

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

Preliminary Notice of Meeting

Published in the French *Bulletin des Annonces Légales Obligatoires (BALO)*
on March 22, 2023

The shareholders are informed that they will be convened to a Combined General Meeting to be held at 3 p.m. on Thursday, April 27, 2023 at Kering's head office 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.

PRESENTATION OF DRAFT RESOLUTIONS

Ordinary resolutions

First resolution (Approval of the parent company financial statements for the year ended December 31, 2022) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, and having reviewed the parent company financial statements, the Board of Directors' reports, including the Management Report and the report on corporate governance, and the Statutory Auditors' report on the financial statements, the Annual General Meeting approves in full and without reservation the parent company financial statements for the year ended December 31, 2022, as presented, showing accounting net income of €1,552,044,854.98, as well as the transactions represented in those statements and summarized in those reports.

Second resolution (Approval of the consolidated financial statements for the year ended December 31, 2022) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, and having reviewed the Board of Directors' report on the Group's management presented in the Management Report for the year ended December 31, 2022 pursuant to Article L. 233-26 of the French Commercial Code, and the Statutory Auditors' report on the 2022 consolidated financial statements, the Annual General Meeting approves in full and without reservation the consolidated financial statements for the year ended December 31, 2022, as presented, as well as the transactions represented in those statements and summarized in the report on the Group's management.

Third resolution (Appropriation of net income for 2022 and setting of the dividend) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, and having reviewed the Board of Directors' report and the Statutory Auditors' reports, the Annual General Meeting:

1. Notes that the financial statements for the year ended December 31, 2022, as approved by this Meeting, show (i) net income of €1,552,044,854.98, (ii) no requirement for any further appropriation to the legal reserve as it already amounts to 10% of the share capital, and (iii) retained earnings before appropriation of €3,142,992,137.68, resulting in distributable net income of €4,695,036,992.66;

2. Resolves to appropriate the distributable net income of €4,695,036,992.66 as follows:

Net income for the year		€1,552,044,854.98
Appropriation to the legal reserve ⁽¹⁾		-
Retained earnings before appropriation	(+)	€3,142,992,137.68
Distributable net income	(=)	€4,695,036,992.66

(1) The amount of the legal reserve has reached 10% of the share capital.

Distribution of dividends		
Dividend		€1,736,990,892.00
Including interim dividend ⁽¹⁾		€550,551,368.90
Appropriation to retained earnings	(=)	€2,958,046,100.66

(1) Interim dividend of €4.50 per share paid on January 18, 2023.

3. Thus resolves to pay a dividend of €14 per share, i.e., €1,736,990,892, the balance being allocated to retained earnings. In the event of a change in the number of shares carrying dividend rights compared to the 124,070,778 shares making up the share capital as of December 31, 2022, the total amount of the dividend would be adjusted accordingly and the amount allocated to retained earnings would be calculated on the basis of the dividend actually paid;

4. States that canceled shares and shares held in treasury on the date of the dividend payment will be excluded from this distribution and that the corresponding amounts will be allocated to retained earnings;

5. Formally notes that an interim dividend of €4.50 per share was paid on January 18, 2023, and resolves that the final dividend of €9.50 per share will be paid on May 4, 2023 with an ex-dividend date of May 2, 2023;

6. Formally notes that the cash dividend (including the interim dividend) payable to shareholders will be treated as a distribution for tax purposes subject, for individual shareholders whose tax residence is in France, to the 30% flat-rate withholding tax (*prélèvement forfaitaire unique*) as provided for in Article 200 A-1 of the French General Tax Code or, subject to an election, (i) to personal income tax under the progressive rate system after the 40% tax relief (Articles 200-A-2 and 158-3-2 of the French General Tax Code) and (ii) social security contributions;

7. Recalls that the dividends paid out in respect of the three years preceding fiscal year 2022 were as follows:

Fiscal year	Total number of shares making up the share capital	Dividend per share (in €)	Total (in € millions)
2019	126,279,322	8.00 ⁽¹⁾	1,010.2
2020	125,017,916	8.00 ⁽¹⁾	1,000.1
2021	124,692,916	12.00 ⁽¹⁾	1,496.3

(1) Distributions qualifying for the 40% tax relief, as applicable.

Fourth resolution (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) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings and in application of the provisions of Article L. 22-10-34, I of the French Commercial Code, the Annual General Meeting, having reviewed the Board of Directors' report on corporate governance, approves the information referred to in Article L. 22-10-9, I of the French

Commercial Code relating to the remuneration and benefits in kind paid during or awarded for the year ended December 31, 2022 to corporate officers, as described in the aforementioned report, which is included in the 2022 Universal Registration Document, Chapter 3 “Report on corporate governance”, section 4.3 “Report on the remuneration paid during or awarded for 2022 to corporate officers in respect of their duties (*ex-post* vote)”.

Fifth resolution (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) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, in application of the provisions of Article L. 22-10-34, II of the French Commercial Code, and having reviewed the Board of Directors’ report on corporate governance, the Annual General Meeting approves the fixed, variable and exceptional components of total remuneration and benefits in kind paid or awarded to François-Henri Pinault, Chairman and Chief Executive Officer, for the year ended December 31, 2022. These components are presented in the 2022 Universal Registration Document in Chapter 3, “Report on corporate governance”, section 4.3.1, “Remuneration paid during or awarded for 2022 to the Chairman and Chief Executive Officer and the Group Managing Director (executive corporate officers) in respect of their duties”.

Sixth resolution (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) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, in application of Articles L. 22-10-34, II of the French Commercial Code, and having reviewed the Board of Directors’ report on corporate governance, the Annual General Meeting approves the fixed, variable and exceptional components of total remuneration and benefits in kind paid or awarded to Jean-François Palus, Group Managing Director, for the year ended December 31, 2022. These components are presented in the 2022 Universal Registration Document in Chapter 3, “Report on corporate governance”, section 4.3.1, “Remuneration paid during or awarded for 2022 to the Chairman and Chief Executive Officer and the Group Managing Director (executive corporate officers) in respect of their duties”.

Seventh resolution (Approval of the remuneration policy for executive corporate officers) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings and having reviewed the Board of Directors’ report on corporate governance, the Annual General Meeting approves, pursuant to the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy for executive corporate officers as described in the aforementioned report, which is included in the 2022 Universal Registration Document, Chapter 3 “Report on corporate governance”, section 4.1. “Remuneration policy applicable to the Chairman and Chief Executive Officer and the Group Managing Director (executive corporate officers) for 2023, subject to approval by the Annual General Meeting of April 27, 2023 (*ex-ante* vote)”.

Eighth resolution (Approval of the remuneration policy for Directors) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings and having reviewed the Board of Directors’ report on corporate governance, the Annual General Meeting approves, pursuant to the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy for Directors as described in the aforementioned report, which is included in the 2022 Universal Registration Document, Chapter 3 “Report on corporate governance”, section 4.2 “Remuneration policy applicable to the members of the Board of Directors for 2023, subject to approval by the Annual General Meeting of April 27, 2023 (*ex-ante* vote)”.

Ninth resolution (Authorization for the Board of Directors to purchase, retain and transfer the Company’s shares) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors’ report, and in accordance with Articles 241-1 et seq. of the AMF General Regulations, the Annual General Meeting:

1. Authorizes the Board of Directors, with the option to sub delegate such authorization under the conditions set by law or in the Articles of Association, to purchase or arrange for the purchase of the Company’s shares, on one or more occasions, at times it considers appropriate, limited to a number of

shares representing a maximum of 10% of the capital at any time, in accordance with Articles L. 225-210 et seq. and L. 22-10-62 et seq. of the French Commercial Code and Regulation (EU) 596/2014 of the European Parliament and of the Council of April 16, 2014 on market abuse. This percentage will apply to the capital adjusted to take into account transactions with regard to the capital carried out after this Annual General Meeting (for information purposes, at March 1, 2023, this would represent 12,407,077 shares). In the case of shares purchased under a liquidity agreement, (i) the number of shares included for the calculation of the 10% ceiling corresponds to the number of shares purchased, less any shares sold during the authorization period, and (ii) the maximum percentage of shares purchased by the Company with the aim of retaining and subsequently exchanging them or tendering them as payment in connection with an external growth transaction, a merger, demerger or contribution, will be limited to 5% of the share capital, at any time whatsoever, in accordance with applicable legal provisions. Shares acquired by the Company may under no circumstances result in it holding, directly or indirectly through subsidiaries, more than 10% of the share capital;

2. Resolves that purchases, disposals, exchanges and transfers of shares may be made in any way permitted under current or future regulations, on all markets, including through multilateral trading systems (MTF) or a systematic internalizer or over-the-counter, including by acquisition or sale of blocks (without limiting the portion of the share buyback program that may be carried out in this way), such means including the implementation of option strategies (purchase and sale of call and put options, and all combinations thereof, in accordance with the regulations in force), through a public offering at any time, except in the case of a third party exchange or tender offer for the Company's shares;

3. Resolves that shares may be purchased, sold, exchanged or transferred in order to:

- ensure liquidity or maintain an active secondary share market, using an investment services provider acting independently under the terms of a liquidity agreement complying with an Ethics Charter recognized by the AMF, or

- use all or some of the shares acquired to meet obligations related to stock purchase option plans, free share plans (for existing shares), the allotment of shares under the French statutory profit-sharing plan and any other allotment to employees and executive corporate officers, including the implementation of savings plans for employees and executive corporate officers of the Company and of affiliated French or foreign companies under the terms and in accordance with arrangements provided for by law, and to transfer or allocate shares to them in accordance with applicable laws and regulations in France or any other jurisdiction, or

- enable investment or financing by subsequently tendering shares (in connection with an exchange, payment or otherwise) as part of an external growth transaction, merger, demerger or contribution, or

- deliver shares in relation to the exercise of rights attached to securities carrying rights to shares in the Company through redemption, conversion, exchange, presentation of a warrant or in any other way, or

- cancel all or part of the shares acquired according to the terms and subject to the limits provided for in Article L. 22 10-62 of the French Commercial Code;

4. Resolves that the maximum purchase price will be set at €1,000 per share (or the exchange value of this amount on the same date in any other currency), excluding acquisition fees. The Annual General Meeting further delegates powers to the Board of Directors, which may sub-delegate such powers on terms determined by the Articles of Association or by law, in the event of a change in the par value of the shares, an increase in the share capital through the capitalization of reserves, a free share award, or a share split or reverse share split, to adjust this amount to account for the impact of these transactions on the share price;

5. Pursuant to Article R. 225-151 of the French Commercial Code, sets the total maximum amount of the share buyback program, authorized above, at €12,407,077,000 (excluding acquisition costs) given the maximum purchase price of €1,000 per share applicable to the maximum number of 12,407,077 shares that may theoretically be acquired based on the share capital at March 1, 2023 and excluding treasury shares;

6. Grants full powers to the Board of Directors, which may be delegated in accordance with the law, to place any and all buy and sell orders on or off the market, except during the period of a public offer to buy the Company's shares, use or re-use the shares purchased for various objectives in accordance with applicable laws and regulations, enter into agreements, in particular with a view to keeping registers of share purchases and sales, prepare all documents, complete all formalities, make all disclosures and filings with the AMF and any other bodies of the transactions carried out under this resolution, set the terms and conditions for protecting, where appropriate, the rights of holders of securities carrying rights to shares in the Company and beneficiaries of options in accordance with applicable regulations and, generally, do all that will be necessary, including signing all sale or transfer agreements, entering into liquidity or other agreements, making the relevant disclosures and completing all the necessary formalities;
7. Further grants full powers to the Board of Directors, which delegate them on terms determined by the Articles of Association or by law, if the objectives authorized for share buyback programs were to be extended or supplemented by law or by the AMF, to inform the public of any possible changes in the program in relation to the changed objectives in accordance with applicable laws and regulations;
8. Formally notes that the Board of Directors must inform the Annual General Meeting of transactions carried out within the scope of this resolution;
9. Sets at 18 months, from the date of this Annual General Meeting, the period of validity of this authorization;
10. Formally notes that this authorization cancels, from the date of this Annual General Meeting, the unused part of the authorization for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 28, 2022, in its 15th resolution.

Extraordinary resolutions

Tenth resolution (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) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, and having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Annual General Meeting:

1. Authorizes the Board of Directors to carry out, in accordance with the conditions defined in Articles L. 225-210 et seq. and L. 22-10-62 et seq. of the French Commercial Code, at its sole discretion, on one or more occasions, in an amount up to 10% of the share capital in each 24-month period from the date of the present Meeting, to reduce the share capital, which will as the case may be adjusted to take into account transactions affecting the share capital following the present Meeting, through the cancellation of shares that the Company holds or may hold following purchases made under Article L. 22-10-62 of the French Commercial Code;
2. Grants all powers to the Board of Directors, which may subdelegate them in accordance with the Articles of Association or the law, to carry out, at its sole discretion, these transactions subject to limits and at times of its choosing, make the necessary deductions from all available reserve, income and premium accounts, confirm that they have been done, make related changes to the Articles of Association and generally take all decisions and fulfill all formalities;
3. Sets at 24 months, from the date of this Annual General Meeting, the period of validity of this authorization;
4. Formally notes that this authorization cancels, from the date of this Annual General Meeting, the unused part of the authorization for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 15th resolution.

Eleventh resolution (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)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, noting that the share capital is fully paid up and in accordance with the French Commercial Code, particularly Articles L. 225-129, L. 225-129-2 to L. 225-129-6, L. 225-132 to L. 225-134, L. 228-91 et seq. and L. 22-10-49 thereof:

1. Delegates authority to the Board of Directors, with the possibility to sub-delegate such authorization in accordance with the Articles of Association or the law, to decide and carry out or, as the case may be, authorize the issue on one or more occasions, in the amounts and at the times of its choosing, with shareholders' pre-emptive subscription rights maintained, in France, abroad and/or in the international market, in euros, foreign currency or any other unit of account established with reference to a set of currencies, (i) ordinary shares in the Company and/or (ii) equity securities of the Company that give or may give access in any way, immediately and/or in the future, to other equity securities of the Company and/or giving an entitlement to an allotment of debt securities and/or (iii) debt securities that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing and/or (iv) equity securities of the Company that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing through and/or debt securities of companies in which the Company owns more than half of the share capital directly or indirectly at the time of the issue, and/or (v) debt securities of the Company that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing by companies in which the Company owns more than half of the share capital directly or indirectly at the time of the issue;

2. Resolves that issues of preferred shares and of all securities giving access, immediately and/or in the future, to preferred shares are expressly excluded from this delegation of authority;

3. Resolves that the maximum nominal amount of capital increases that may be carried out under the present delegation of authority is set at €200,000,000, it being stipulated that (i) to this maximum amount will be added, as the case may be, the nominal amount of shares that may be issued in addition, in respect of adjustments to preserve, in accordance with applicable statutory and regulatory provisions and as the case may be contractual stipulations that provide for other instances of adjustment, the rights of those holding securities giving access, immediately and/or in the future, to the share capital or of beneficiaries of stock subscription options or free share awards and (ii) this maximum amount constitutes the aggregate maximum nominal amount of capital increases that may be carried out under the present delegation of authority and the delegations granted under the 13th, 14th, 16th, 17th, 18th and 19th resolutions mentioned below, and that the total nominal amount of capital increases carried out under those resolutions shall count toward the aggregate maximum amount;

4. In the event that the Board of Directors uses the present delegation of authority:

- resolves that the issue(s) will be reserved by preference for shareholders who may subscribe by irrevocable entitlement in proportion to the number of shares owned by them at the time, and notes that the Board of Directors may introduce an entitlement to subscribe that is subject to reduction,

- resolves that, if shareholders do not take up an issue of shares or other securities of the kinds referred to above in full under their subscription entitlements to which they are irrevocably entitled or which are, where applicable, subject to reduction, the Board of Directors may use, the various possibilities provided for by law, in the order of its choosing, including offering to the public some or all of the shares or in the case of securities giving access, immediately and/or in the future, to the share capital, unsubscribed securities, in France, abroad and/or in the international market,

- notes that this delegation of authority entails, by operation of law and for the benefit of holders of securities issued and that give access to the Company's capital, the surrender by shareholders of their preferential right to subscribe the shares to which those securities will give an entitlement;

5. Resolves that the Board of Directors will have all powers, with the power of sub-delegation in the manner determined by the Articles of Association or by law, to implement this delegation of authority, in order to determine the terms for issuing, subscribing and paying up securities, formally recording the resulting capital increases and making the corresponding changes to the Articles of Association and in particular to:

- determine, as necessary, the arrangements for exercising the rights attached to the shares or securities giving access, immediately and/or in the future, to the share capital, determine the arrangements for exercising rights, as the case may be, including rights to convert, exchange and reimburse securities, including through the transfer of Company assets such as securities already issued by the Company,

- determine (possibly retroactively) the dividend entitlement date for the securities to be issued,

- resolve, in the event of an issue of debt securities, whether or not such securities shall be subordinated (and if so their level of subordination in accordance with Article L. 228-97 of the French Commercial Code), determine their interest rate (particularly whether they will have a fixed, floating, zero or index-linked interest rate) and other issue arrangements (including whether guarantees or collateral are provided in respect of them) and repayment terms (including whether they will be reimbursed through a transfer of the Company's assets),

- at its sole discretion and as the case may be, make all deductions from issue premiums, particularly relating to expenses arising from issues,

- determine and carry out any adjustments intended to take into account the impact of transactions affecting the Company's capital, particularly if the shares' nominal value is altered, if the capital is increased through a capitalization of reserves, if free shares are granted, if a share split or reverse split takes place, if a distribution of reserves or any other assets takes place, if the capital is redeemed, or if any other transaction involving the Company's equity takes place, and determine the arrangements under which, as the case may be, the rights of holders of securities giving access, immediately and/or in the future, to the share capital will be preserved,

- and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, take such measures and decisions and carry out such formalities as may be appropriate for the issue, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities following the capital increases;

6. Resolves that the Board of Directors may not use this delegation of authority from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period, unless previously authorized to do so by the Annual General Meeting;

7. Resolves that the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 16th resolution will no longer be effective as of today.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Twelfth resolution (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)) — Deliberating on an extraordinary basis in accordance with the rules of quorum and majority applicable to ordinary general meetings, having reviewed the Board of Directors' report and in accordance with the French Commercial Code, particularly Articles L. 225-129, L. 225-129-2 to L. 225-129-6, L. 225-130, L. 22-10-49 et seq. thereof:

1. Delegates authority to the Board of Directors, which may subdelegate that authority on terms determined by the Articles of Association or the law, to resolve to increase the share capital, on one or more occasions, at times and according to arrangements that it will determine, by capitalizing reserves, income, issue premiums or other amounts that may be capitalized according to the Articles of Association and the law, through a free award of shares or an increase in the par value of existing shares or a combination of the two;

2. Resolves that the amount of the capital increase that may be carried out under the present delegation of authority may not exceed the aggregate sum that may be capitalized and more generally may not be more than the €200,000,000 aggregate maximum nominal amount of capital increases determined by the 11th resolution of the present Meeting or, as the case may be, on the amount of any aggregate maximum amount provided for by a resolution of the same type that may succeed the present resolution during the period of validity of the present delegation of authority;

3. Formally notes that this maximum amount does not take into account the nominal amount of ordinary shares in the Company that may be issued in respect of adjustments to preserve, in accordance with statutory and regulatory provisions and as the case may be contractual stipulations that provide for other instances of adjustment, the rights of those holding securities giving access, immediately and/or in the future, to the share capital or of beneficiaries of stock subscription options or free share awards;

4. Resolves that the Board of Directors will have all powers, with the power of sub-delegation in the manner determined by the Articles of Association or by law, to implement this delegation of authority, in order to determine the terms for issuing securities, formally recording the resulting capital increases and making the corresponding changes to the Articles of Association and in particular to:

- determine all terms and conditions of the transactions authorized and in particular to define the amount and the nature of the amounts to be capitalized, to determine the number of new equity securities to be issued and/or the amount by which the par value of existing shares making up the share capital is to be increased, determine the date, even retroactively, from which new shares will carry dividend rights or from which the increase in par value will take effect,

- at its sole discretion and as the case may be, make all deductions from issue premiums, particularly relating to expenses arising from issues,

- resolve, in accordance with Articles L. 225-130 and L. 22-10-50 of the French Commercial Code, in the event of a free award of shares:

- (i) that rights not representing a whole number of shares may not be traded and that such shares shall be sold, and the proceeds of such sale shall be allocated to holders of rights as provided for by law and regulations,

- (ii) to carry out any adjustments intended to take into account the impact of transactions affecting the Company's capital, particularly if the shares' nominal value is altered, if the capital is increased through a capitalization of reserves, if free shares are granted, if a share split or reverse split takes place, if a distribution of reserves or any other assets takes place, if the capital is redeemed, or if any other transaction involving the Company's equity takes place, and determine the arrangements under which, as the case may be, the rights of holders of securities giving access, immediately and/or in the future, to the share capital will be preserved,

- and generally, to enter into agreements, in particular in order to successfully complete each capital increase, take such measures and decisions and carry out such formalities as may be appropriate for the issue, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith or arising from the capital increases;

5. States that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of authority from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period;

6. Resolves that the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 17th resolution will no longer be effective as of today.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Thirteenth resolution (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)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report and in accordance with the French Commercial Code, particularly Articles L. 225-129, L. 225-129-2 to L. 225-129-6, L. 225-131, L. 225-135, L. 225-136, L. 228-91 et seq. and L. 22-10-49 et seq. thereof:

1. Delegates authority to the Board of Directors, with the possibility to sub-delegate such authorization in accordance with the Articles of Association or the law, to decide and carry out or, as the case may be, authorize the issue on one or more occasions, in the amounts and at the times of its choosing, through a public offering (other than a public offering referred to in Article L. 411-2, 1° of the French Monetary and Financial Code), in France, abroad and/or in the international market, in euros, foreign currency or any other unit of account established with reference to a set of currencies, (i) ordinary shares in the Company and/or (ii) equity securities of the Company that give or may give access in any way, immediately and/or in the future, to other equity securities of the Company and/or giving an entitlement to an allotment of debt securities and/or (iii) debt securities that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing and/or (iv) equity securities of the Company that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing through and/or debt securities of companies in which the Company owns more than half of the share capital directly or indirectly at the time of the issue, and/or (v) debt securities of the Company that give or may give access in any way, immediately and/or in the future, to equity securities of the Company to be issued and/or already existing by companies in which the Company owns more than half of the share capital directly or indirectly at the time of the issue;

2. States that, in accordance with Article L. 22-10-54 of the French Commercial Code, the new shares may be issued to pay for securities tendered to the Company as part of a public exchange offer or combined public offer in France or abroad, under local rules, for shares in another company whose shares are admitted for trading in a regulated market of a State that is a party to the agreement on the European Economic Area or that is a member of the Organisation for Economic Co-operation and Development;

3. Resolves that issues of preferred shares and of all securities giving access to preferred shares are expressly excluded from this delegation of authority;

4. Resolves that the aggregate nominal amount of capital increases that may be carried out, immediately and/or in future, under the present delegation of authority may not be more than €50,000,000 or the equivalent of that amount on the date the decision to carry out an issue is made, it being stipulated that (i) to this maximum amount will be added, as the case may be, the nominal amount of additional shares to be issued, in respect of adjustments to preserve, in accordance with applicable statutory and regulatory provisions and as the case may be contractual stipulations that provide for other instances of adjustment, the rights of those holding securities giving access, immediately and/or in the future, to the share capital or of beneficiaries of stock subscription options or free share awards, (ii) this maximum amount constitutes an aggregate sub-limit on the nominal amount of capital increases, toward which all issues carried out under the 14th, 16th and 17th resolutions of this Meeting will count; and (iii) this aggregate sub-limit on the nominal amount of capital increases will count toward the €200,000,000 aggregate maximum nominal amount of capital increases determined by the 11th resolution of the present Meeting or, as the case may be, toward the aggregate maximum amount that may be provided for by a resolution of the same type that may succeed the aforementioned 11th resolution during the period of validity of the present delegation of authority;

5. Resolves to cancel shareholders' pre-emptive rights to subscribe the securities to be issued under the present delegation of authority, it being stipulated that the Board of Directors may resolve, in accordance with L. 22-10-51 of the French Commercial Code, to grant shareholders a priority subscription right over all of the issue, for a period and according to conditions that it will determine in

accordance with statutory provisions. That priority subscription right will not give rise to the creation of negotiable rights but may, if the Board of Directors deems it appropriate, be exercised either by irrevocable entitlement or entitlement subject to reduction;

6. Resolves that, if shareholders and the public do not take up in full an issue of shares or other securities of the kinds referred to above, the Board of Directors may use, in such order as it sees fit, either of the following possibilities:

- to limit, as the case may be, the issue to the amount of subscriptions on terms provided for by the law in force at the time this delegation of authority is used,
- to allot all or part of the unsubscribed shares to such persons as it sees fit;

7. Formally notes that, in accordance with Article L. 225-132 of the French Commercial Code, this delegation of authority entails by operation of law the waiver by existing holders of securities giving access to shares in the Company that may be issued of their pre-emptive rights to subscribe the shares to which the said securities give an entitlement (including in the event that shares related to securities giving access, immediately and/or in the future, to the Company's share capital that may be issued, in accordance with Article L. 228-93 of the French Commercial Code, by a company in which the Company owns, directly or indirectly, over half of the capital);

8. Formally notes that, in accordance with Article L. 22-10-52 of the French Commercial Code:

- the issue price of the directly issued shares will be at least equal to the minimum authorized for by the statutory or regulatory provisions applicable on the day of the issue (i.e. currently, the weighted average of prices in the three trading sessions prior to the start of the public offering within the meaning of regulation (EU) no. 2017/1129 of 14 June 2017, possibly with a discount of 5% after any adjustment of that amount to take account of any difference in dividend entitlement dates),
- the issue price of the securities giving access, immediately and/or in the future, to the Company's share capital will be such that the sum immediately received by the Company, plus any amount received subsequently by the Company will in respect of each ordinary share issued as a result of the issue of such securities be at least equal to the amount referred to the previous paragraph, after any adjustment of that amount to take account of any difference in dividend entitlement dates;

9. Resolves that the Board of Directors will have all powers, with the power of sub-delegation in the manner determined by the Articles of Association or by law, to implement this delegation of authority, in order to determine the terms for issuing, subscribing and paying up securities, formally recording the resulting capital increases and making the corresponding changes to the Articles of Association and in particular to:

- determine, in the event of a priority period, the terms for subscribing securities, it being stipulated that the priority subscription right will not give rise to the creation of negotiable rights but may, if the Board of Directors deems it appropriate, be exercised either by irrevocable entitlement or entitlement subject to reduction,
- determine, as necessary, the arrangements for exercising the rights attached to the shares or securities giving access, immediately and/or in the future, to the share capital, determine the arrangements for exercising rights, as the case may be, including rights to convert, exchange and reimburse securities, including through the transfer of Company assets such as securities already issued by the Company,
- determine (possibly retroactively) the dividend entitlement date for the securities to be issued,
- in the event of an issue of securities to pay for securities tendered as part of a public exchange offer or combined public offer, determine the exchange ratio and, as the case may be, the amount of the cash amount to be paid, formally note the number of securities tendered for exchange, determine the dates and issue terms, particularly the price and dividend entitlement date of the new shares or, as the case may be, securities giving access, immediately and/or in the future, to a portion of the Company's share capital, determine the issue terms, record the difference between the issue price of the new shares and

their par value in an “additional paid-in capital” item on the liabilities side of the balance sheet relating to the rights of all shareholders,

- resolve, in the event of an issue of debt securities, whether or not such securities shall be subordinated (and if so their level of subordination in accordance with Article L. 228-97 of the French Commercial Code), determine their interest rate (particularly whether they will have a fixed, floating, zero or index-linked interest rate) and other issue arrangements (including whether guarantees or collateral are provided in respect of them) and repayment terms (including whether they will be reimbursed through a transfer of the Company’s assets),

- at its sole discretion and as the case may be, make all deductions from issue premiums, particularly relating to expenses arising from issues,

- determine and carry out any adjustments intended to take into account the impact of transactions affecting the Company’s capital, particularly if the shares’ nominal value is altered, if the capital is increased through a capitalization of reserves, if free shares are granted, if a share split or reverse split takes place, if a distribution of reserves or any other assets takes place, if the capital is redeemed, or if any other transaction involving the Company’s equity or capital (including through a public offer and/or in the event of a change of control) takes place, and determine the arrangements under which, as the case may be, the rights of holders of securities giving access, immediately and/or in the future, to the share capital will be preserved,

- and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, take such measures and decisions and carry out such formalities as may be appropriate for the issue, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities following the capital increases;

10. Resolves that the Board of Directors may not use this delegation of authority from the date of the filing of a proposed public tender offer for the Company’s shares by a third party until the end of the offer period, unless previously authorized to do so by the Annual General Meeting;

11. Resolves that the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 18th resolution will no longer be effective as of today.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Fourteenth resolution (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))— Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors’ report and the Statutory Auditors’ special report and in accordance with Article L. 411-2, 1° of the French Monetary and Financial Code and the French Commercial Code, particularly Articles L. 225-129, L. 225-129-2, L. 225-131, L. 225-135, L. 228-91 and L. 22-10-49 et seq. thereof:

1. Delegates authority to the Board of Directors, which may subdelegate that authority according to terms determined by the Articles of Association or the law, to decide and carry out the issue by the Company, on one or more occasions, in France, abroad and/or in the international market, through a public offering referred to in Article L. 411-2, 1° of the French Monetary and Financial Code of shares and/or any securities including warrants issued separately, free of charge or against payment, in euros, foreign currency or any other unit of account established with reference to a set of currencies, through subscription in cash or through the setting-off of receivables, conversion, exchange, repayment, presentation of a warrant or in any other way, giving access, immediately and/or in the future, to existing shares or shares to be issued in the Company and/or in accordance with Article L. 228-93 of the French

Commercial Code, to existing shares or shares to be issued in any company in which it owns, directly or indirectly, over half of the capital;

2. Resolves that issues of preferred shares and of all securities giving access to preferred shares are expressly excluded from this delegation of authority;

3. Resolves that the aggregate nominal amount of the capital increases that may be carried out immediately and/or in the future under the present delegation of authority may not exceed €50,000,000 or the equivalent of that amount, to which will be added, as the case may be, the par value of additional shares to be issued to preserve the rights of holders of securities giving an entitlement to shares, it being stipulated that the nominal amount of capital increases carried out through a public offering referred to in Article L. 411-2 of the French Monetary and Financial Code may not in any event exceed 20% of the share capital per year as assessed on the date of the issue, in accordance with Article L. 225-136, 2° of the French Commercial Code;

4. States that the maximum nominal amount of capital increases that may be carried out, immediately and/or in the future, under the present delegation of authority will count toward the €50,000,000 aggregate sub-limit on the nominal amount of capital increases determined in the 13th resolution, which counts toward the aggregate maximum nominal amount of capital increase of €200,000,000 determined by the 11th resolution of the present Meeting or, as the case may be, toward any aggregate maximum amounts provided for by resolutions of the same type that may succeed the aforementioned resolutions during the period of validity of the present delegations of authority;

5. Resolves to cancel the preferential right of shareholders to subscribe securities to be issued under the present delegation of authority;

6. Resolves that, if subscriptions do not cover the entirety of an issue of shares or other securities of the kinds referred to above, the Board of Directors may limit, as the case may be, the issue to the amount of subscriptions on terms provided for by the law in force at the time this delegation of authority is used;

7. Formally notes that, in accordance with article L. 225-132 of the French Commercial Code, this delegation of authority entails by operation of law the waiver by existing holders of securities giving access to shares in the Company that may be issued of their pre-emptive rights to subscribe the shares to which the said securities give an entitlement (including in the event that shares related to securities giving access, immediately and/or in the future, to the Company's capital that may be issued, in accordance with Article L. 228-93 of the French Commercial Code, by a company in which the Company owns, directly or indirectly, over half of the capital);

8. Formally notes that, in accordance with Article L. 22-10-52 of the French Commercial Code:

- the issue price of the directly issued shares will be at least equal to the minimum authorized for by the statutory or regulatory provisions applicable on the day of the issue (i.e. currently, the weighted average of prices in the three trading sessions prior to the start of the public offering within the meaning of regulation (EU) no. 2017/1129 of 14 June 2017, possibly with a discount of 5% after any adjustment of that amount to take account of any difference in dividend entitlement dates),

- the issue price of the securities giving access, immediately and/or in the future, to the Company's share capital will be such that the sum immediately received by the Company, plus any amount received subsequently by the Company will in respect of each ordinary share issued as a result of the issue of such securities be at least equal to the amount referred to the previous paragraph, after any adjustment of that amount to take account of any difference in dividend entitlement dates;

9. Grants to the Board of Directors, which may delegate them on terms determined by the Articles of Association or the law, the same powers as those defined in paragraph 9 of the 13th resolution;

10. Resolves that the Board of Directors may not use this delegation of authority from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period, unless previously authorized to do so by the Annual General Meeting;

11. Resolves that the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 19th resolution will no longer be effective as of today.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Fifteenth resolution (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 share capital increase with shareholders' pre-emptive subscription rights canceled (only to be used outside of public offering periods)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129-2, 2°, L. 228-91 and L. 22-10-49 et seq. of the French Commercial Code, the Annual General Meeting:

1. Authorizes the Board of Directors, which may subdelegate that authorization on terms determined by the Articles of Association or the law, for each issue decided under the 13th and 14th resolutions of the present Meeting and subject to a limit of 5% of the share capital (as assessed on the issue date) for a period of 12 months, to depart from the rules for setting the issue price provided for by regulations in force, i.e. at the present time by Article R. 22-10-32 of the French Commercial Code, according to the following arrangements:

- the issue price of the shares will be determined by applying a discount of up to 5% to the weighted average Kering share price during the period between three and ten Euronext Paris stock exchange trading days preceding the date on which the issue arrangements are determined,

- the issue price of the securities giving access, immediately and/or in the future, to the capital will be such that the sum immediately received by the Company, plus any amount received subsequently by the Company will in respect of each ordinary share issued as a result of the issue of such securities be at least equal to the amount referred to the previous paragraph, after any adjustment of that amount to take account of any difference in dividend entitlement dates;

2. Formally notes that, if the Board of Directors makes use of this authorization, it will prepare an additional report, certified by the Statutory Auditors, describing the final terms of the transaction and providing information on the impact that such use may have on a shareholder's situation;

3. Resolves that the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 20th resolution will no longer be effective as of today;

4. Resolves that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this authorization from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period.

This authorization is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Sixteenth resolution (Delegation of authority to the Board of Directors to increase the number of ordinary shares or securities to be issued as part of a share 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)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129-2, L. 228-91, L. 225-135-1 and L. 22-10-49 et seq. of the French Commercial Code, the Annual General Meeting:

1. Delegates authority to the Board of Directors, which may subdelegate that authority on terms determined by the Articles of Association or the law, to decide to increase the number of shares and/or other securities to be issued in the event of an increase in the Company's capital, with pre-emptive subscription rights maintained or canceled, under the 11th, 13th and 14th resolutions of the present

Meeting, at the same price as that adopted for the initial issue, subject to the timeframes and limits provided for by the applicable regulations on the day of the issue (i.e. at present within 30 days of the end of the subscription period and subject to a limit of 15% of the initial issue), particularly with a view to granting an overallotment option in accordance with market practices;

2. Resolves that the nominal amount of capital increases decided under the present resolution will count toward the maximum amount stipulated in the resolution under which the initial issue is decided (11th, 13th and 14th resolutions) and toward the €200,000,000 aggregate maximum amounts for capital increases determined by the 11th resolution of the present Meeting or, as the case may be, toward maximum amounts provided for by resolutions of the same type that may succeed the aforementioned resolutions during the period of validity of the present delegation of authority;

3. Formally notes that the present delegation of authority cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 21st resolution;

4. Resolves that the Board of Directors may not use this delegation of authority from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period, unless previously authorized to do so by the Annual General Meeting.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Seventeenth resolution (Delegation of powers to the Board of Directors to issue ordinary shares and/or securities giving access to the Company's capital as payment for contributions 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)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Article L. 22-10-53 of the French Commercial Code, the Annual General Meeting:

1. Delegates powers to the Board of Directors, which may subdelegate those powers on terms determined by the Articles of Association or the law, that are necessary to decide and carry out an issue, on one or more occasions, of ordinary shares and/or other securities giving access, immediately and/or in the future, to the Company's shares, with shareholders' pre-emptive subscription rights canceled, with a view to paying for contributions in kind to the Company and consisting of equity or other securities giving access to the capital of other companies, where Article L. 22-10-54 of the French Commercial Code is not applicable. In accordance with the law, the Board of Directors must make a decision on the report by the Contribution Auditor(s), in accordance with Articles L. 225-147 and L. 22-10-53 of the French Commercial Code, regarding the assessment of the transfers and the granting of special privileges;

2. Resolves that the nominal amount of the increase in the Company's share capital resulting from the issue of securities defined in the paragraph above may not exceed the statutory maximum of 10% assessed as of the date on which the issue decision is taken, and that this amount will count toward the €50,000,000 aggregate sub-limit determined by the 13th resolution above, it being stipulated that this aggregate sub-limit (i) does not take into account the consequences on the amount of capital caused by adjustments to preserve, in accordance with statutory provisions and as the case may be contractual stipulations that provide for other instances of adjustment, the rights of those holding securities giving access to the capital or of beneficiaries of stock subscription options or free share awards and (ii) counts toward the €200,000,000 aggregate maximum nominal amount of capital increases determined by the 11th resolution of the present Meeting;

3. Formally notes that, in accordance with the law, shareholders will not have a pre-emptive right to subscribe securities issued under the present delegation of authority, since they are intended to be used as payment for contributions in kind;

4. Formally notes that the present delegation of authority entails by operation of law the waiver by shareholders of their pre-emptive right to subscribe ordinary shares in the Company to which the

securities to be issued pursuant to this delegation may confer an immediate and/or eventual entitlement, in favor of holders of securities giving immediate and/or access to the Company's capital issued under the present delegation;

5. Resolves that the Board of Directors will have all powers, including powers to (i) determine the type and number of securities to be issued as payment for contributions in kind, their characteristics, including their dividend entitlement date, and the arrangements for their issuance, (ii) take decisions regarding the report by the Contribution Auditor(s), (iii) approve the assessment of contributions, and formally note the completion of such contributions, (iv) charge all fees, expenses and duties to premiums, with the balance being available for appropriation in any way that the Board of Directors or the Ordinary General Meeting deems appropriate, (v) increase the share capital and amend the Articles of Association accordingly, and, (vi) generally, with the possibility of subdelegating authority in accordance with statutory provisions, enter into agreements, in particular in order to successfully complete the contemplated issues, take such measures and decisions and carry out such formalities as may be appropriate for the issue, listing and financial servicing of securities issued pursuant to this delegation of powers and the exercise of the rights associated therewith and all formalities following the capital increases;

6. States that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of powers from the date of the filing of a proposed public tender offer for the Company's shares by a third party until the end of the offer period;

7. Formally notes that the present delegation of powers cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 22, 2021, in its 22nd resolution;

This delegation of powers is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Eighteenth resolution (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)) —

Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129-6, L. 225-138, L. 225-138-1 et seq. and L. 22-10-49 of the French Commercial Code, and Articles L. 3332-18 et seq. of the French Labor Code, the Annual General Meeting:

1. Delegates authority to the Board of Directors, with the possibility to sub-delegate such authorization in accordance with the law or the Articles of Association, acting at its sole discretion, on one or more occasions, to increase the share capital by issuing ordinary shares in the Company, in the amounts and at the times it deems appropriate, subject to a maximum nominal amount equal to 0.5% of the share capital as of the date of the present Meeting, it being stipulated that:

- this upper limit is common to the 19th resolution of the present Annual General Meeting,

- the nominal amount of any capital increase carried out under this delegation of authority will count toward the overall nominal upper limit for capital increases determined by the 11th resolution of the present Meeting;

2. Reserves the subscription of shares to be issued for employees, former employees and eligible corporate officers who are members of an employee savings plan (or members of any other plan for whom Articles L. 3332-1 et seq. of the French Labor Code or any similar law or regulation allow a share capital increase to be reserved under equivalent conditions) established within a French or foreign company or group of companies within the scope of consolidation of the Company pursuant to Article L. 3344-1 of the French Labor Code;

3. Resolves that the issue price of new shares to be issued under this resolution will be determined in accordance with Articles L. 3332-18 et seq. of the French Labor Code, it being specified that the discount

set in accordance with the aforementioned Articles L. 3332-18 et seq. may not exceed 30% of the Reference Price; for the purposes of this paragraph, the Reference Price means the average of Kering's opening share prices on the Euronext Paris regulated market during the 20 trading days preceding the date of the decision setting the opening date of the subscription period for members of a company savings plan (or similar plan). However, the Annual General Meeting expressly authorizes the Board of Directors, should it deem it appropriate, when implementing this delegation of authority, to reduce or cancel the amount of the discount on a case-by-case basis due to legal, tax, or social security constraints applicable outside France, in certain countries in which the Kering group entities participating in the share capital increases are located;

4. Resolves that this delegation of authority entails the cancellation of the shareholders' pre-emptive subscription right in respect of the shares to be issued in favor of the employees, former employees and eligible corporate officers mentioned above, for whom they are reserved. Shareholders waive their right to any free allocation of shares that may be issued pursuant to this resolution relating to the discount or the Company's contribution in accordance with the paragraph below;

5. Resolves that the Board of Directors will have full powers, with the possibility to sub-delegate said powers on terms determined by the Articles of Association or by law, to grant newly issued or existing shares to the beneficiaries referred to above, to replace all or part of the discount on the Reference Price referred to above and/or the Company's contribution, provided that the benefit resulting from this grant remains within the statutory and regulatory limits pursuant to Articles L. 3332-1 to L. 3332-21 of the French Labor Code;

6. States that no share capital increase may exceed the amount of the shares subscribed by employees, former employees and eligible corporate officers, individually or via an employee investment fund (FCPE) or any other structure or entity as may be permitted under the applicable legal or regulatory provisions;

7. Grants full powers to the Board of Directors, which may sub-delegate such powers on terms determined by the Articles of Association or by law, to implement this delegation of authority, in particular in order to:

- draw up, in accordance with the law, a list of companies whose employees are members of company savings plans (or a similar plan) and thus eligible to subscribe the shares and benefit, where applicable, from the free allocation of shares in respect of the discount and/or Company contribution,

- set the opening date and the closing date of the subscription period,

- set the amounts of issues made pursuant to this delegation of authority and determine the issue prices, dates, timeframes and the terms and conditions for the subscription, payment, delivery and dividend entitlement of securities (which may be retroactive), as well as other terms and conditions of issue, subject to the legal and regulatory limits in force,

- in the event that shares are awarded free of charge, in respect of the discount and/or Company contribution, decide to deduct the sums required to pay up those shares from reserves, profits or additional paid-in capital,

- formally note the capital increases to the extent of the shares subscribed (after any reduction in the event that an issue is oversubscribed),

- enter into agreements, carry out all transactions, either directly or through an agent, including formalities relating to the capital increases and the corresponding amendment of the Articles of Association, at its sole initiative and if it deems it appropriate, deduct the costs of capital increases from the additional paid-in capital relating to those capital increases and deduct the sums necessary from that amount to increase the legal reserve to one tenth of the new capital after each capital increase, and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, take such measures and decisions and carry out such formalities as may be appropriate for the issuance, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities relating to the capital increases;

8. Resolves that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of authority from the date on which a third party files a proposed public tender offer for the Company's shares until the end of the offer period;

9. Formally notes that the present delegation of authority cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 28, 2022, in its 17th resolution.

This delegation of authority is granted to the Board of Directors for a term of 26 months from the date of the present Meeting.

Nineteenth resolution (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)) — Deliberating in accordance with the rules of quorum and majority applicable to extraordinary general meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and in accordance with Articles L. 225-129, L. 225-129-2, L. 22-10-49 and L. 225-138 of the French Commercial Code, the Annual General Meeting:

1. Delegates authority to the Board of Directors, with the possibility to sub-delegate such authorization in accordance with the law or the Articles of Association, acting at its sole discretion, on one or more occasions, to increase the share capital by issuing shares reserved for a category of beneficiaries defined below;

2. Resolves to set the maximum nominal amount of the capital increase that may take place under the present delegation of authority at 0.5% of the share capital on the date of the present Annual General Meeting, it being stipulated that:

- this upper limit is common to the 18th resolution of the present Annual General Meeting,

- the nominal amount of any capital increase carried out under this delegation of authority will count toward the overall nominal upper limit for capital increases determined by the 11th resolution of the present Meeting;

3. Resolves that the issue price of new shares to be issued under this resolution will be at least equal to 70% of the Reference Price, which means the average of Kering's opening share prices on the Euronext Paris regulated market during the 20 trading days preceding the date of the decision setting the opening date of the subscription period; however, the Annual General Meeting expressly authorizes the Board of Directors, should it deem it appropriate, when implementing this delegation of authority, to reduce or cancel the amount of the aforementioned discount on a case-by-case basis due to legal, tax, or social security constraints applicable outside France and applicable locally to a category of beneficiaries defined below;

4. Resolves that this delegation of authority entails the cancellation of the shareholders' pre-emptive subscription right in respect of the shares to be issued and reserves the right to subscribe them for a category of beneficiaries with the following characteristics: (i) employees and corporate officers of companies related to the Company under Articles L. 225-180 and L. 233-16 of the French Commercial Code and that have their registered office outside of France so that they can subscribe shares in the Company on terms that are economically equivalent to those offered to members of company savings plans as part of a capital increase carried out under the 18th resolution of the present Annual General Meeting; and/or (ii) undertakings for the collective investment in transferable securities (UCITS) or other employee share ownership entity invested in the Company's securities, whether or not it is a legal entity, whose unitholders or shareholders consist of the persons mentioned in (i) above;

5. Grants full powers to the Board of Directors, which may sub-delegate them on the terms determined by the Articles of Association or by law, to implement this delegation of authority, subject to the limits and conditions set out above, in particular in order to:

- decide to issue shares in the Company,

- determine all conditions and arrangements of such issues and in particular set the amounts of issues made pursuant to this delegation of authority, determine the list of persons benefiting from the cancellation of pre-emptive subscription rights within the category defined above and the number of shares to be subscribed by each of them, and in particular determine the issue prices, dates, timeframes and the terms and conditions for the subscription, payment, delivery and dividend entitlement of securities (which may be retroactive), as well as other terms and conditions of issue, subject to the legal and regulatory limits in force,

- formally note the capital increases to the extent of the shares subscribed (after any reduction in the event that an issue is oversubscribed),

- enter into agreements, carry out all transactions, either directly or through an agent, including formalities relating to the capital increases and corresponding amendment of the Articles of Association, at its sole initiative and if it deems it appropriate, deduct the costs of capital increases from the additional paid-in capital relating to those capital increases and deduct the sums necessary from that amount to increase the legal reserve to one tenth of the new capital after each capital increase, and generally, enter into agreements, in particular in order to successfully complete the contemplated issues, take such measures and decisions and carry out such formalities as may be appropriate for the issuance, listing and financial servicing of securities issued pursuant to this delegation of authority and the exercise of the rights associated therewith and all formalities related to the capital increases;

6. Resolves that the Board of Directors may not, unless previously authorized to do so by the Annual General Meeting, use this delegation of authority from the date on which a third party files a proposed public tender offer for the Company's shares until the end of the offer period;

7. Formally notes that the present delegation of authority cancels, from the date of this Annual General Meeting, the unused part of the delegation of authority for the same purpose granted to the Board of Directors by the Ordinary General Meeting of April 28, 2022, in its 18th resolution.

This delegation of authority is granted to the Board of Directors for a term of 18 months from the date of the present Meeting.

Ordinary resolutions

Twentieth resolution (Powers for formalities) — Deliberating in accordance with the rules of quorum and majority applicable to ordinary general meetings, the Annual General Meeting grants full powers to the bearer of an original, a copy or certified extract of the minutes of this meeting to complete or procure the completion of any and all filings, publication or other formalities as may be required.

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 instruction 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.

V. – Request for inclusion of items or draft resolutions in the agenda

In accordance with the provisions of Article L. 225-105 of the French Commercial Code, requests for the inclusion of items or draft resolutions in the agenda by one or more shareholders meeting the conditions set forth in Article R. 225-71 of the French Commercial Code or by an association of shareholders meeting the conditions set forth in Article L. 22-10-44 of the French Commercial Code, must be received, in accordance with regulatory provisions in force, at Kering's registered office – Direction Juridique – 40 rue de Sèvres, 75007 Paris, by registered letter with acknowledgment of receipt, at the latest 25 days prior to the Annual General Meeting (i.e. by April 2, 2023).

The request must be accompanied by:

- the item(s) to be added to the agenda and a brief statement of reasons;

- the text of the draft resolution(s), which may be accompanied by a brief statement of reasons and, as the case may be, information provided for in the ninth paragraph of Article R. 225-71 of the French Commercial Code; and
- a certificate of entry in the share register showing that the person making the request owns or represents the proportion of capital required by Article R. 225-71 of the French Commercial Code.

In addition, for items on the agenda or draft resolutions submitted by shareholders to be examined in the Annual General Meeting, those making the requests must provide a new certificate showing that their shares were entered in the same share register on the second business day preceding the Annual General Meeting, i.e. at 12 a.m. (Central European Time) on Tuesday April 25, 2023.

The list of items added to the agenda and the text of draft resolutions presented by shareholders in the manner set out above will be published on the Company's website (www.kering.com Finance > Shareholders information > Annual General Meeting section) in accordance with Article R. 22-10-23 of the French Commercial Code.

The Board of Directors