

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 August 22, 2025

Shareholders are convened to a Combined General Meeting to be held at **3 p.m. (Central European Time) on Tuesday, September 9, 2025, at Kering's head office**, 40 rue de Sèvres, 75007 Paris, to deliberate on the following agenda:

AGENDA

Ordinary resolutions

1. Approval of the remuneration policy for the Chief Executive Officer for the period from September 15 to December 31, 2025;
2. Approval of the remuneration policy for the Chairman of the Board of Directors for the period from September 15 to December 31, 2025;
3. Approval of the amendment of the remuneration policy for directors for the period from September 15 to December 31, 2025;

Extraordinary resolutions

4. Appointment of Luca de Meo as Director for a period other than the four-year period provided for by Article 10 of the Company's articles of association;
5. Amendment of Articles 12 and 15 of the Company's articles of association in order to change the age limit for the Chairman of the Board of Directors to 80 and the age limit for the Chief Executive Officer to 70;

Ordinary resolution

6. 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 July 30, 2025, bulletin no. 91. 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 or form (registered or bearer) of shares held, is entitled to participate in the General Meeting in accordance with the applicable statutory and regulatory provisions.

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 Meeting either by attending in person, by voting by post prior to the Meeting, or by being represented by the Chair or by a proxy, under the conditions set out below.

1 – Methods of 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.

Registered shareholders

Registered shareholders who have not opted to receive notices of meeting electronically will receive the voting form by post, enclosed with the notice of meeting brochure. To request an admission card using this form, they must tick the appropriate box, complete and sign the form, and return it using the prepaid envelope enclosed with the notice of meeting. To be taken into account, the form must be received by Société Générale Securities Services no later than three calendar days before the date of the Meeting, i.e., by **Saturday, September 6, 2025**.

Registered shareholders may also request their admission card online by logging into the Votaccess platform via the Sharinbox website: www.sharinbox.societegenerale.com. Once logged in, they should follow the on-screen instructions to access Votaccess and request an admission card.

Registered shareholders who have not received their admission card by the second business day preceding the Meeting (i.e., **Friday, September 5, 2025**), must report to the designated reception desks on the day of the Meeting with a proof of identity.

Bearer shareholders

Bearer shareholders must request an admission card from the financial intermediary managing their shares account.

Bearer shareholders whose financial intermediary is connected to the Votaccess platform may request their admission card online by logging into their intermediary's online portal using their usual access credentials. Once logged in, they should click on the icon corresponding to their Kering shares and follow the on-screen instructions to access Votaccess and request an admission card.

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

Bearer shareholders who have not received their admission card by the second business day preceding the General Meeting (i.e., **Friday, September 5, 2025**), must request a participation certificate from their financial intermediary. This certificate will serve as proof of shareholder status as of Friday, September 5, 2025, and allow them to attend the Meeting.

On the day of the Meeting, all shareholders shall prove their status as shareholders and identity during the registration formalities.

2 – Methods of voting online or by mail, granting a proxy to the Chair of the Meeting, or being represented at the Meeting

2.1 – By post (using the paper form)

Registered shareholders

Registered shareholders who have not opted to receive notices of meeting electronically will receive the voting form by post, enclosed with the notice of meeting brochure. They may vote remotely or appoint the Chair of the Meeting or another person to act as their proxy by completing the appropriate box on the form and returning it duly completed and signed, using the prepaid envelope enclosed with the notice of meeting.

To be considered valid, the completed and signed voting form and, if applicable, the designation or revocation of a proxy, must be received by Société Générale Securities Services no later than three calendar days before the Meeting, i.e., by 11:59 p.m. (Paris time) on **Saturday, September 6, 2025**.

Bearer shareholders

Bearer shareholders shall request the voting form from the financial intermediary managing their shares account.

Once completed and signed, this form must be returned to their financial intermediary, who shall then forward it, along with a participation certificate, to Société Générale Securities Services - Service Assemblée Générale - 32 rue du Champ de Tir - CS 30812 – 44308 NANTES Cedex 3.

Bearer shareholders should allow sufficient time for their completed and signed form and, if applicable, the designation or revocation of a proxy, to be received by Société Générale Securities Services no later than three calendar days before the date of the Meeting, i.e., by 11:59 p.m. (Paris time) on **Saturday, September 6, 2025**.

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

2.2. – Online (using the Votaccess service)

Registered shareholders

Registered shareholders who wish to vote online or appoint the Chair of the Meeting or another person to act as their proxy shall log in to the Votaccess platform via the Sharinbox website: www.sharinbox.societegenerale.com. Once logged in, they shall follow the on-screen instructions to access Votaccess and vote, or grant or revoke a proxy.

Bearer shareholders

Bearer shareholders must enquire with their financial intermediary managing their shares account to determine whether it has subscribed to the Votaccess service and, if so, whether any specific terms of use apply.

– **If the financial intermediary has subscribed to the Votaccess service**, the bearer shareholder shall log in to the intermediary's online portal using their usual login credentials, then click on the icon corresponding to their Kering shares and follow the on-screen instructions to access Votaccess and vote, grant proxy to the Chair of the Meeting, or designate/revoke a proxy.

– **If the financial intermediary has not subscribed to the Votaccess service**, the bearer shareholder cannot vote online and must submit their voting form to their financial intermediary in accordance with the mail-vote instructions at paragraph 2.1 above.

However, proxy designations or revocations may be notified by email to the following address: assemblees.generales@sgss.socgen.com. This email must mandatorily include the following details: the name of the company (Kering), the date of the Meeting (September 9, 2025), 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 their financial intermediary sends written confirmation to Société Générale Securities Services either:

- by post no later than three calendar days before the Meeting (**Saturday, September 6, 2025**), 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 (**Monday, September 8, 2025**), by 3 p.m. (Paris time) to the following address: assemblees.generales@sgss.socgen.com.

Only proxy designations or revocations correctly completed, signed and received within these deadlines will be accepted. 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 **Friday, August 22, 2025, at 9 a.m.** (Paris time) and will close on the eve of the Meeting, i.e., on **Monday, September 8, 2025, 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 by shareholders prior to the General Meeting

In accordance with Article R. 22-10-28 of the French Commercial Code, any shareholder who has already cast a vote remotely, granted a proxy, or requested an admission card or a participation certificate may no longer choose another method of participating in the General Meeting. However, shareholders may still transfer all or part of their shares. It should be noted that:

- if the transfer occurs before **Friday, September 5, 2025**, at midnight (Paris time), the Company will accordingly invalidate or amend, as the case may be, the remote vote, proxy, admission card or participation certificate.
- any transfer taking place after **Friday, September 5, 2025**, at midnight (Paris time), regardless of the method used, will not 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 severely 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 timeframes provided 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 no later than the fourth business day prior to the date of the General Meeting, i.e., no later than **Wednesday, September 3, 2025**, at midnight (Paris time).

Written questions should preferably be sent by email to the following address: ag2025proxy@kering.com, or alternatively 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 on the same subject matter.

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, in accordance with 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 have been available for consultation since Tuesday, August 19 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/>.

The Board of Directors