Endorses non-financial information, ensuring its high quality

Board good practice: Board training seminar on Climate in 2023.

Audit Committee

- Monitors the **Group's risk mapping** including environmental and social risks and ensures the effectiveness of internal control and risk management systems
- Under the **CSRD framework,** monitors and reviews the preparation and certification processes of sustainability information.

Sustainability Committee

- Monitors the implementation of the Group's Sustainability Strategy
- Reviews the sustainability reporting process
- Monitors the Group's non-financial ratings and performance

Remuneration Committee

- Ensures that executive corporate officers remuneration includes non-financial performance criteria and targets in line with the Group's strategy and ambitions
- Assesses the level of achievement of non-financial performance targets for variable remuneration based on actions taken

Appointments & Governance Committee

- Discusses governance issues related to the operation and organization of the Board, including the gender diversity policy applied to the Board and to the senior management bodies
- Ensures that the Board possesses CSR skills and, where appropriate, includes this dimension in the selection process for new Directors

Starting 2024, two joint meetings per year between the Audit and the Sustainability Committees

Lead Independent Director

Board spokesperson for investors on ESG-related matters

- Participates in the ESG and pre-AGM roadshows
- Reports investors' ESG-related questions to the Board
- Sits on the four Board Committees

Climate Change Lead

Board-level advocacy for Climate

- Ensures that the Board has a clear grasp and understanding of the climate change priorities and impacts
- Ensures that Climate matters are captured within Board decision-making
- Sits on the Audit and Sustainability Committees

A SEASONED AND DIVERSE EXECUTIVE COMMITTEE

François-Henri Pinault
Chairman and Chief Executive Officer since 2005
He joined the group in 1987 and held several senior positions before becoming Chairman and CEO of Kering in 2005. In this position, he gradually transformed Kering into a leading global Luxury group.

Francesca Bellettini
Deputy CEO, Brand Development since 2023, President and Chief Executive Officer, Yves Saint Laurent since 2013
After a few years in investment banking, she joined Kering in 2003 and held senior positions within Gucci and Bottega Veneta Houses.

Jean-Marc Duplaix
Deputy CEO, Operations and Finance since 2023
After 10 years within Arthur Anderson as auditor and financial consultant for CAC 40 companies, he acted as Deputy CFO of Groupe M6 from 2005 to 2012 and CFO of Kering from 2012 to 2023

Cédric Charbit
President and Chief Executive Officer, Balenciaga since 2016
He joined Kering in 2012 as Product Strategy Director of Yves Saint Laurent.

Laurent Claquin
Chief Brand officer, Kering since 2024
He joined the Group in 2005, assuming several leadership roles, including Senior VP of Communications, Head of CSR and President of Kering Americas.

Raffaella Cornaggia
Chief Executive Officer, Kering Beauté since 2023
She joined Kering Beauté with the mission of developing the Beauty segment for the Bottega Veneta, Balenciaga, Alexander McQueen, Pomellato and Qeelin.

Marie-Claire Daveu
Chief Sustainability and Institutional Affairs Officer since 2012
She joined Kering in 2012 after handling various roles in politics for c. 10 years.

Mélanie Flouquet
Chief Strategy Officer since 2021
She joined Kering in 2021 after having worked for 20 years at JP Morgan, leading the Luxury Goods Equity Research Team.

Béatrice Lazat
Chief People Officer since 2016
She joined Kering in 2016 after more than 20-years within L'Oréal group, holding several senior positions.

Jean-François Palus
President and Chief Executive Officer, Gucci since 2023
He joined the Group in 1991 as Deputy CFO for the timber division. After overseeing Kering's M&A operations, he became CFO in 2005 and was appointed Deputy CEO in 2008 until 2023.

Armelle Poulou
Chief Financial Officer since 2024
She joined Kering in 2019 as Director of Corporate Finance, Treasury and Insurance and has 25 years of financial expertise.

Bartolomeo Rongone
Chief Executive Officer, Bottega Veneta since 2019
He joined Kering in 2012 as Chief Operating Officer of Yves Saint Laurent.

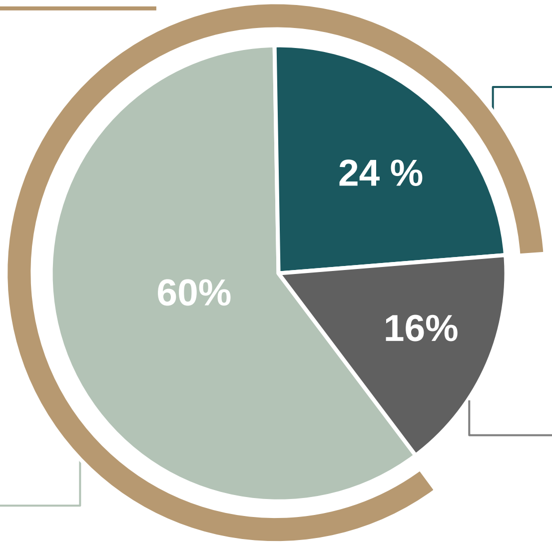
Roberto Vedovotto
President and Chief Executive Officer, Kering Eyewear since 2014
He joined Kering in 2014 to create and manage Kering Eyewear after more than 10 years as CEO of Safilo.

Kering's governance

Kering's strategy & performance driving management compensation

REMUNERATION STRUCTURE FOR THE CHAIRMAN AND CEO
DESIGNED TO CREATE MEDIUM- AND LONG-TERM VALUE

84%
Performance-based remuneration

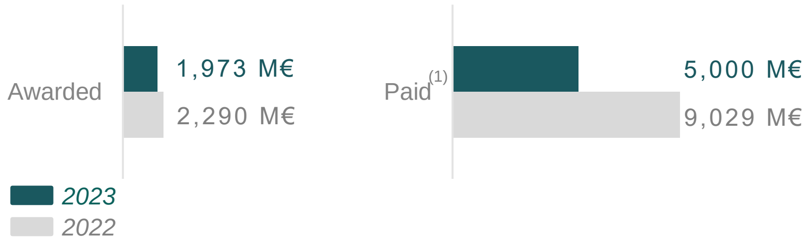


Annual variable remuneration
- 150% of the fixed annual remuneration at target and 203% max.

Annual fixed remuneration
€1,200,000

Long-term variable remuneration (performance shares)
- 150% of the fixed remuneration for year Y + annual variable remuneration due for year Y-1

AMOUNTS AWARDED AND PAID IN 2022 AND 2023



(1)The remuneration paid includes Kering Monetary Units (KMUs) granted between 2018 to 2019 whose payment was differed

CHANGES TO THE REMUNERATION POLICY FOR THE CHAIRMAN AND CEO
VOTED AT THE 2024 AGM

ANNUAL VARIABLE REMUNERATION	▪ **Three new non-financial criteria** ✓ Climate (GHG emissions on scope 1, 2, 3) ✓ Gender pay gap ✓ Succession planning ▪ **Ongoing use of a non-financial criterion based on the protection of intangible assets** (image, reputation, IP, compliance)
LONG TERM VARIABLE REMUNERATION	▪ **New climate-related criterion** (GHG emissions on scope 1, 2, 3) in addition to the current Biodiversity criterion
OTHER	▪ **Discontinuation of directors' fees** as for 2024

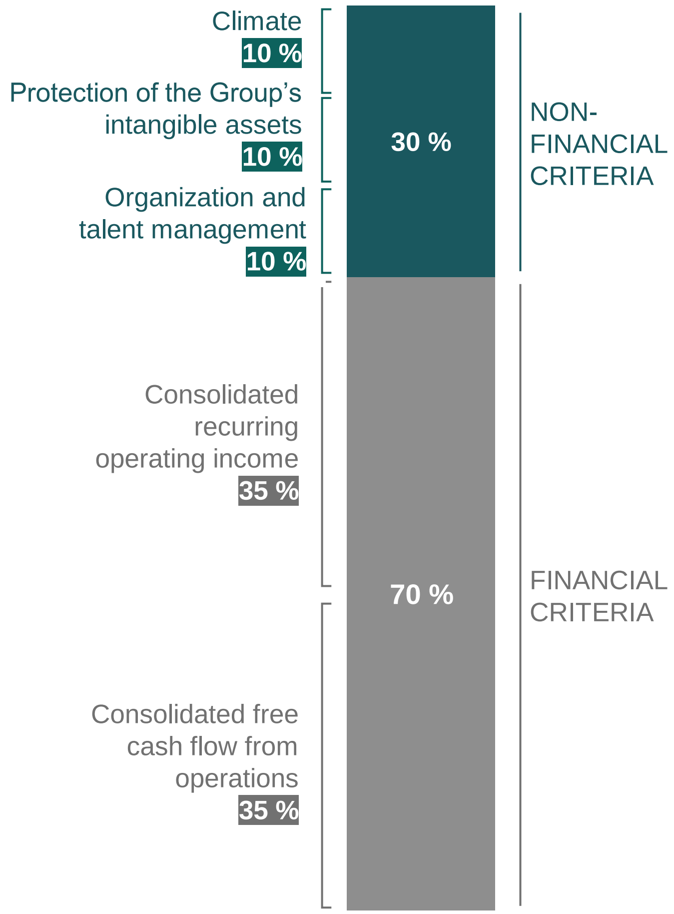
COMPONENTS OF THE CHAIRMAN AND CEO’S REMUNERATION

Annual fixed remuneration
(cash)

- Consideration of the level and complexity of responsibilities and experience
- Alignment with market practices

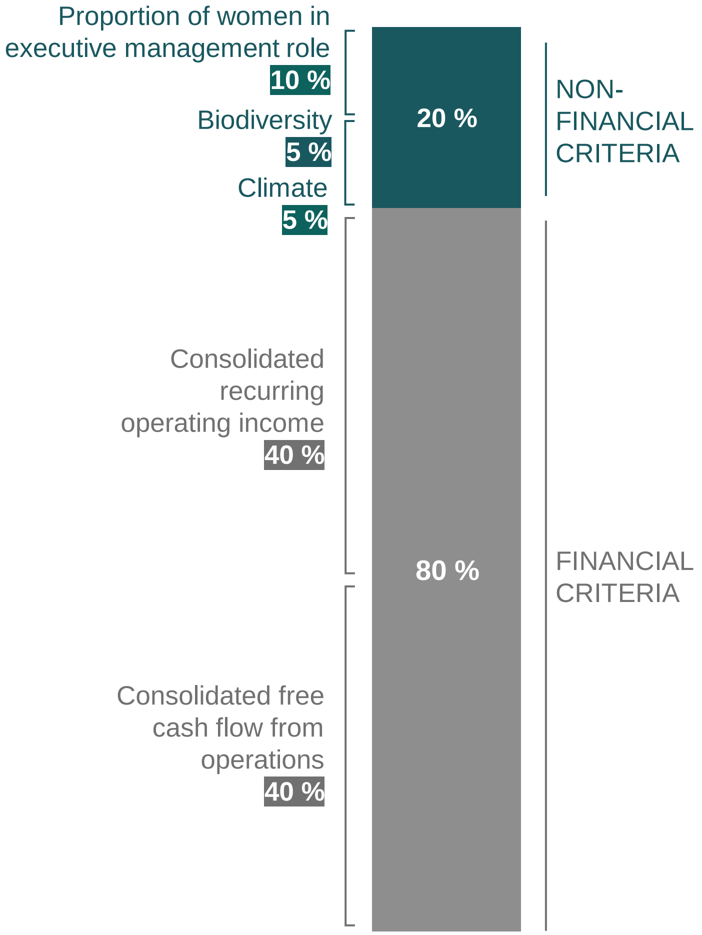
Annual variable remuneration
(cash)

Performance criteria *(1 year)*



Long-term variable remuneration
(performance shares)

Performance criteria *(3 years)*



Kering share price performance: +/- 50 % impact

2024 ANNUAL VARIABLE REMUNERATION FOR THE CHAIRMAN & CEO
NON-FINANCIAL TARGETS ALIGNED WITH THE GROUP'S AMBITIONS

New targets

Criteria	Weight	Targets
CLIMATE	10%	• **4% reduction in greenhouse gas emissions in absolute terms** (scopes 1, 2 and 3 of the GHG Protocol) as part of the overall target of reducing them by 40% by 2035
PROTECTION OF THE GROUP'S INTANGIBLE ASSETS (IMAGE, REPUTATION, IP, COMPLIANCE)	10%	• **Strict compliance with the new internal control framework put in place for marketing and communications activities** in order to protect the Group's reputation, and an absence of observed incidents
ORGANIZATION & TALENT MANAGEMENT	6%	• **Reduction in the unexplained gap[1] between the fixed salaries of men and women** within the Group (as calculated as part of the Universal Fair Pay Check certification approach) **from 1.6% to 1% in 2024**
	4%	• **Strengthening of succession plans** for the two Deputy CEOs and other members of the Executive Committee, the House CEOs, and Creative Directors

(1) The unexplained gap is the residual difference between the remuneration of men and women that cannot be explained by factors that may legitimately influence remuneration levels (such as the level of responsibility, the level of experience, geographical location, the profession concerned, etc.).

2024 LONG-TERM VARIABLE REMUNERATION (LTI)
HOW PERFORMANCE SHARES WORK?

2024 | 2025 | 2026 | 2027

VESTING PERIOD (3 years)

Grant of performance shares

Chairman & CEO
150% of fixed remuneration year Y
+ annual variable remuneration due for Y-1

Annual award for the Chairman & CEO capped at 20% of the total shares granted by the Board during each fiscal year

Final vesting subject to conditions

Performance conditions
See next slide

+

Service condition:
Continued presence within the Group on the vesting date

Lock-in obligation

The Chairman & CEO must hold, in registered form throughout his term of office, a number of performance shares awarded = 2 years of his annual fixed and variable remuneration at the date of delivery of the shares

2024 LONG TERM VARIABLE REMUNERATION (LTI)
NON-FINANCIAL TARGETS ALIGNED WITH THE GROUP'S COMMITMENTS

Criteria		*Relative weighting*	*Targets*(1)
FINANCIAL TARGETS	Consolidated recurring operating income	**40%**	Minimum 5 % increase in the average amount over the 3-year vesting period
	Consolidated free cash flow from operations	**40%**	Minimum 5% increase in the average amount over the 3-year vesting period
NON FINANCIAL TARGETS (New targets)	Proportion of women in executive management roles	**10%**	Lift the proportion of women in Top 500 roles to 50% by the end of the vesting period
	Biodiversity	**5%**	Regenerative agriculture practices adopted **by 2026** on **1,300,000 hectares** of land linked to Kering's supply chain and protection of 1,000,000 hectares in key areas that are not part of the supply chain
	Climate	**5%**	**10% reduction in greenhouse gas emissions in absolute terms (scopes 1, 2 and 3 of the GHG Protocol) by 2026 as part of the overall target of reducing them by 40% by 2035**
		100%	
UPWARD /DOWNWARD ADJUSTEMENT	Kering share price relative performance	+/-50%	Upward or downward adjustment of the number of shares to be delivered, in a maximum proportion of 50%, depending on the **relative performance of Kering's share price** compared with that of a panel of 8 listed companies in the Luxury sector (Burberry, Ferragamo, Hermès, LVMH, Moncler, Prada, Richemont and Swatch).
TOTAL shares vested		**0% to 150% of shares awarded**	

(1) The number of shares that vest according to the level of achievement of each performance criterion is determined on a linear sliding scale. These elements are published in full on page 150 of the 2023 URD.

2024 REMUNERATION FOR BOARD MEMBERS
VOTED AT THE 2024 AGM

OVERALL ENVELOPE

€1,400,000 (unchanged vs. 2023)

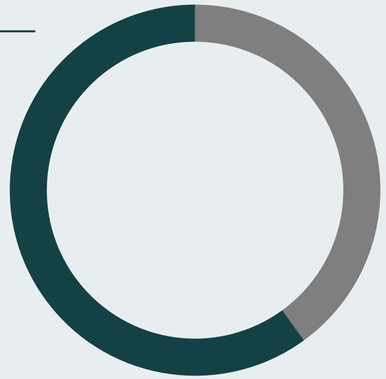
STRUCTURE OF THE DIRECTORS' REMUNERATION

VARIABLE 60%

Conditioned on Directors' attendance at Board and Committee meetings

Coefficient mechanism:

- 1 per presence at each meeting of the Board
- 0.5 for each attendance of a Committee meeting



40% **FIXED**

Minus special portions for:

- the Chairs of the Committees (€23,000 each)
- **the Lead Independent Director (€75,000 for 2024 increased from €50,000)**[1]
- the Climate Change Lead (€23,000)

Coefficient mechanism:

- 1 per Board membership, increased by
- 0.5 per Committee

OTHER INFORMATION

(1) From 2024, no remuneration will be awarded to the Chairman and CEO with respect to his duties as Director.
(2) Financière Pinault has waived the benefit of any remuneration in respect of its duties as a Director.
(3) Both Directors representing employees have a permanent employment contract with the Company or a Kering group company.

(1) Due to increased responsibilities (from 2024: participation to the roadshow ahead of the AGM, in addition to her participation in the ESG roadshow, and given the time and effort she is required to invest in those events and to prepare for meetings of the Board of Directors and specialized Committees)

KERING

Gucci • Saint Laurent • Bottega Veneta • Balenciaga • Alexander McQueen • Brioni

Boucheron • Pomellato • Dodo • Qeelin • Ginori 1735

Kering Eyewear • Kering Beauté

Empowering Imagination