



# INVESTOR PRESENTATION

MAY 2023



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KERING AT A GLANCE

# 2022 KEY FIGURES

## GROUP REVENUE

**€20,351m**

+15% reported vs. 2021  
+9% comparable<sup>(1)</sup> vs. 2021

## GROUP RECURRING OPERATING INCOME

**€5,589m**

+11% vs. 2021  
27.5% recurring operating margin

## NET INCOME ATTRIBUTABLE TO THE GROUP

**€3,614m**

+14% reported vs. 2021

## FREE CASH FLOW FROM OPERATIONS

**€3,208m**

## EMPLOYEES

**47,227**

*as of Dec. 31, 2022*

57% women managers  
within the Group

## SUSTAINABILITY

**-50%**

Environmental footprint (EP&L)<sup>(2)</sup>

**A List**

CDP 2022 – Climate

**10<sup>th</sup> year**

in DJSI

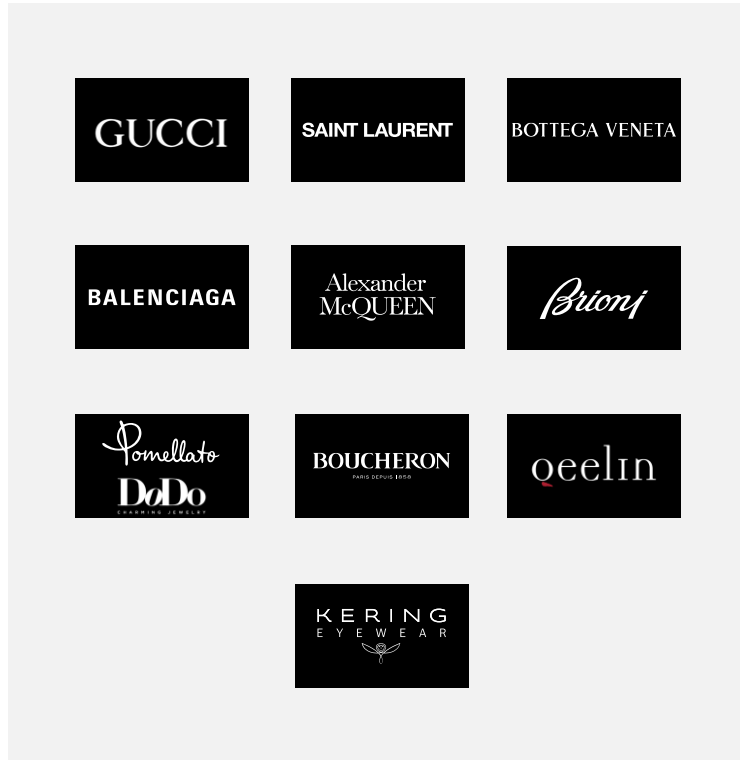
(1) At constant scope and exchange rates

(2) EP&L intensity 2015-2022



# SOLID FOUNDATIONS AND STRONG AUTHORITY OF ALL OUR HOUSES

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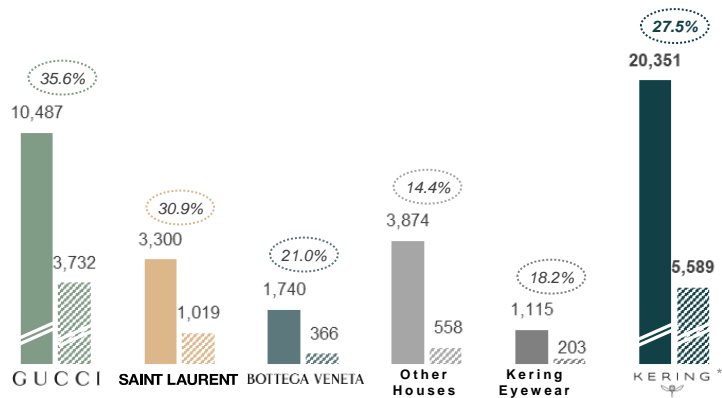
- **GUCCI** STRENGTHENING THE HOUSE'S FUNDAMENTALS AND LEVERAGING ITS UNIQUE HERITAGE
- **SAINT LAURENT** DELIVERING ON ITS AMBITIONS
- **BOTTEGA VENETA** FURTHER RAISING ITS ULTRA-HIGH-END POSITIONING
- PROMOTING THE DEVELOPMENT OF **OTHER HOUSES**
- **KERING EYEWEAR** OUTSTANDING GROWTH



# NURTURING A COMPLEMENTARY ENSEMBLE OF ICONIC LUXURY HOUSES

## HOUSES WITH DIFFERENT SCALES AND MATURITY

(FY22 Revenue and EBIT in €m)

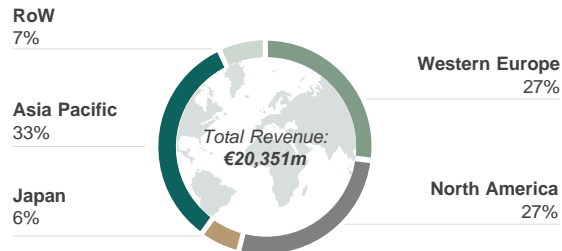


\*\* Kering Group includes corporate costs and eliminations

Revenue
  EBIT
 XX% EBIT margin

## A WELL-BALANCED GEOGRAPHICAL EXPOSURE

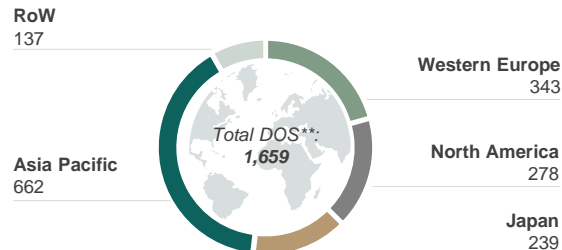
(as a % of FY22 Revenue)



## AN INCREASINGLY EXCLUSIVE DISTRIBUTION

In FY22, Retail revenue represented 78% of total revenue\*

(# of Directly Operated Stores)



\* % weight on Revenue before Eliminations \*\* As of Dec. 31, 2022.



# BUILDING ON STRONG FOUNDATIONS



## CONTINUOUS ELEVATION

- Nurturing desirability of our Houses
- Blending creativity and iconicity
- Leveraging the tradition and *savoir-faire*



## REINFORCING THE EXCLUSIVITY OF OUR DISTRIBUTION

- Ongoing wholesale rationalization
- Constant assessment to identify new opportunities and adapt networks



## STRONG GROWTH PLATFORMS

- Investing in production footprint in Italy and controlling strategic parts of the production
- Logistics transformation program and demand planning tools
- State-of-the-art and integrated IT solutions for better information systems



## INNOVATION AT OUR CORE

- Personalized and localized CRM & AI programs
- New business models (second-hand market...)
- Testing the Metaverse at Gucci and Balenciaga
- New alternative materials



# CRAFTING TOMORROW'S LUXURY: OUR SUSTAINABLE ROADMAP



## WE CARE

about our impact on the **planet**, on **climate change**, on **natural resources** by:

- Reducing our environmental footprint through a 40% reduction of our GHG emissions in absolute terms across our supply chain by 2035
- Preserving our raw materials through 100% traceability and compliance with our Kering Standards, with highest standards in animal welfare by 2025
- 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

## WE COLLABORATE

for the good of our **employees**, **suppliers**, **clients** to:

- Preserving our industry's heritage
- Instilling diversity, achieve gender parity at all levels and pay equity
- Providing exceptional employment by being the preferred employer in Luxury and developing progressive policies

## WE CREATE

**innovations** to ensure our planet, our industry and our brands thrive for the long run by:

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







GUCCI

Q1 2023 REVENUE

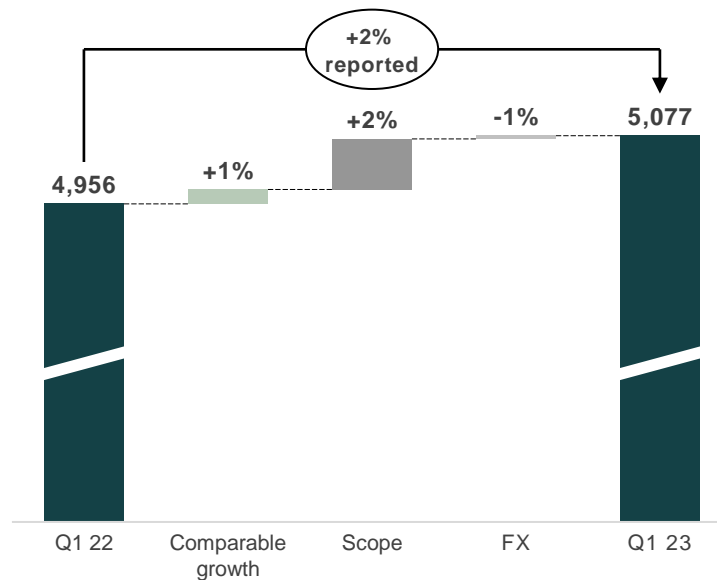
# Q1 23 GROUP REVENUE

## KEY HIGHLIGHTS

- **REVENUE +2% REPORTED, +1% COMPARABLE**
  - RETAIL: ALL HOUSES UP
  - WHOLESALE: DOWN DOUBLE DIGIT, ONGOING RATIONALIZATION STRATEGY
  - FX BROADLY NEUTRAL, POSITIVE SCOPE IMPACT FROM MAUI JIM
- **SOFT Q1, ENDING ON A HIGHER NOTE**
  - STRONG PERFORMANCES IN W.EUROPE AND JAPAN, N.AMERICA MUTED, APAC BACK TO GROWTH ON GRADUAL CHINA RECOVERY
  - RETURN OF TOURISM
- **ELEVATION STRATEGIES**
  - ACCLAIMED FASHION SHOWS
  - HIGH-VISIBILITY COMMUNICATIONS
  - CREATIVITY AND HERITAGE

## REVENUE CHANGE

(in €m and comparable change YoY)



% comparable change: at constant scope and exchange rates



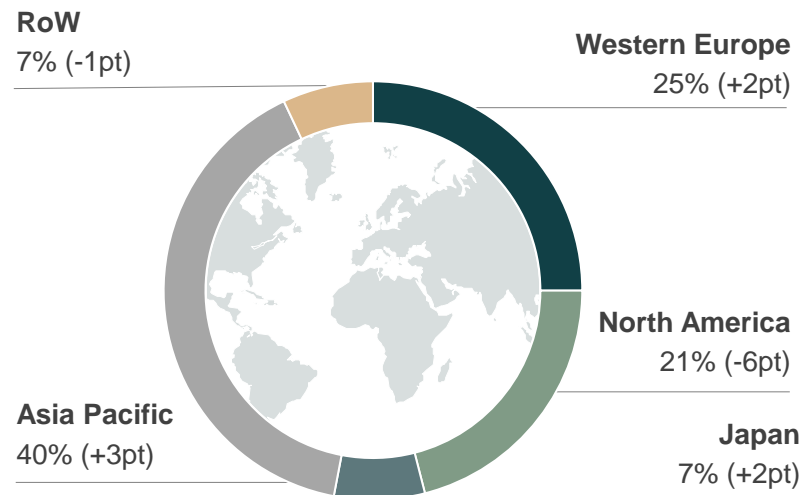
# Q1 23 GROUP REVENUE

## REVENUE BREAKDOWN BY SEGMENT

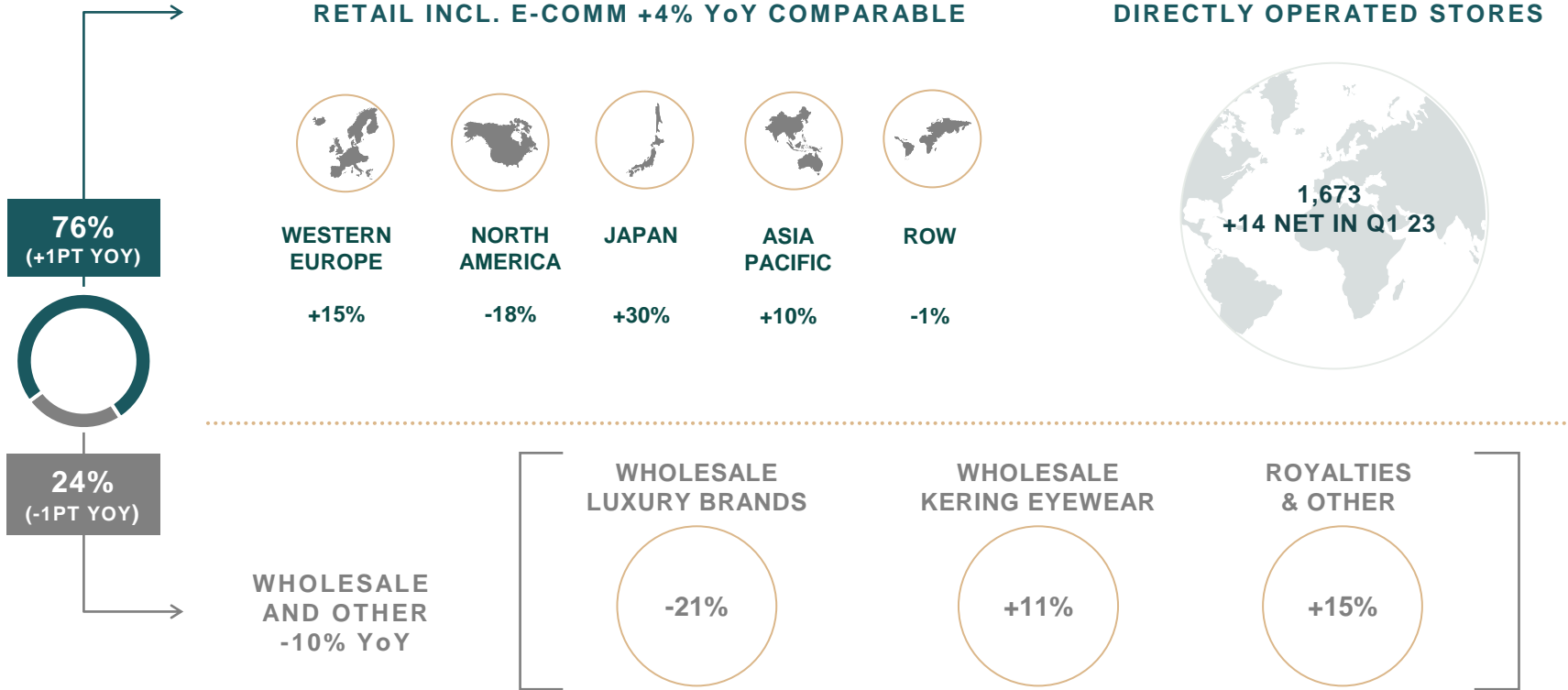
In €m	Q1 23 Revenue	Q1 22 Revenue	Change (%)	
			Reported	Comp.
Gucci	2,616	2,591	+1%	+1%
Saint Laurent	806	739	+9%	+8%
Bottega Veneta	395	396	-0%	+0%
Other Houses	890	973	-9%	-9%
Kering Eyewear & Corporate	433	308	+41%	+11%
<i>Eliminations</i>	(63)	(51)		
<b>Kering total</b>	<b>5,077</b>	<b>4,956</b>	<b>+2%</b>	<b>+1%</b>

## REVENUE BREAKDOWN BY REGION

(% of total revenue and YoY change)



# Q1 23 GROUP REVENUE BY CHANNEL AND REGION



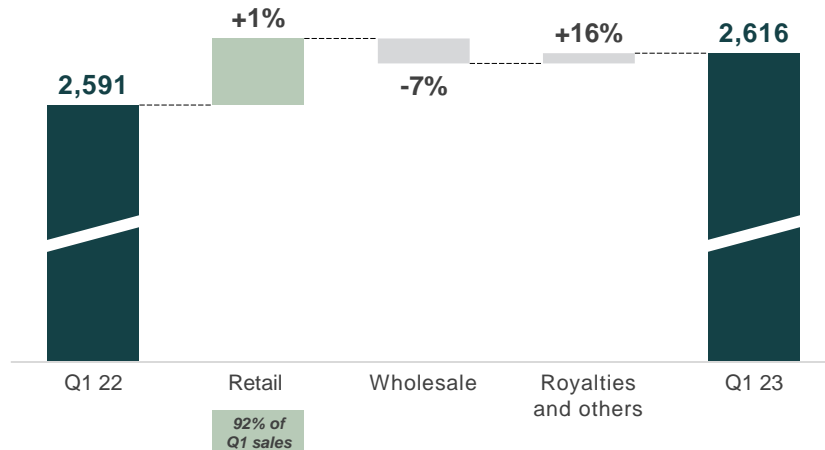
% weight and % comparable change based on Revenue before eliminations





## Q1 23 REVENUE: +1% REPORTED AND +1% COMPARABLE

(in €m, and YoY comparable growth in %)



### • ENCOURAGING DEVELOPMENTS

- Growth in all key product categories, led by Handbags, Travel, WRTW
- Strong pipeline and good reception of Newness together with impactful global campaigns on iconic handbags
- AUR increase across all categories
- Gucci Cosmos exhibition opening in Shanghai late April to showcase the House heritage, innovative spirit and visionary creativity

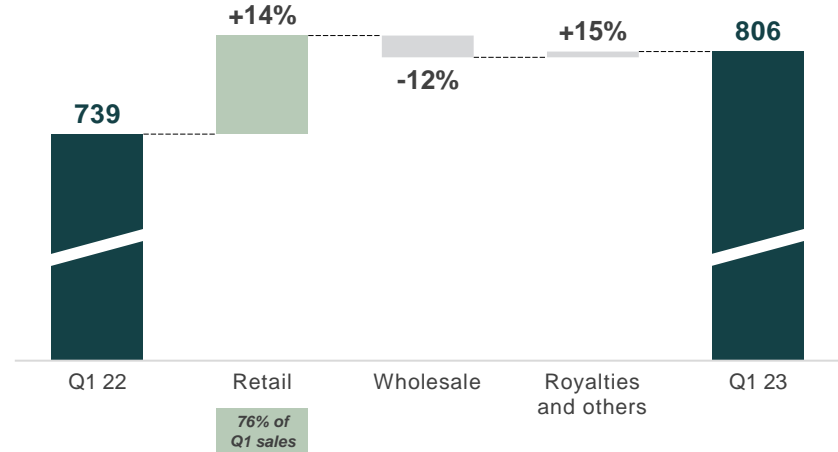


# SAINT LAURENT



## Q1 23 REVENUE: +9% REPORTED, +8% COMPARABLE

(in €m, and YoY comparable growth in %)



### • HEALTHY RETAIL GROWTH

- Driven by Leather Goods and RTW
- Unabated appeal of carryovers, strong performance of Fall & Winter 2022 and successful launch of Spring 2023 collections
- Confirmed traction on higher price points

### • WHOLESALE DOWN AS PLANNED ON RETAILIZATION

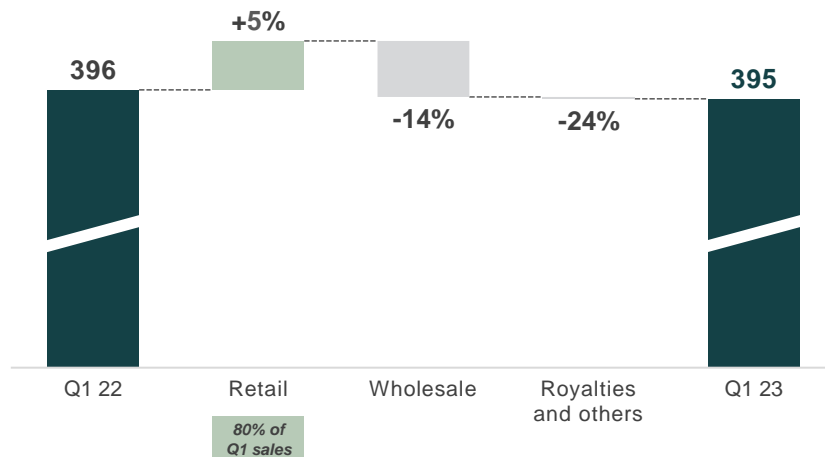


# BOTTEGA VENETA



## Q1 23 REVENUE: -0% REPORTED, +0% COMPARABLE

(in €m, and YoY comparable growth in %)



### • QUALITY GROWTH IN RETAIL

- Top-ranked Winter 23 Fashion Show, instant success of new launches, strong pillar lines, AUR up sharply
- Stable store network, focus on sqm expansion and refurb
- Value-driven strategy ongoing, priority on heightening brand visibility in China

### • ACCELERATION IN WHOLESALE RATIONALIZATION

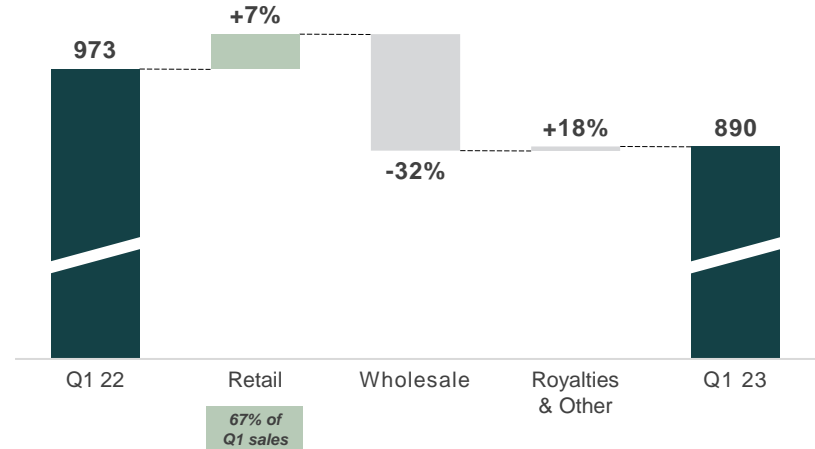


# OTHER HOUSES



## Q1 23 REVENUE: -9% REPORTED AND -9% COMPARABLE

(in €m, and YoY comparable growth in %)



### • RETAIL: ALL HOUSES UP

- Positive trends at Balenciaga and Alexander McQueen
- Brioni performing strongly across regions
- Jewelry up strong double digit: another remarkable quarter at Boucheron; solid growth at Pomellato and Qeelin

### • WHOLESALE DOWN SHARPLY ON RETAILIZATION

- Impact amplified by US market situation



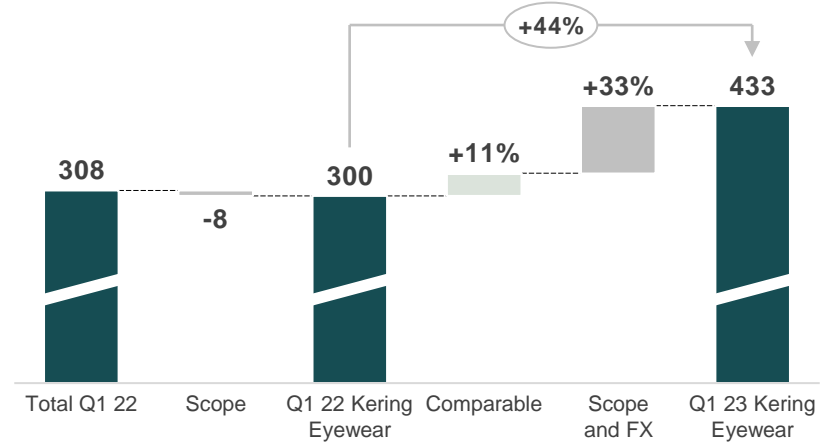


# KERING EYEWEAR AND CORPORATE



## Q1 23 REVENUE

(in €m, and YoY growth in %)



### • STRONG START TO THE YEAR

- Growth across key brands and areas
- Significant contribution from Maui Jim, integration on track
- Enhancing supply chain, agreement to acquire UNT, French-based manufacturer of high-precision components

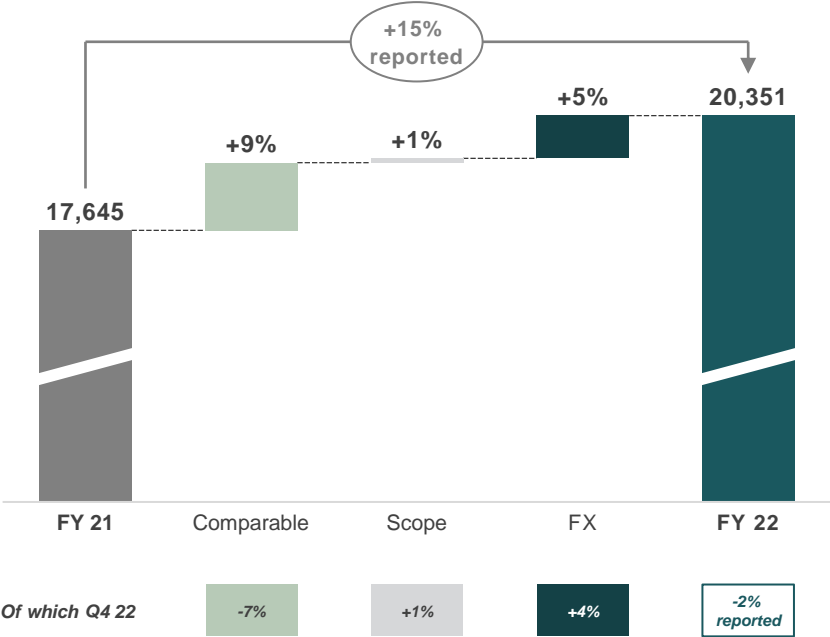


A fashion show runway scene. A model is walking from left to right, wearing a long, brown, double-breasted coat with a high collar and dark pants. The runway is illuminated by a series of spotlights along the back wall. The background is a dark, circular space with a large arched doorway. The text "FY 2022 RESULTS" is overlaid in white on a dark horizontal band across the bottom of the image.

FY 2022 RESULTS

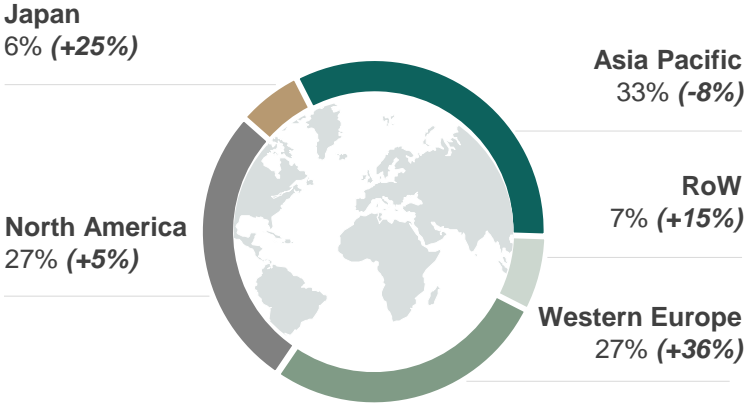
# FY REVENUE ABOVE THE €20BN MARK

## FY REVENUE GROWTH



## FY REVENUE BREAKDOWN BY REGION

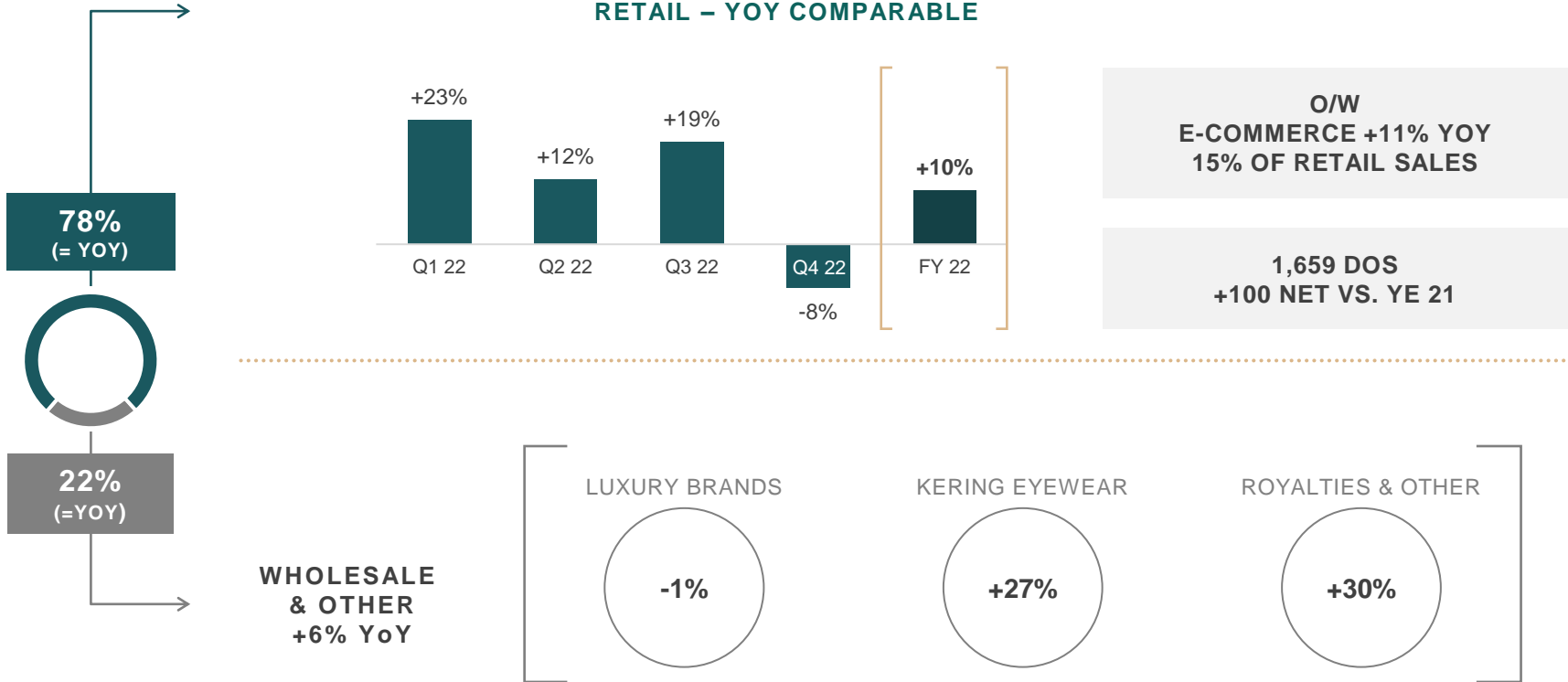
(as a % of FY revenue and % YoY comparable growth)



% comparable change: at constant scope and exchange rates



# GROUP FY REVENUE BY CHANNEL



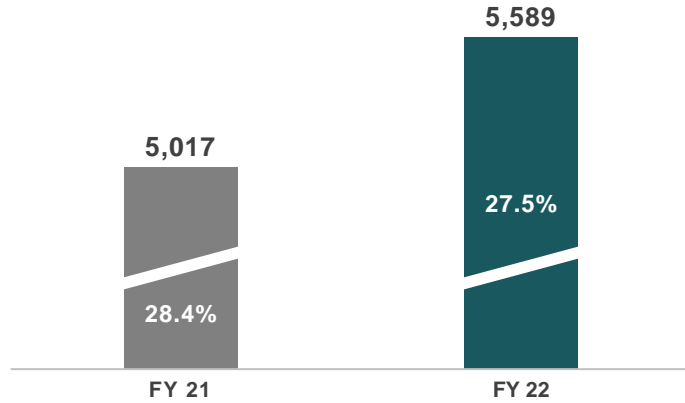
% weight and % comparable change based on Revenue before Eliminations



# A YEAR OF INVESTMENT

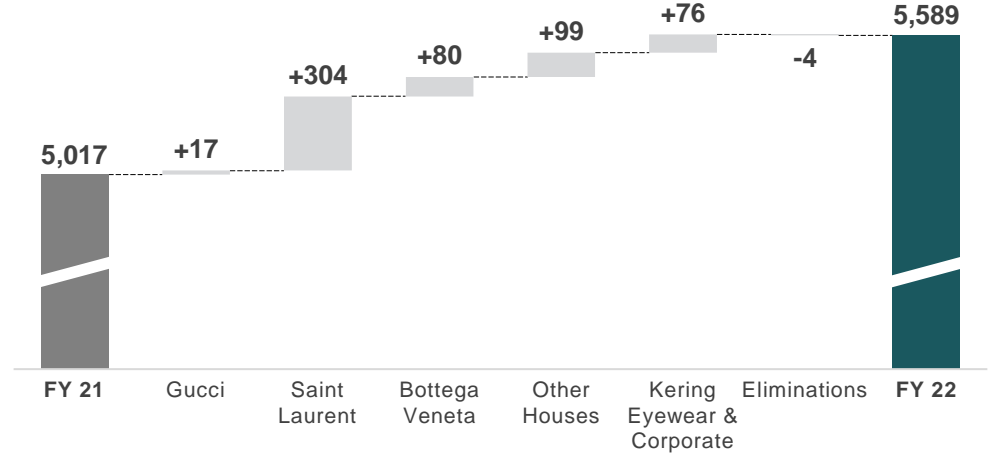
## GROUP RECURRING OPERATING INCOME UP 11%

In €m



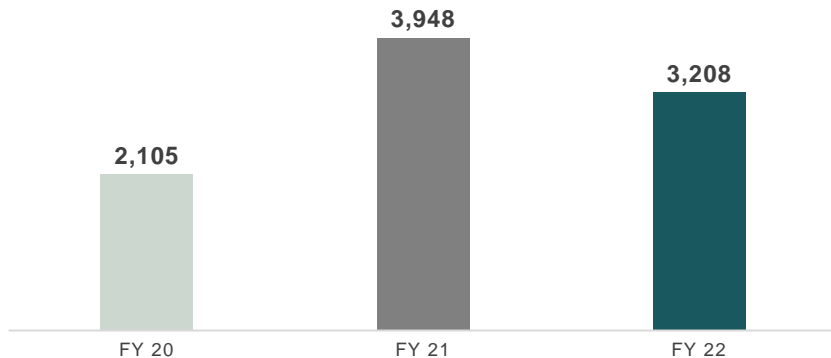
## ALL HOUSES CONTRIBUTING TO EBIT GROWTH

In €m

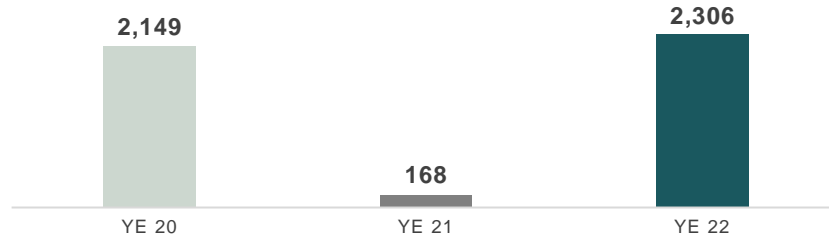


# HEALTHY CASH FLOW GENERATION AND FINANCIAL SITUATION

## FCF FROM OPERATIONS (€M)



## NET DEBT (€M)\*

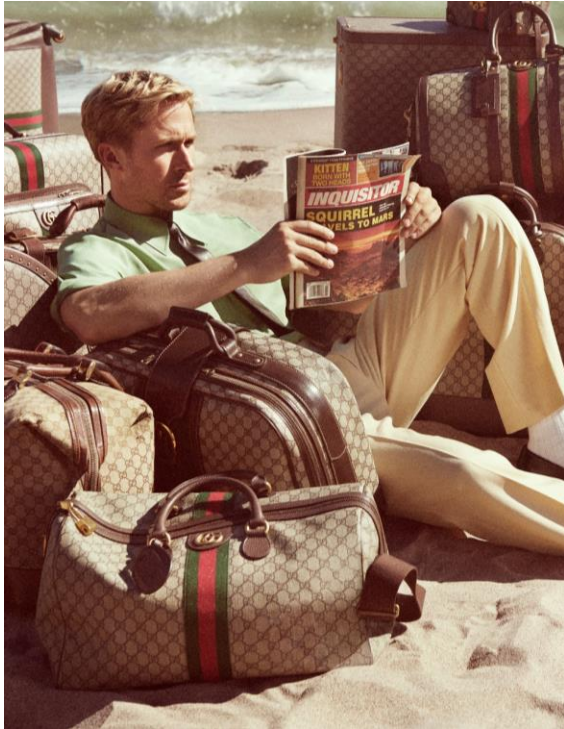


- FCF OVER €3.2 BN
- GROUP CAPEX AT €1.1BN, 5.3% OF REVENUE
- OPERATING WORKING CAPITAL at 16.6% OF REVENUE (vs. 14.8% IN FY 21)

- SUBSTANTIAL INCREASE IN SHAREHOLDER RETURN (DIVIDEND AND SBB)
- MAUI JIM ACQUISITION CASH OUT IN H2 22

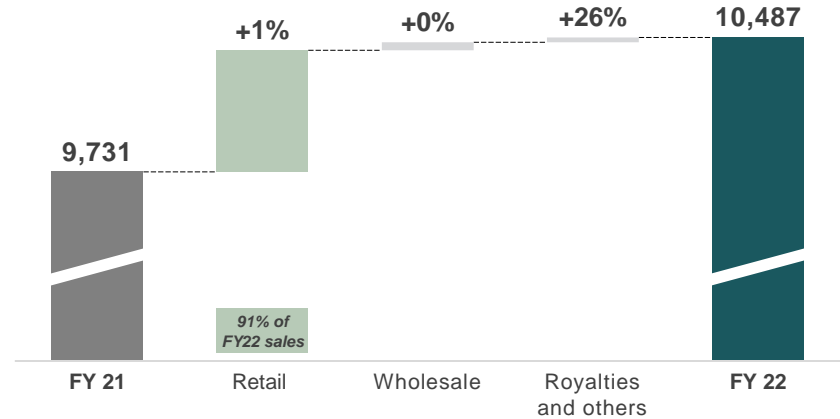
\* Excluding lease liabilities





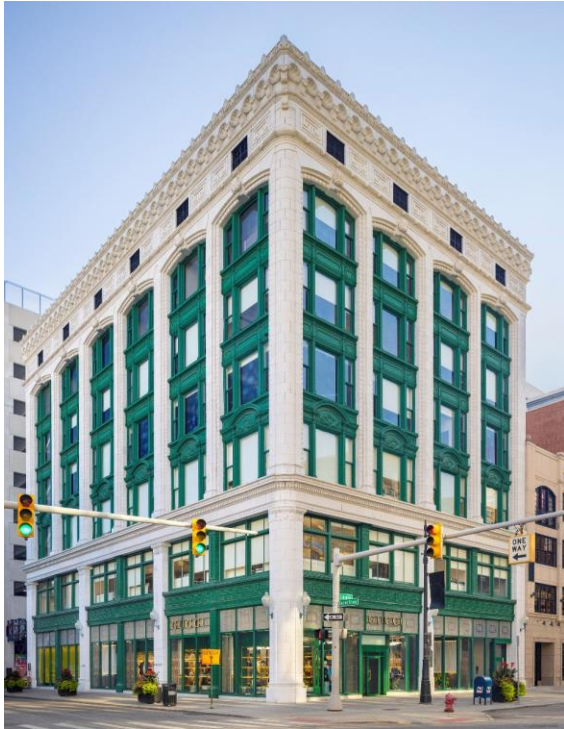
## FY22 REVENUE: +8% REPORTED, +1% COMPARABLE

(in €m, and YoY comparable growth in %)



- **Q4 RETAIL DOWN 15% COMP ON HIGH BASE**
  - Continuing elevation strategy, positive AUR impact across all categories, uneven traffic trends
  - Reinforcing the core business thanks to Newness introductions in Leather Goods
- **Wholesale DOWN 15% COMP in Q4**





## KEY FIGURES

In €m	FY 22	FY 21	Change
Revenue	10,487	9,731	+8%
Recurring operating income <i>Margin (%)</i>	3,732 35.6%	3,715 38.2%	+0% -2.6pt
Gross CAPEX <i>As % of revenue</i>	408 3.9%	324 3.3%	+26% +0.6pt

- **INVESTING FOR LONG-TERM GROWTH**

- Margin dilution on sustained investment to strengthen business fundamentals and with weak Q4
- New operating model and organization across key functions (Creative Direction, Merchandising, Communications and Regions)

- **CAPEX UP TO SUPPORT ELEVATION STRATEGY**

- Selective expansion and retailization, 27 net openings



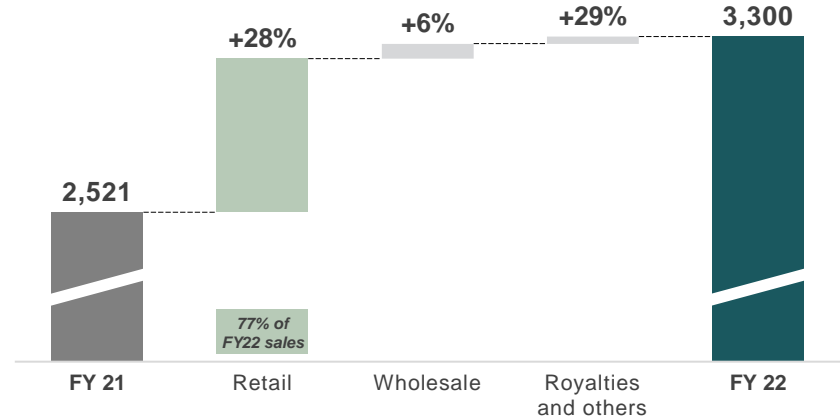


# SAINT LAURENT



## FY22 REVENUE: +31% REPORTED, +23% COMPARABLE

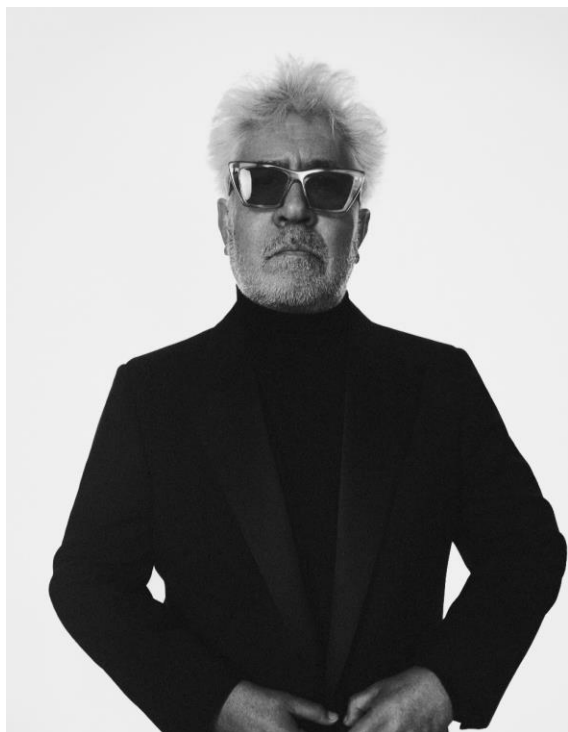
(in €m, and YoY comparable growth in %)



- **Q4 UP 4%, DRIVEN BY RETAIL +7% COMP**
  - Strong performance in W.Europe driven by locals with extra boost from tourists; resilience in APAC, N. America facing tough comps; Japan and RoW up DD
  - Leather Goods and RTW leading growth, success of carryovers and Fall/Winter collections
- **WHOLESALE RATIONALIZATION**
  - Q4 -13% on retailization and exclusive distribution



# SAINT LAURENT



## KEY FIGURES

In €m	FY 22	FY 21	Change
Revenue	<b>3,300</b>	2,521	<b>+31%</b>
Recurring operating income	<b>1,019</b>	715	<b>+43%</b>
Margin (%)	30.9%	28.3%	+2.6pt
Gross CAPEX	<b>112</b>	72	<b>+55%</b>
As % of revenue	3.4%	2.8%	+0.6pt

- **RECURRING OPERATING MARGIN ABOVE 30%**
  - Gross margin up on channel mix and pricing power
  - Operating leverage while sustaining high investments in visibility and client experience
  - Unabated focus on local clients and continuous brand elevation
- **CAPEX: EXPANSION IN KEY MARKETS ACROSS REGIONS**
  - 12 net openings, ongoing investment in production capacity

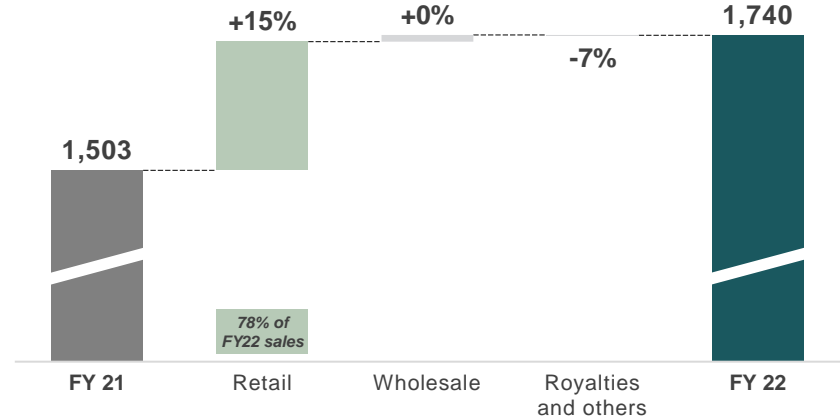


# BOTTEGA VENETA



## FY22 REVENUE: +16% REPORTED, +11% COMPARABLE

(in €m, and YoY comparable growth in %)



- **Q4 UP 6% COMP, RETAIL +4%**
  - Strong performances in W. Europe, Japan, SE Asia offsetting softness in N. America and Mainland China
  - Further steps in ultra-high positioning
  - Price increases and iconization strategy, high desirability of new collections
- **WHOLESALE STRATEGY UNFOLDING**
  - +13% comp in Q4 on phasing



# BOTTEGA VENETA



## KEY FIGURES

In €m	FY 22	FY 21	Change
Revenue	1,740	1,503	+16%
Recurring operating income	366	286	+28%
Margin (%)	21.0%	19.1%	+1.9pt
Gross CAPEX	92	67	+37%
As % of revenue	5.3%	4.5%	+0.8pt

- **OPERATING MARGIN IMPROVING CONSISTENTLY**
  - Gross margin up on product, channel mix and pricing
  - Continued investments in stores, clienteling, impactful communications projects and brand equity
- **CAPEX UP ON STORE NETWORK UPGRADE**
  - 8 net openings, including retailization in Middle East
  - Strategic store enlargement and relocations, rollout of enhanced concept
  - Creative retail experience formats

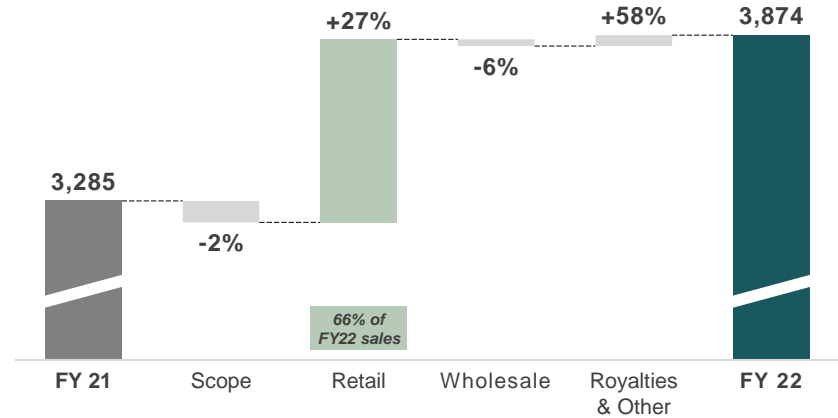


# OTHER HOUSES



## FY22 REVENUE: +18% REPORTED, +16% COMPARABLE

(in €m, and YoY comparable growth in %)



- **Q4 DOWN 4% COMP**
  - Retail up 2%, DD growth in W.Europe and Japan; APAC and N.America down single digit
  - Drag of wholesale (-26%)
- **SOFT LUXURY**
  - Balenciaga: challenging end of Q4, overshadowing a banner year
  - AMQ: nice progress in Handbags and RTW
  - Solid performance at Brioni
- **JEWELRY CONTINUED STRENGTH IN Q4**



## OTHER HOUSES



### KEY FIGURES

In €m	FY 22	FY 21	Change
Revenue	3,874	3,285	+18%
Recurring operating income	558	459	+22%
Margin (%)	14.4%	14.1%	+0.3pt
Gross CAPEX	221	180	+23%
As % of revenue	5.7%	5.5%	+0.2pt

- **RECURRING OPERATING INCOME UP 22%**
  - Continued investments along the year to develop our Houses
  - Atypical H1 and H2 margin profile in Soft Luxury, solid results in Jewelry
- **CAPEX ENHANCING BRAND PENETRATION**
  - 53 net openings



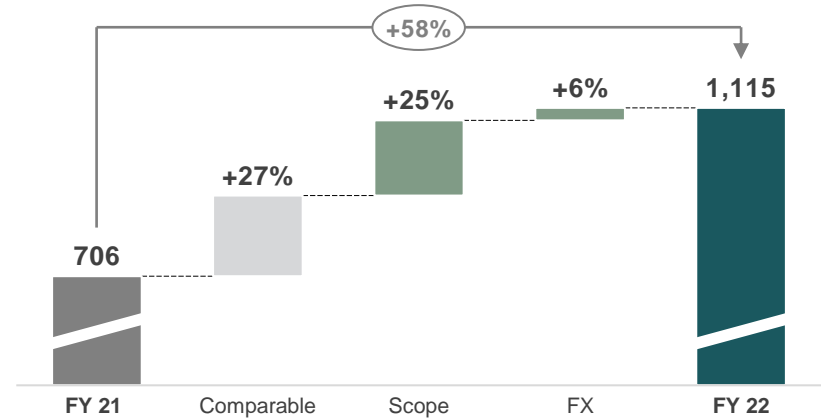
# KERING EYEWEAR FIRING ON ALL CYLINDERS



\*Lindberg consolidated since Q4 21, Maui Jim since Q4 22

## FY22 REVENUE

(in €m, and YoY growth in %)



- **Q4 UP 30% COMPARABLE**
  - Confirming strength across brands, channels and regions
- **FY REVENUE ABOVE €1BN MARK**
  - Fueled by sustained organic growth and contribution from Lindberg and Maui Jim\*



# KERING EYEWEAR & CORPORATE



## KEY FIGURES

In €m	FY 22	FY 21	Change
<b>Revenue</b>	<b>1,139</b>	<b>733</b>	<b>+55%</b>
<i>Kering Eyewear</i>	1,115	706	+58%
<i>Other</i>	24	27	-9%
<b>Recurring operating income</b>	<b>(88)</b>	<b>(164)</b>	<b>+46%</b>
<i>Kering Eyewear</i>	203	82	+146%
<i>Corporate</i>	(291)	(246)	-18%
<b>Gross CAPEX</b>	<b>238</b>	<b>291</b>	<b>-18%</b>

- **STRONG IMPROVEMENT IN RECURRING OPERATING INCOME**
  - Sharp increase in Kering Eyewear contribution thanks to operating leverage and accretion from proprietary brands
  - Corporate costs back at 2019 levels, supporting notably initiatives in digital, innovation and IT
- **CAPEX DOWN AFTER 2 YEARS OF INTENSE INVESTMENT** in growth platforms

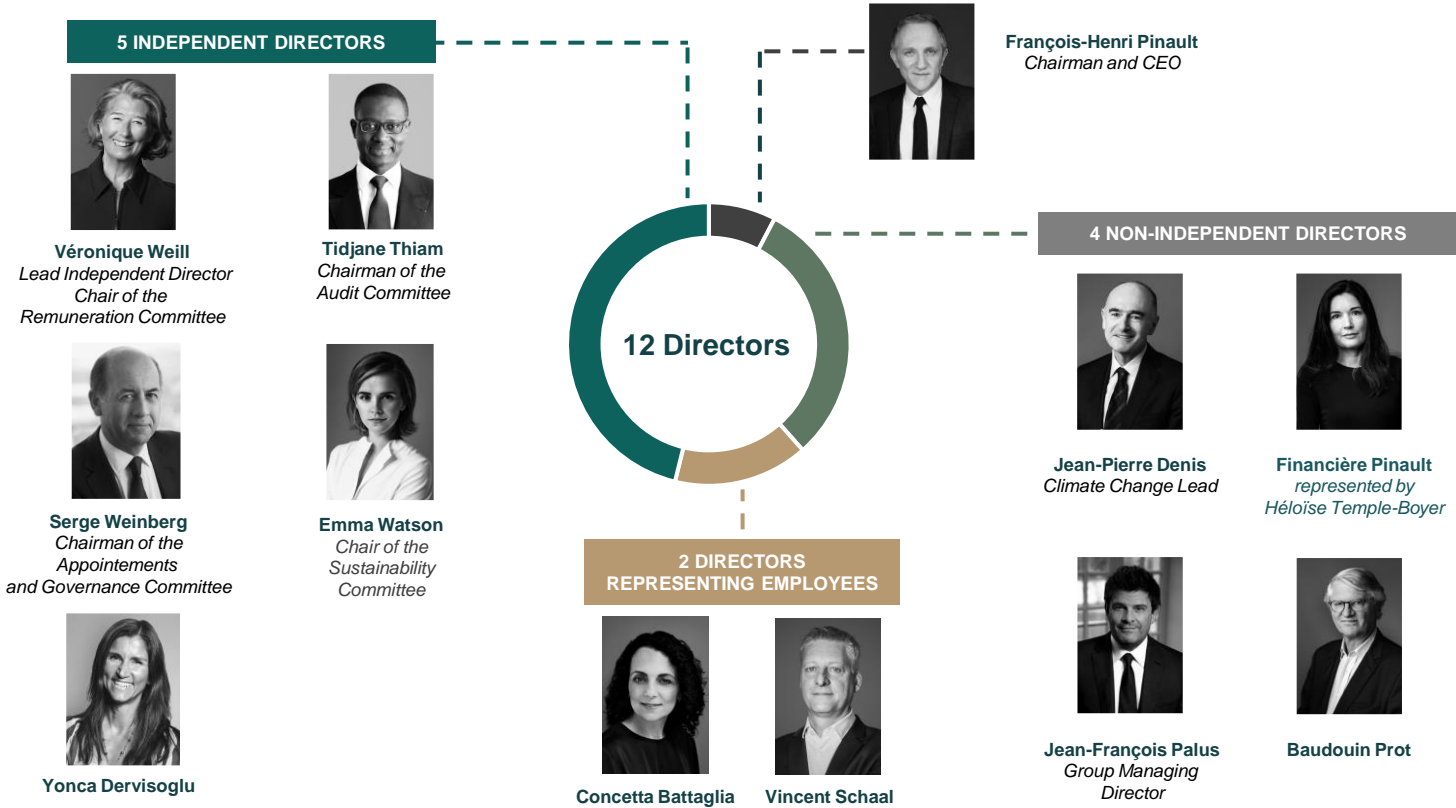











ESG UPDATE

# MEMBERSHIP OF THE BOARD OF DIRECTORS



## KEY FIGURES RELATING TO THE BOARD OF DIRECTORS

	2010	2015	2021	As of April 27 <sup>th</sup> , 2023
 <b>TOTAL NUMBER OF DIRECTORS</b>	14	10	13	12
 <b>INDEPENDENCE</b> <sup>(1)</sup>	57%	40%	55%	50% <sup>(2)</sup>
 <b>PROPORTION OF WOMEN</b> <sup>(1)</sup>	28%	30%	55%	40% <sup>(2)</sup>
 <b>AVERAGE AGE</b>	55	57	54	57
 <b>NATIONALITIES REPRESENTED</b>	4	3	5	5

(1) In accordance with the provisions of the AFEP-MEDEF Code, the Directors representing employees are not included in the calculation.

(2) As announced by Kering on April 27, 2023, following the resignation of Daniela Riccardi from her position as Director during the Board meeting held this day after the Annual General Meeting, the Appointments and Governance Committee will consider her replacement and launch a succession process in the coming weeks. The composition of the Committees remains unchanged and will be reviewed at the time of a future appointment.



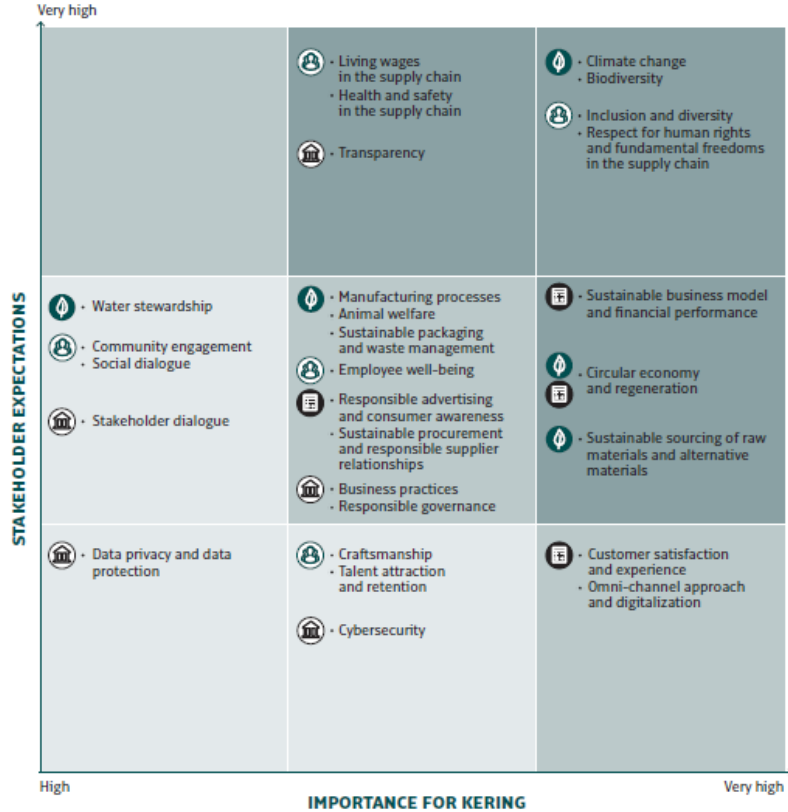
# FOUR COMMITTEES CHAIRED BY INDEPENDENT DIRECTORS



\* In accordance with the provisions of the AFEP-MEDEF Code, the Directors representing employees are not included in the calculation.



# MATERIALITY: TARGETING OUR MAIN PRIORITIES



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 identifies the contribution of our actions and targets to the UN SDGs, with a focus on 13 of them

Source: 2022 Universal Registration Document – page 172



# MITIGATING CLIMATE CHANGE



SCIENCE  
BASED  
TARGETS

FASHION  
PACT



RE 100



TCFD

TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES

## — AN IMPACTFUL CLIMATE STRATEGY —

**Science-based targets in line with the Paris Agreement towards achieving a 1.5°C pathway by 2030 and net zero by 2050**

**Ongoing support of Natural Climate Solutions within our supply chain**

- **90%** reduction in absolute GHG emissions from Kering operations → Scopes 1 and 2 (2015-2030)
- **70%** reduction in intensity of all GHG emissions related to our supply chain → Scope 3 (2015-2030)
- **40%** reduction in absolute of all GHG emissions related to our own operations and supply chain → Scopes 1, 2 and 3 (2021-2035)

**Consistent with our 'Environmental Profit & Loss account' approach**

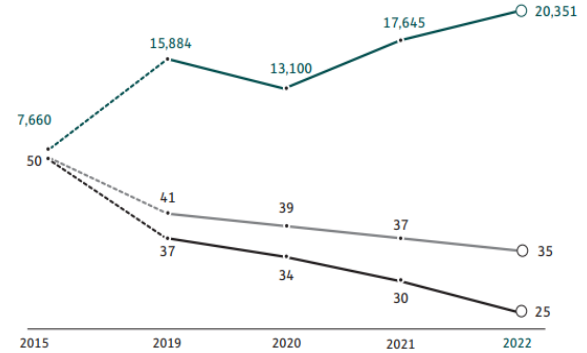
Sources:  
[https://keringcorporate.dam.kering.com/m/3832efa4c93e4a96/original/KERING\\_ClimateStrategy2021.pdf](https://keringcorporate.dam.kering.com/m/3832efa4c93e4a96/original/KERING_ClimateStrategy2021.pdf)  
<https://www.kering.com/en/news/kering-commits-to-next-horizon-in-sustainability-with-group-wide-target-for-reducing-absolute-emissions-by-40>



# THE EP&L, CORNERSTONE OF OUR ENVIRONMENTAL APPROACH

	END OF LIFE 0.1%	PRODUCT USE 8%	TIER 0 Operations and stores 6%	TIER 1 Final assembly 6%	TIER 2 Manufacturing 10%	TIER 3 Raw materials processing 9%	TIER 4 Raw materials production 61%
Air pollution 8%	•	●	●	●	●	●	●
Greenhouse gas emissions 38%	•	●	●	●	●	●	●
Land use 31%	•	•	•	•	•	•	●
Waste production 4%	•	•	•	•	•	•	•
Water consumption 4%	•	•	•	•	•	•	•
Water pollution 15%	•	•	•	•	•	•	•

Change in Group EP&L intensity 2015 to 2022 (€EP&L/€ thousand in revenue, as reported in 2021 for 2015 to 2021)



- Revenue: €m
- Targeted reduction in EP&L intensity to achieve the 40% reduction objective by 2025
- EP&L intensity: €EP&L per €1,000 in revenue, with identical EP&L methodology and scope of calculation and including the 2022 change in method regarding 2021, see methodological note on EP&L, available on the Kering website, section Sustainability/Reporting and Indicators

## PROGRESS TOWARDS 2025 GOALS

**50% reduction in our EP&L intensity between 2015 and 2022**

→ Achieving Kering's EP&L target 4 years ahead of time

86% of our impacts fall outside of our own operations

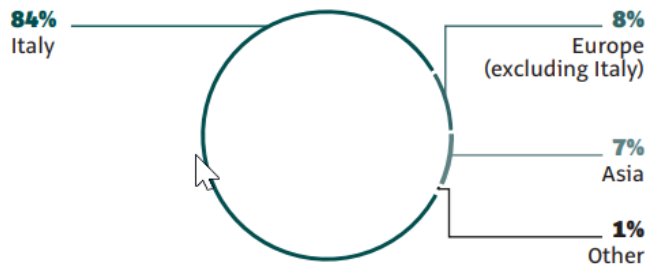
70% in raw material production step



# BUILDING RESPONSIBLE SUPPLY CHAINS

## OUR SUPPLY CHAIN STRUCTURE

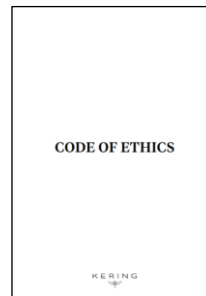
Almost 92% suppliers in Europe, predominantly in Italy  
 → strong government presence, comprehensive and mature labor law, highly developed social dialogue



**4,745**  
suppliers covered

**4,118**  
audits in 2022

All key suppliers to be audited every 2 years  
 64% of suppliers audited in 2022, 91% in 2015-2022



SA8000 Gucci & Bottega Veneta

Our standards, a set of environmental and social clauses part of each contract





# PROTECTING BIODIVERSITY



6x larger

What we will restore and protect

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

## OUR COMMITMENT

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, through 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 STRATEGY

### Alignment with the Science-based target framework

- 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

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



# ACTING FOR THE GREEN TRANSITION OF OUR INDUSTRY

## THE REGENERATIVE FUND FOR NATURE

- Launched in **January 2021** by Kering in partnership with Conservation International
- Objective: **transition 1 million hectares of existing farms and rangelands into regenerative agricultural practices**
- **4 materials:** leather, wool, cotton & cashmere
- Timeline: 2021 – 2025
- **5 key principles to drive project funding**



*Increase soil carbon capture*



*Protect and restore native habitat & biodiversity*



*Eliminate unnecessary, synthetic, harmful chemicals*



*Support farmer livelihoods*



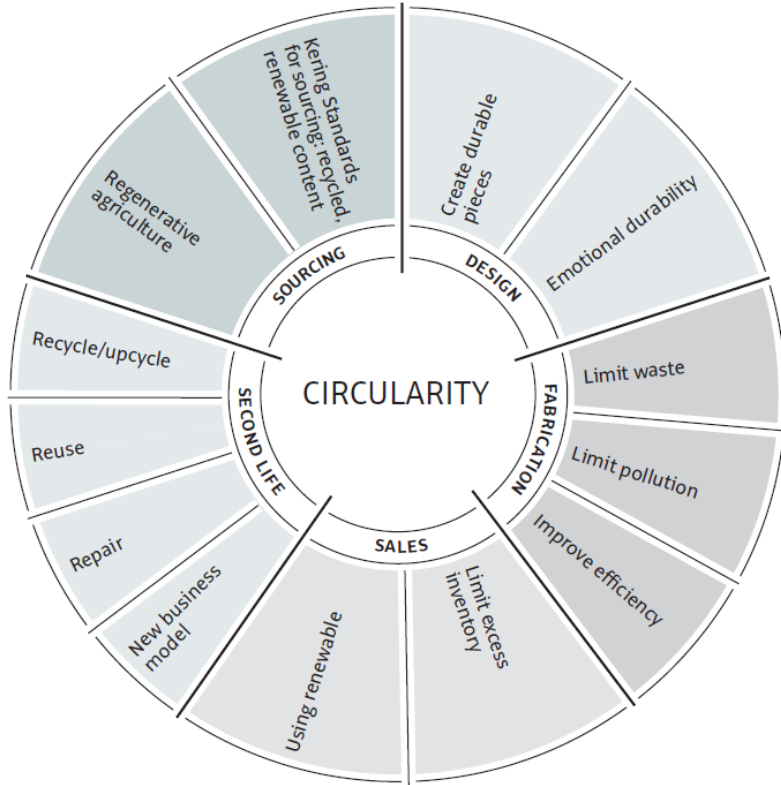
*Enhance animal welfare*

## 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
- Objectives:
  - **invest in new projects** in key regions to ensure a sustainable production of critical raw materials for the fashion and beauty industries
  - **develop high-quality nature-based solutions** generating carbon credits with the aim to reach a contribution of 10 million metric tons of CO2 equivalent over 15 years
  - **deliver additional benefits for communities**, with a particular emphasis on promoting women's rights and empowerment
- Open to other participants in the fashion and beauty industries, with **an investment target of €300 million**
  - the Fund has **already attracted €140 million of investments**, including 100 million from Kering



# COMING FULL CIRCLE : OUR CIRCULARITY APPROACH



## LUXURY THAT LASTS

- Increasing the longevity of our products: durability by design, culture of repair and reuse
- Supporting new business models designed to keep our products in circulation for the longest possible time (e.g., second-hand)

## ADOPTING A HOLISTIC SOURCING APPROACH

- Working with nature and promoting regenerative farming practices
- Setting standards for circular materials

## MAKING PRODUCTION PROCESSES MORE EFFICIENT

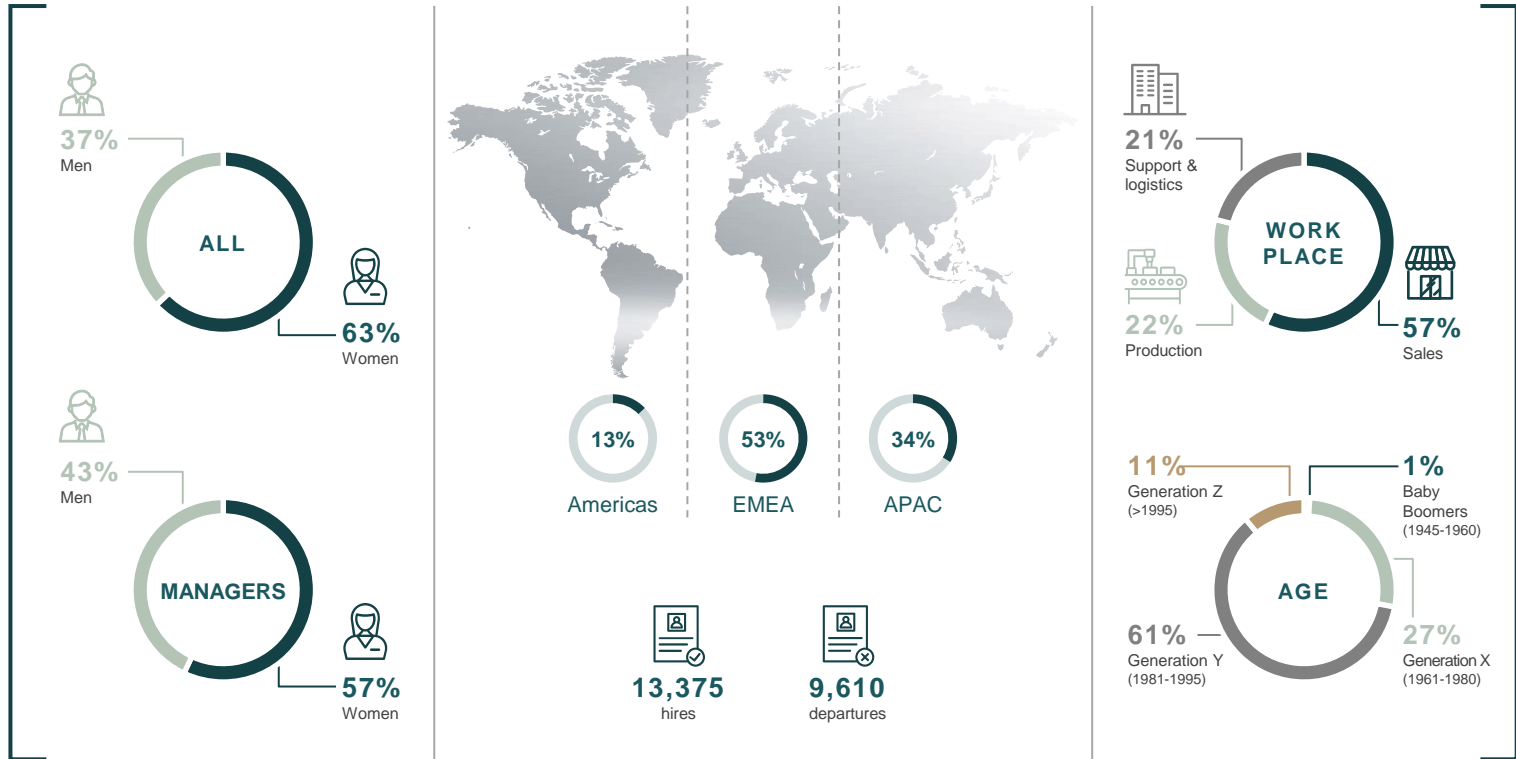
- Using safe and recycled or renewable inputs
- Reducing waste, energy and water use
- Eliminating microfiber leakage and single-use plastics
- Increasing use of artificial intelligence to better predict sales and minimize excess inventory

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

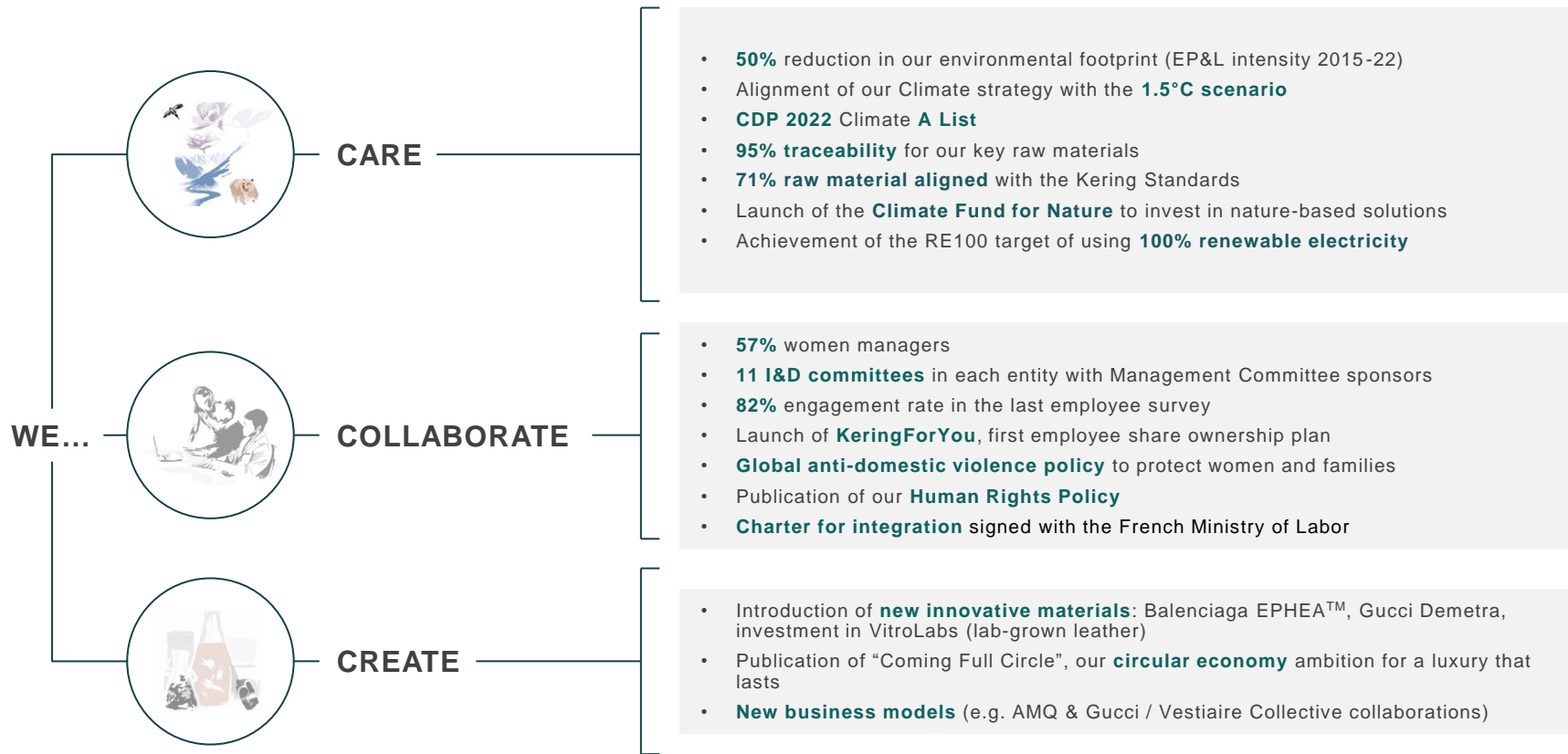


# KERING PEOPLE

47,227 PEOPLE



# CRAFTING TOMORROW'S LUXURY: PROGRESSING ON OUR SUSTAINABILITY COMMITMENTS





## APPENDIX – Q123 REVENUE

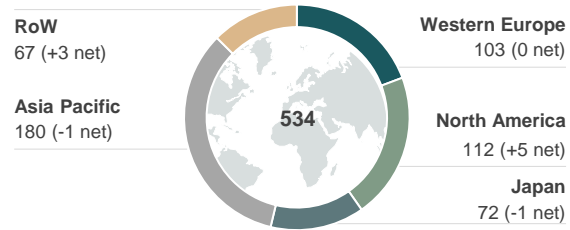


## Q1 2023 REVENUE

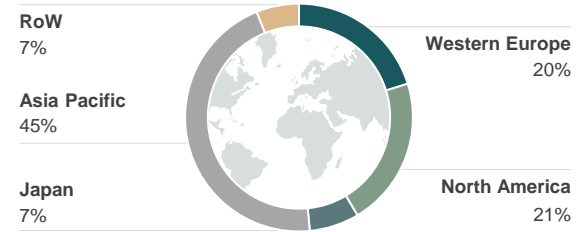
€2,616m +1% REPORTED, +1% COMPARABLE

### DIRECTLY OPERATED STORES

As of March 31, 2023 (net change vs. YE 22)



### REVENUE BREAKDOWN BY REGION



## QUARTERLY PERFORMANCE

### RETAIL BY GEOGRAPHY

Western Europe
North America
Japan
Asia Pacific
Rest of the World
<b>Total Retail</b>

### Q1 23 comparable change

YoY
+12%
-19%
+33%
+6%
-3%
<b>+1%</b>



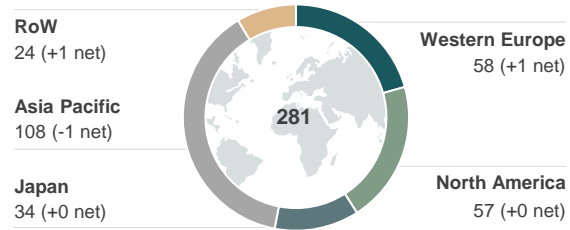
# SAINT LAURENT

## Q1 2023 REVENUE

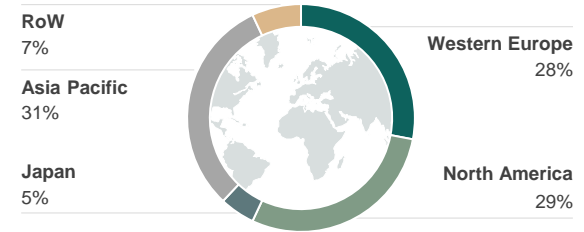
€806m +9% REPORTED, +8% COMPARABLE

### DIRECTLY OPERATED STORES

As of March 31, 2023 (net change vs. YE 22)



### REVENUE BREAKDOWN BY REGION



## QUARTERLY PERFORMANCE

### RETAIL BY GEOGRAPHY

Western Europe  
North America  
Japan  
Asia Pacific  
Rest of the World  
**Total Retail**

### Q1 23 comparable change

**YoY**  
+37%  
-13%  
+25%  
+23%  
+19%  
**+14%**





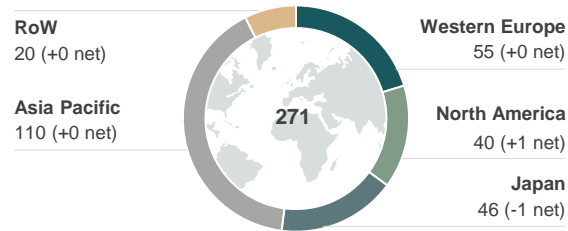
# BOTTEGA VENETA

## Q1 2023 REVENUE

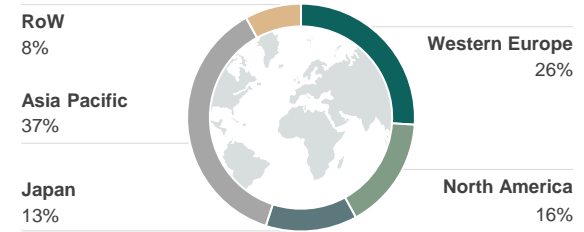
€395m -0% REPORTED, +0% COMPARABLE

### DIRECTLY OPERATED STORES

As of March 31, 2023 (net change vs. YE 22)



### REVENUE BREAKDOWN BY REGION



## QUARTERLY PERFORMANCE

### RETAIL BY GEOGRAPHY

Western Europe  
 North America  
 Japan  
 Asia Pacific  
 Rest of the World  
**Total Retail**

### Q1 23 comparable change

YoY  
 +16%  
 -7%  
 +20%  
 -1%  
 +10%  
**+5%**



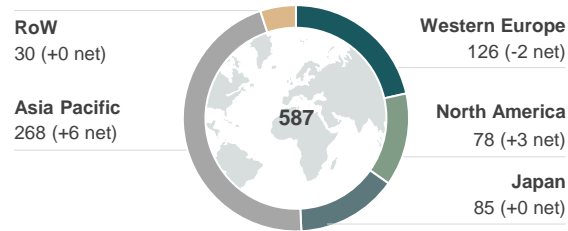
# OTHER HOUSES

## Q1 2023 REVENUE

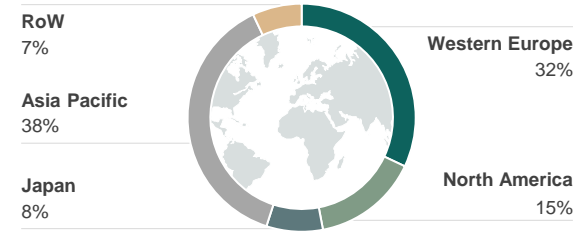
€890m -9% REPORTED, -9% COMPARABLE

### DIRECTLY OPERATED STORES

As of March 31, 2023 (net change vs. YE 22)



### REVENUE BREAKDOWN BY REGION



## QUARTERLY PERFORMANCE

### RETAIL BY GEOGRAPHY

Western Europe  
 North America  
 Japan  
 Asia Pacific  
 Rest of the World  
**Total Retail**

### Q1 23 comparable change

YoY  
 +2%  
 -28%  
 +33%  
 +25%  
 -24%  
**+7%**





## APPENDIX – FY22 RESULTS



# FINANCIAL PERFORMANCE

In €m	FY 22	FY 21
<b>Revenue</b>	<b>20,351</b>	<b>17,645</b>
<b>Gross margin</b>	<b>15,198</b>	<b>13,068</b>
<b>Recurring operating income</b>	<b>5,589</b>	<b>5,017</b>
Other non-recurring operating income and expenses	(194)	(220)
Financial result	(260)	(273)
Income tax expense	(1,420)	(1,280)
Share in earnings of equity-accounted companies	2	1
Net income from continuing operations	3,717	3,245
Net income from discontinued operations	1	11
Net income of consolidated companies	3,718	3,256
<i>Of which attributable to the Group</i>	<i>3,614</i>	<i>3,176</i>
<b>Net income, Group share, from continuing operations excluding non-recurring items</b>	<b>3,747</b>	<b>3,361</b>
Net income, attributable to the Group, per share (in euro)	29.34	25.49
Net income per share from continuing operations, attributable to the Group, excluding non-recurring items (in euro)	30.42	26.98



# FREE CASH FLOW FROM OPERATIONS

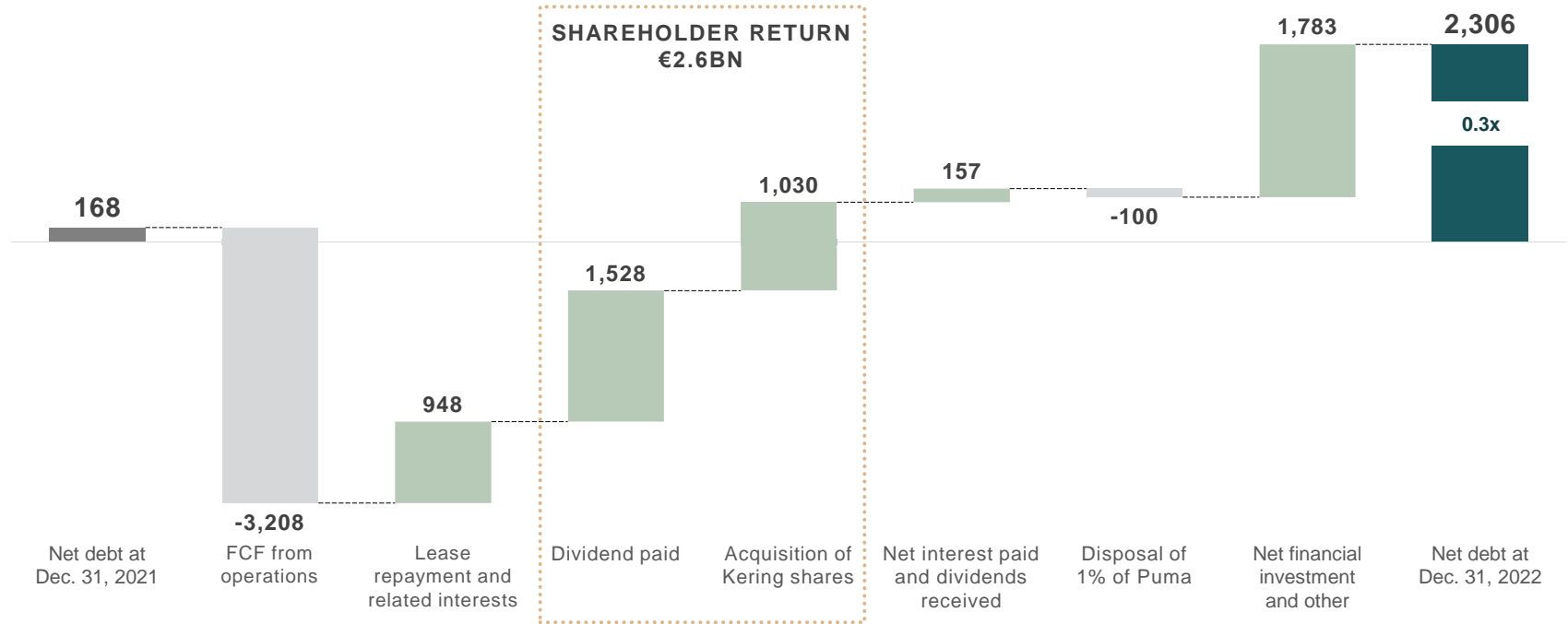
In €m	FY 22	FY 21
Cash flow before taxes, dividends and interests	6,926	6,387
Change in working capital requirement	(902)	(38)
Income tax paid	(1,746)	(1,473)
<b>Net cash flow from operating activities</b>	<b>4,278</b>	<b>4,876</b>
Acquisition of fixed operating assets, net	(1,070)	(928)
<b>Free cash flow from operations</b>	<b>3,208</b>	<b>3,948</b>



# CHANGE IN NET FINANCIAL DEBT

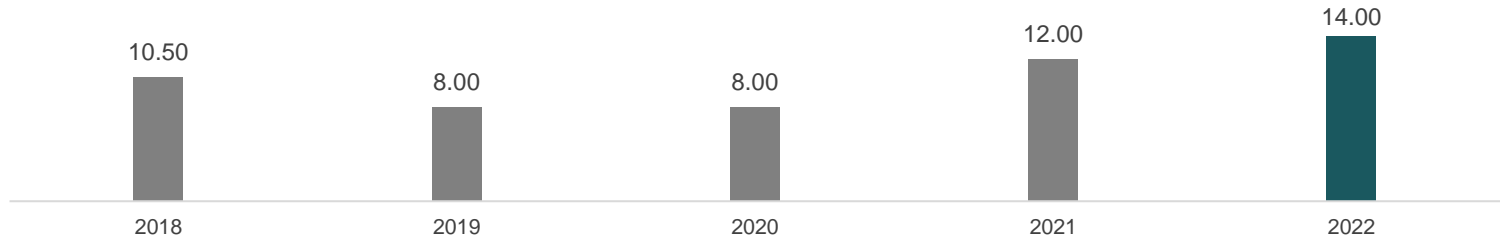
## FY 2022 NET DEBT BRIDGE

In €m and Net Debt / EBITDA ratio



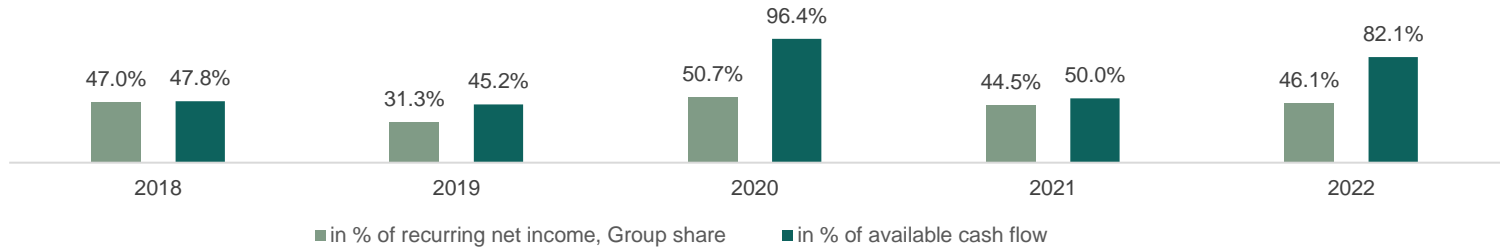
# DIVIDEND UP 17%

## DIVIDEND PER SHARE (In €)



€4.50 per share interim dividend paid on January 18, 2023  
€9.50 per share balance paid on May 4, 2023

## DIVIDEND PAYOUT



## RECURRING OPERATING INCOME

In €m	FY 22	FY 21	Reported change %
Gucci	3,732	3,715	+0%
Saint Laurent	1,019	715	+43%
Bottega Veneta	366	286	+28%
Other Houses	558	459	+22%
Kering Eyewear & Corporate	(88)	(164)	+46%
<i>Eliminations</i>	2	6	<i>n.a.</i>
<b>Kering</b>	<b>5,589</b>	<b>5,017</b>	<b>+11%</b>





# EBITDA

In €m	FY 22	FY 21	Reported change %
Gucci	4,416	4,311	+2%
Saint Laurent	1,251	915	+37%
Bottega Veneta	541	449	+20%
Other Houses	888	734	+21%
Kering Eyewear & Corporate	157	55	+186%
<i>Eliminations</i>	2	6	<i>n.a.</i>
<b>Kering</b>	<b>7,255</b>	<b>6,470</b>	<b>+12%</b>



## NET FINANCIAL COSTS AND INCOME TAX

In €m	FY 22	FY 21
Cost of net debt	(47)	(38)
Other financial income and expenses	(89)	(129)
<b>Total financial result (excluding leases)</b>	<b>(136)</b>	<b>(167)</b>
Interest expense on lease liabilities	(124)	(106)
<b>Financial result</b>	<b>(260)</b>	<b>(273)</b>
	<b>FY 22</b>	<b>FY 21</b>
Income tax expense on recurring income	(1,480)	(1,303)
Tax (expense) income on other non-recurring items	60	23
<b>Income tax expense</b>	<b>(1,420)</b>	<b>(1,280)</b>
<b>Effective tax rate</b>	<b>27.7%</b>	<b>28.3%</b>
<b>Tax rate on recurring income</b>	<b>27.8%</b>	<b>27.5%</b>



# CAPITAL EMPLOYED AND OPERATING WORKING CAPITAL

---

SHAREHOLDERS'  
EQUITY

**€14,783M**

NET  
DEBT

**€2,306M**

DEBT-TO-EQUITY  
RATIO

**15.6%**

CAPITAL  
EMPLOYED

**€17,089M**

INVENTORIES

**€4,465M**

RECEIVABLES

**€1,180M**

PAYABLES

**€2,263M**

OPERATING  
WORKING CAP

**€3,382M**  
**16.6%\***

\* As a % of Group revenue



# BALANCE SHEET

In €m	Dec. 31, 2022	Dec. 31, 2021
Goodwill, brands and intangible Assets	11,410	9,923
Lease right-of-use Assets	4,929	4,302
Property, plant and equipment	3,388	2,967
Net other Non-current Assets (Liabilities)	753	793
Non-current lease Liabilities	(4,420)	(3,826)
<b>Total Net Non-current Assets (Liabilities)</b>	<b>16,061</b>	<b>14,159</b>
Operating Working Capital	3,382	2,604
Net other Current Assets (Liabilities)	(1,276)	(1,899)
Current lease Liabilities	(812)	(675)
<b>Total Net Current Assets (Liabilities)</b>	<b>1,294</b>	<b>30</b>
Net Assets held for sale	-	(30)
Provisions	(265)	(255)
<b>Capital employed</b>	<b>17,089</b>	<b>13,904</b>
Equity	14,783	13,736
Net Debt	2,306	168
<b>Total Sources</b>	<b>17,089</b>	<b>13,904</b>



K E R I N G



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

Boucheron • Pomellato • Dodo • Qeelin

Kering Eyewear

Empowering Imagination