

KERING

Société anonyme (*French corporation*) with a share capital of €496,283,112
Registered office: 40, rue de Sèvres - 75007 Paris
552 075 020 R.C.S. Paris

Notice of Meeting

Published in the French *Bulletin des Annonces Légales Obligatoires (BALO)*
on April 27, 2023

The shareholders are convened to a Combined General Meeting to be held at **3 p.m. on Thursday, April 27, 2023 at Kering's headquarters at 40 rue de Sèvres, 75007 Paris**, to deliberate on the following agenda:

AGENDA

Ordinary business

1. Approval of the parent company financial statements for the year ended December 31, 2022;
2. Approval of the consolidated financial statements for the year ended December 31, 2022;
3. Appropriation of net income for 2022 and setting of the dividend;
4. Approval of the information referred to in Article L. 22-10-9, I of the French Commercial Code relating to remuneration paid during or awarded for the year ended December 31, 2022 to corporate officers;
5. Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded for the year ended December 31, 2022 to François-Henri Pinault, Chairman and Chief Executive Officer;
6. Approval of the fixed, variable and exceptional components of total remuneration and benefits in kind paid during or awarded for the year ended December 31, 2022 to Jean-François Palus, Group Managing Director;
7. Approval of the remuneration policy for executive corporate officers;
8. Approval of the remuneration policy for Directors;
9. Authorization for the Board of Directors to purchase, retain and transfer the Company's shares;

Extraordinary business

10. Authorization for the Board of Directors to reduce the share capital by canceling treasury shares purchased or to be purchased as part of a share buyback program;
11. Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving access, immediately and/or in the future, to the Company's share capital, with shareholders' pre-emptive subscription rights maintained (only to be used outside of public offering periods);
12. Delegation of authority to the Board of Directors to decide to increase the share capital through the capitalization of reserves, income or share premiums (only to be used outside of public offering periods);
13. Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving access, immediately and/or in the future, to the Company's share capital, with shareholders' pre-emptive subscription rights canceled, via a public offering (other than offerings referred to in Article L.411-2, 1° of the French Monetary and Financial Code) (only to be used outside of public offering periods);

14. Delegation of authority to the Board of Managers to issue ordinary shares and/or equity securities giving access to equity securities or entitling their holders to the allotment of debt securities, and/or securities giving access to equity securities to be issued, with shareholders' pre-emptive subscription rights canceled in favor of qualified investors or a restricted group of investors, through a public offering referred to in Article L. 411-2, 1° of the French Monetary and Financial Code (only to be used outside of public offering periods);

15. Authorization for the Board of Directors to set the issue price of ordinary shares and/or securities giving access to the share capital according to certain terms, up to a limit of 5% of the capital per year, as part of a capital increase with shareholders' pre-emptive subscription rights canceled (only to be used outside of public offering periods);

16. Delegation of authority to the Board of Directors to increase the number of ordinary shares or securities to be issued as part of a capital increase, with shareholders' pre-emptive subscription rights maintained or canceled, up to a limit of 15% of the amount of the initial issue carried out under the 11th, 13th and 14th resolutions (only to be used outside of public offering periods);

17. Delegation of powers to the Board of Directors to issue ordinary shares and/or securities giving access to the Company's share capital as payment for transfers in kind made to the Company consisting of equity securities or securities giving access to the Company's share capital, up to a limit of 10% of the share capital (only to be used outside of public offering periods);

18. Delegation of authority to the Board of Directors to decide to increase the share capital by issuing ordinary shares reserved for employees, former employees and eligible corporate officers who are members of an employee savings plan, with shareholders' pre-emptive subscription rights canceled (only to be used outside of public offering periods);

19. Delegation of authority to the Board of Directors to decide to increase the share capital by issuing ordinary shares reserved for named categories of beneficiaries, with shareholders' pre-emptive subscription rights canceled in their favor (only to be used outside of public offering periods);

Ordinary business

20. Powers for formalities.

The Preliminary Notice of Meeting (*Avis de réunion*) presenting the draft resolutions was published in the French *Bulletin des Annonces Légales Obligatoires (BALO)* of March 22, 2023, bulletin no. 35, and no request for the inclusion of items or draft resolutions on the agenda was sent 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 Annual General Meeting

In accordance with Article R. 22-10-28 of the French Commercial Code, in order to take part in the Annual General Meeting, shareholders shall provide proof that they have shares registered in their name or, pursuant to Article L. 228-1 of the French Commercial Code, in the name of the financial intermediary registered on their behalf if they are non-resident, on the second business day preceding the Meeting, i.e. on **Tuesday April 25, 2023** at 12 a.m. (Central European Time), either in the Company's registry of registered shares or in the registry of bearer shares maintained by the authorized intermediary.

The registration of securities in the registry of bearer securities maintained by the authorized intermediary shall be established by a shareholding certificate issued by the intermediary, as the case may be by electronic means, under the conditions set forth in Article R. 22-10-28 of the French Commercial Code (with reference to Article R. 225-61 of the same Code), and enclosed with the single postal or proxy voting form or an admission card request prepared in the name of the shareholder or on behalf of the shareholder represented by the registered intermediary. A shareholding certificate may

also be issued to any shareholder who wish to attend the Annual General Meeting in person and has not received an admission card by April 25, 2023.

All shareholders may transfer all or part of their shares:

- if the transfer takes place before the second business day preceding the Meeting, the vote expressed by mail or the proxy, as the case may be accompanied by a shareholding certificate, will be invalidated or amended accordingly, depending on the case;
- if the transfer takes places after the second business day preceding the Meeting, whatever the means used, this transfer will not be notified by the authorized intermediary nor taken into account by the Company.

II. – Modalities for taking part in the Annual General Meeting

Shareholders may choose one of the three following methods to take part in the Annual General Meeting:

- attend the Annual General Meeting in person;
- using mail, by voting or being represented by granting a proxy to the Chairman of the Meeting or to any other person of their choice;
- online, by voting or being represented by granting a proxy to the Chairman of the Meeting or to any other person of their choice;

It is recommended to shareholders not to wait the last few days preceding the Meeting to express their mode of participation in the Annual General Meeting.

We inform you that the Annual General Meeting will be broadcast live at:

<https://www.kering.com/en/finance/shareholders-information/annual-general-meeting/>.

1 – Modalities to attend the Annual General Meeting in person:

Registered shareholders:

Shareholders are invited to request their admission card by returning their completed and signed voting form using the prepaid envelope enclosed with the notice of meeting they received in the mail.

Registered shareholders may also request their admission card online. To do so, they shall request their admission card via the Votaccess platform accessible through the Shareinbox website: www.sharinbox.societegenerale.com. Once logged in, the on-screen instructions will allow to connect to Votaccess and request an admission card.

Bearer shareholders :

Shareholders are invited to ask their account-keeping institution for an admission card to be sent to them.

Bearer shareholders whose account-keeping institution has signed up to the Votaccess service may request their admission card online by logging in with their usual access codes. Then simply click on the icon that appears on the line corresponding to the Kering shares and follow the instructions provided on-screen to request an admission card.

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

The presentation of an admission card and an ID card are sufficient for bearer shareholders to attend the Annual General Meeting in person.

Shareholders who have not received their admission card by the second business day preceding the Annual General Meeting, i.e. April 25, 2023, may request a shareholding certificate from their account-keeping institution in the case of bearer shareholders, or present themselves to the Annual General Meeting in the case of registered shareholders.

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

2 – Modalities to vote online or by mail, or to give a proxy to the Chairman of the Annual General Meeting or to be represented at the Meeting:

2.1 – Using the paper form

Registered shareholders shall return their completed and signed voting form using the prepaid envelope enclosed with the notice of meeting they received in the mail.

Bearer shareholders shall request the voting form to their account-keeping institution from the date on which the Annual General Meeting notice was issued. Once completed, this voting form should be returned to the account-keeping institution, which will send that form together with a shareholding certificate to Société Générale Securities Services - Service Assemblée Générale - 32 rue du Champ de Tir - CS 30812 – 44308 NANTES Cedex 3.

To ensure that the completed, signed form is taken into account, it should be sent to the account-keeping institution early enough to be received by Société Générale Securities Services at the latest three days before the Annual General Meeting, i.e. by 11:59 p.m. (Central European Time) on April 24, 2023.

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

Any request to grant or revoke a proxy must be received by Société Générale Securities Services at the latest three days before the Annual General Meeting, i.e. by 11:59 p.m. (Central European Time) on April 24, 2023.

2.2. – Online (using the Votaccess service)

Registered shareholders:

Registered shareholders who wish to vote or grant a proxy online, prior to the Annual General Meeting, should log in to the Votaccess platform via the Sharinbox website: www.sharinbox.societegenerale.com.

After logging in, they shall follow the on-screen instructions to access the Votaccess service and vote or grant or revoke a proxy.

Bearer shareholders:

Bearer shareholders shall consult their account-keeping institution in order to know whether their institution has signed up or not to the Votaccess service and, in such case, whether this access is subject to specific terms of use.

– If the account-keeping institution has signed up to the Votaccess service

Shareholders shall log into the account-keeping institution's online portal using their usual login details and then click on the icon that appears on the line corresponding to the Kering shares to access the Votaccess website and vote, grant or revoke a proxy.

– If the account-keeping institution has not signed up to the Votaccess service

Shareholders may provide notification to grant or revoke a proxy by sending an email to the following address: assemblees.generales@sgss.socgen.com. This email shall contain the following information: name of the company concerned, date of the Annual General Meeting, full name, address and bank account details of the shareholder and full name and, if possible, address of the proxy.

Shareholders shall instruct their account-keeping institution to send written confirmation at least three days before the Annual General Meeting, i.e. on April 24, 2023, to Société Générale Securities Services - Service Assemblée Générale - 32 rue du Champ de Tir - CS 30812 - 44308 NANTES Cedex 3, or by email at least one day before the Annual General Meeting, i.e. on April 26, 2023, to assemblees.generales@sgss.socgen.com.

Only notifications relating to the grant or revocation of a proxy duly signed, completed and received at least three days before the Annual General Meeting or within the time limits provided for by Article R. 225-80 of the French Commercial Code may be taken into account. In addition, only notifications relating to the grant or revocation of a proxy may be sent to the email address above. No other request or notice or any other subject matter will be taken into account and/or processed.

It is recalled that, in accordance with Article R. 225-85 of the French Commercial Code, any shareholder who has already voted remotely, granted a proxy or requested the admission card, can no longer choose another method of participation, but may nevertheless transfer all or part of his/her/its shares. However, if the transfer takes place before 12 a.m. (Central European Time) on the second business day preceding the Annual General Meeting, the Company will invalidate or amend, as the case may be, the remote vote, the proxy, the admission card or the certificate of shareholding. No transfer made after 12 a.m. (Central European Time) on the second business day preceding the Meeting, regardless of the means used, will be notified by the intermediary referred to in Article L. 211-3 of the French Monetary and Financial Code or taken into consideration by the Company, notwithstanding any agreement to the contrary.

The Votaccess website will be open from 9 a.m. on April 7, 2023 until 3 p.m. on April 26, 2023 (Central European Time). The possibility to vote or to give a proxy will end on April 26 at 3 p.m. (Central European Time). It is recommended to shareholders not to wait the eve of the Meeting to submit their instructions due to potential risk of congestion of the Votaccess website.

In accordance with the law, all documents to be communicated at this Annual General Meeting will be made available to shareholders within the legal deadlines at Kering's registered office and on the Company's website www.kering.com (Finance/Shareholder Information/General Meeting section) or will be sent on request to Société Générale Securities Services.

III. – Written questions

In accordance with Articles L. 225-108 and R. 225-84 of the French Commercial Code, shareholders may ask written questions. Such questions must be sent to the Company's registered office, by registered letter with acknowledgment of receipt, or to the following e-mail address AG2023proxy@kering.com, at the latest on the fourth business day preceding the Annual General Meeting, i.e. on Friday, April 21, 2023 (at 12 a.m. Central European Time).

Written questions must be accompanied by a certificate stating that the shares are registered either in the Company's registry of registered shares or in the registry of bearer shares maintained by the authorized intermediary.

The response to a written question shall be deemed to have been given if it appears on the Company's website in a dedicated Q&A section. A combined response may be given to written questions with the same content.

IV. – Communication right

In accordance with statutory and regulatory provisions, documents that shall be made available to shareholders as part of this Annual General Meeting will be available within the legal time limit at the registered office.

In addition, documents to be presented at the Annual General Meeting pursuant to Article R. 22-10-23 of the French Commercial Code will be published on the Company's website no later than from the twenty-first day preceding the Annual General Meeting.

The Board of Directors