



SHAREHOLDERS' GENERAL MEETING OF SEPTEMBER 9, 2025 ANSWERS TO WRITTEN QUESTIONS

Questions received from Ms. Astrid Wendlandt, individual shareholder

1. **« When will we learn about Luca de Meo's strategic plan? Could you give us a date? »**

Luca de Meo is set to take office as Chief Executive Officer of Kering on September 15. He will then be responsible for defining, in collaboration with the Board of Directors, his strategic plan, which he will present during the first half of 2026.

2. **« Is it true that management changes are planned at Gucci and that Ms. Bellettini will become CEO of Gucci? »**

Luca de Meo is set to take office as CEO of Kering on September 15. He will then be responsible for defining, if he deems it necessary, a new management structure and making any corresponding appointments.

3. **« Since the initial announcement of the Kering group's ambitions in the beauty sector, we haven't heard much news apart from the acquisition of Creed and the launch of Bottega Veneta perfumes and candles last fall. Could you tell us a little more about your plans in the beauty sector? When do you expect to recover the Gucci license from Coty? Or perhaps you do not intend to bring it back in-house but just change partners? Please could you clarify your intentions on this subject, as the Gucci license must represent significant revenue. »**

Regarding Kering Beauté, we invite you to refer to the comments made by Kering's management in the Group's latest financial publications (available for one year period on the Kering website: www.kering.com (Finance/Publications)).

Beyond the comments on the division's performance, notably made during the publication of the results for the first half of 2025 on July 29 and the revenue for the first quarter of 2025 on April 23, an update on the Group's strategic ambitions in this area was presented during the 2024 annual results on February 11.

On that occasion, Jean-Marc Duplaix, Deputy CEO and Chief Operating Officer, stated: « You are familiar with our ambition for Kering Beauté to reach critical size on the global beauty market, leveraging the full potential of our houses and to build a steady profitable business in the process. In 2024, we continued building the foundations from which this ambition can take shape. Following the acquisition of Creed in late 2023, the Kering Beauté team had three priorities: A, adapt the company's organization capacities and processes to our standards; B, exploit synergies, notably in terms of supply chain and distribution and; C, fuel the development of the brand. In 2024, Creed posted a very good performance notably through the well-received introduction of women scents. Another highlight of the year was the launch of a family of five high-end Bottega Veneta fragrances. The collection, as already hinted by Francesca generated a performance that went beyond our expectations and will be amplified this year. Kering Beauté also prepared the launch of a very exclusive

Balenciaga fragrance line. As a result, by the end of this year, two of the main licenses held by Kering Beauté will have made their entry into the market. We have also built an experienced team and the road map we have drawn for the next four years include a detailed calendar of launches enabling us to program Kering Beauté's future development, notably in terms of hiring and supply chain. »
