



2022 COMBINED GENERAL MEETING

APRIL 28, 2022





OPENING OF THE GENERAL MEETING

FRANÇOIS-HENRI PINAULT
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



REGULATORY ISSUES AND AGENDA

ÉRIC SANDRIN
GROUP GENERAL COUNSEL

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Full-year 2021 highlights & financial results analysis

Group strategic initiatives

Sustainability

Governance & Remuneration

Conclusion

Statutory Auditors' report

Questions – Answers

Vote on the resolutions





INTRODUCTION

FRANÇOIS-HENRI PINAULT
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

EXCELLENT 2021 PERFORMANCES ACROSS ALL HOUSES

GROUP REVENUE

€17,645m

+34.7% reported vs. 2020
+35.2% comparable⁽¹⁾ vs. 2020
+13.4% comparable⁽¹⁾ vs. 2019

FREE CASH FLOW FROM OPERATIONS

FREE CASH FLOW FROM OPERATIONS

€3,948m

+37.6% reported vs. 2020

GROUP RECURRING OPERATING INCOME

€5,017m

+60.0% vs. 2020

28.4% recurring operating margin

EMPLOYEES

EMPLOYEES

42,811

as of Dec. 31, 2021

56% women managers
within the Group

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

€3,176m

+47.7% reported vs. 2020

SUSTAINABILITY

SUSTAINABILITY

-41%

Environmental footprint (EP&L)⁽²⁾

A List

CDP 2021 – Climate and water

(1) At constant scope and exchange rates
(2) EP&L intensity 2015-2021



BUILDING ON STRONG FOUNDATIONS



**CRAFTING TOMORROW'S
LUXURY**



**REINFORCING THE
EXCLUSIVITY OF OUR
DISTRIBUTION**



**BLENDING CREATIVITY
AND ICONICITY**



**INNOVATION AT
OUR CORE**



A woman in a white dress is walking through a dark, illuminated structure of lights at night. The structure consists of a grid of vertical poles with small lights attached, creating a tunnel-like effect. In the background, the Eiffel Tower is illuminated and stands prominently against the dark sky. The ground is wet and reflects the lights.

FULL-YEAR 2021 HIGHLIGHTS AND FINANCIAL RESULTS ANALYSIS

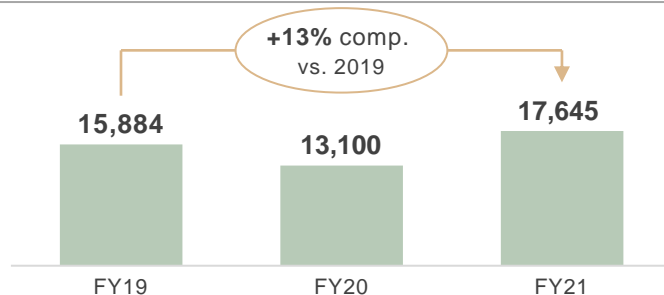
JEAN-FRANÇOIS PALUS
GROUP MANAGING DIRECTOR

HIGH-QUALITY PERFORMANCE

GROUP REVENUE (€m)

€17,645m

+35% reported and comparable* vs. 2020
o/w Q4 +32% comparable vs. 2020



Japan
6%



Asia Pacific
38%

RoW
7%

North America
26%

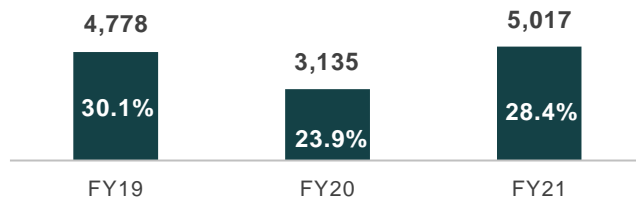
Western Europe
23%

As a % of FY 21 revenue

GROUP RECURRING OPERATING INCOME (€m)

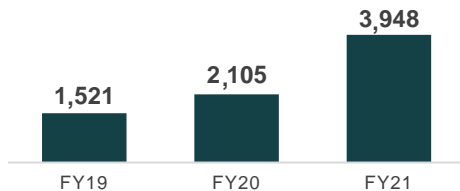
€5,017m

+60% reported vs. 2020

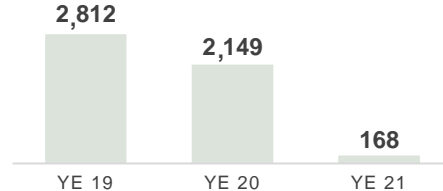


- EBIT at all-time high
- **Operating leverage** together with substantial investment level
- **Solid margin expansion trajectory**, EBIT margin up 450bp YoY

FCF FROM OPERATIONS (€m)



NET DEBT (€m)



- Group CAPEX: €934m, 5.3% of revenue
- **FCF from operations nearly doubling**
- Net debt at €168m (excl. lease liabilities)

*At constant scope and exchange rates



LUXURY HOUSES: FY21 KEY FIGURES

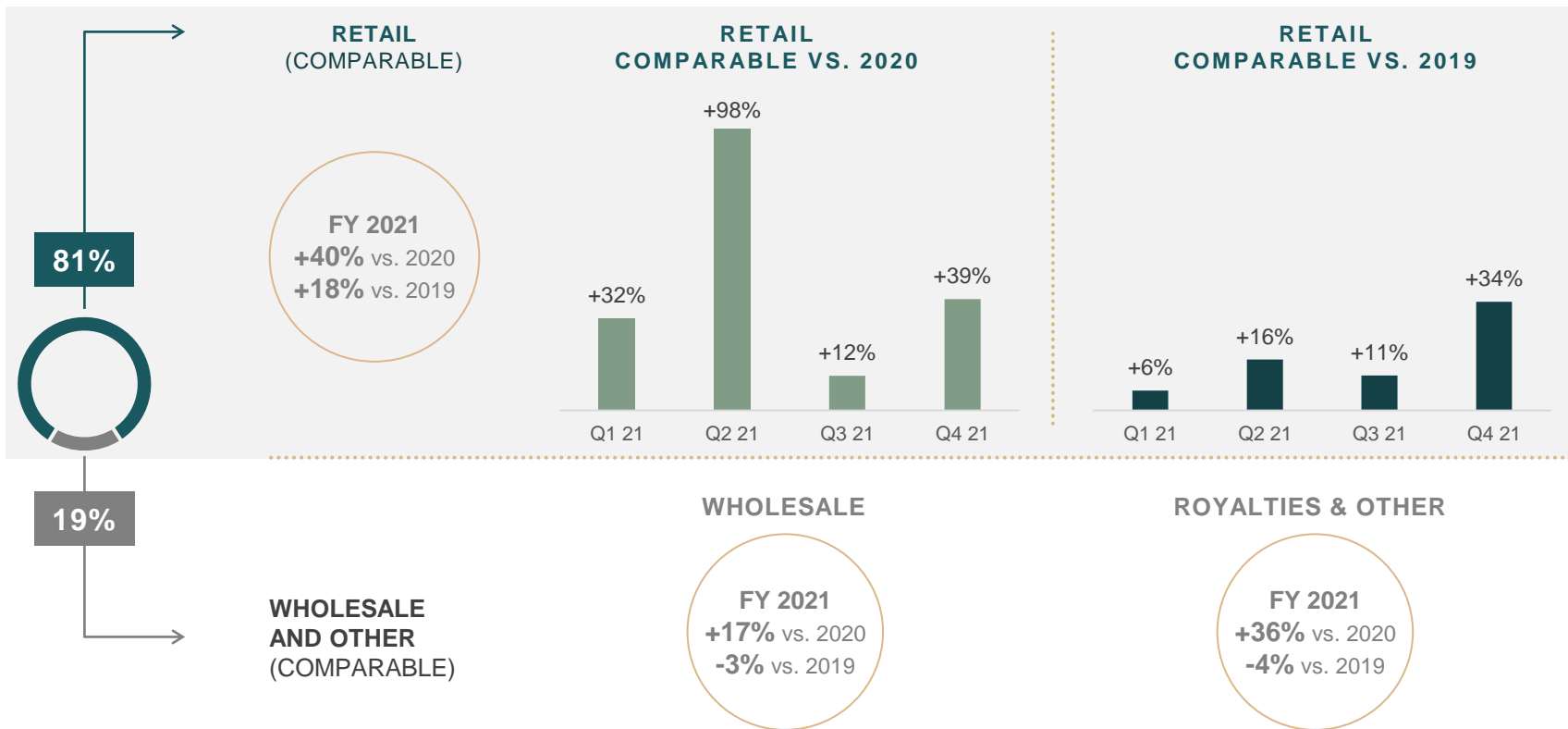
<i>In €m</i>	2021	2020	Change 2021 vs. 2020	2019
Revenue <i>% comparable*</i>	17,019	12,677	+34.3% +34.9%	15,383
Recurring operating income <i>Margin (%)</i>	5,175 30.4%	3,367 26.6%	+53.7% +3.8pts	5,042 32.8%
Gross CAPEX <i>As % of revenue</i>	643 3.8%	461 3.6%	+39.5% +0.2pt	652 4.2%

*At constant scope and exchange rates



LUXURY HOUSES: EXCELLENT 2021 PERFORMANCES AHEAD OF 2019 LEVELS

FY 2021 REVENUE BY CHANNEL



Retail includes sales in directly operated stores as well as e-commerce directly operated by the Group



SOUND RECOVERY ACROSS REGIONS

FY 2021 RETAIL BY REGION

2021 COMPARABLE GROWTH

vs. 2020 vs. 2019



WESTERN EUROPE

+ 20 %



- 29 %



NORTH AMERICA

+ 74 %



+ 74 %



JAPAN

+ 21 %



- 13 %

2021 COMPARABLE GROWTH

vs. 2020 vs. 2019



ASIA PACIFIC

+ 33 %



+ 31 %



ROW

+ 60 %



+ 38 %

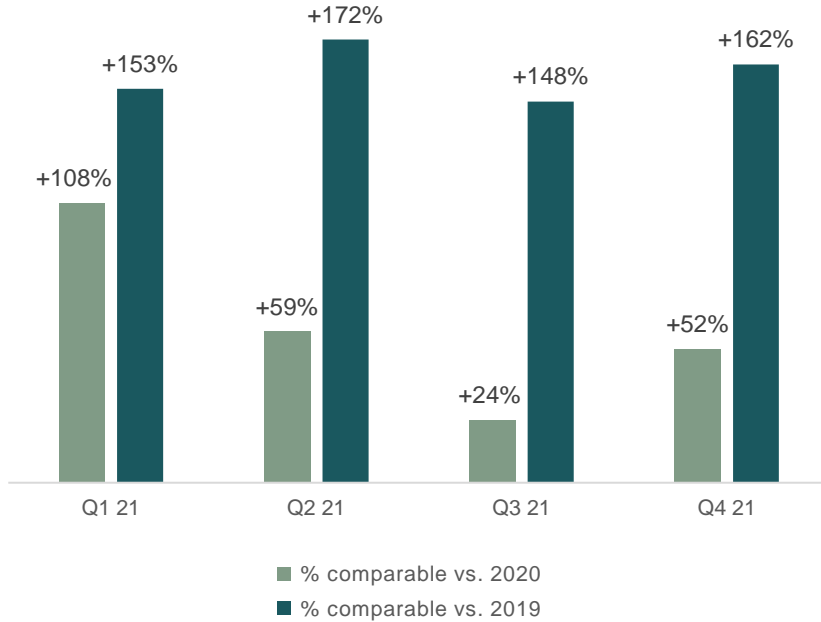


E-COMMERCE REVENUE EXCEEDING €2BN

FY 2021 E-COMMERCE

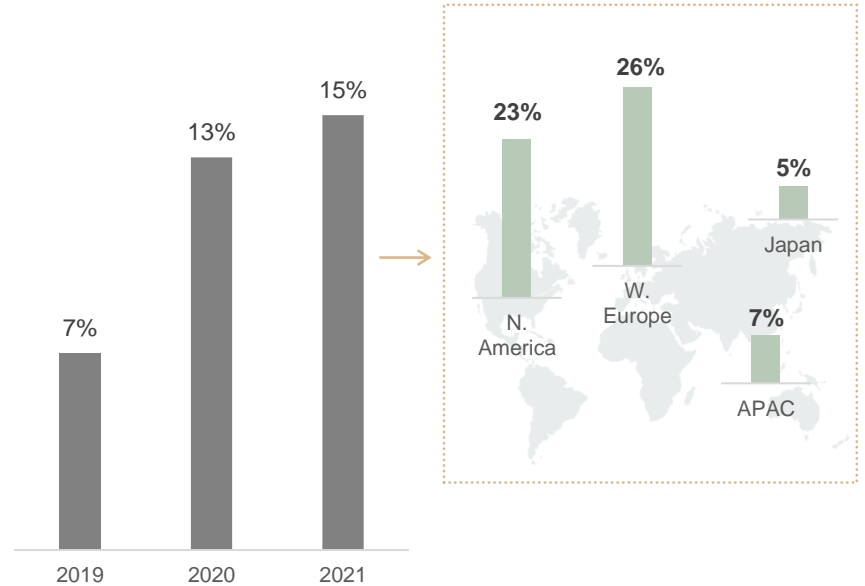
FY21 E-COMMERCE REVENUE +55% COMPARABLE VS. 2020

COMPARABLE QUARTERLY GROWTH



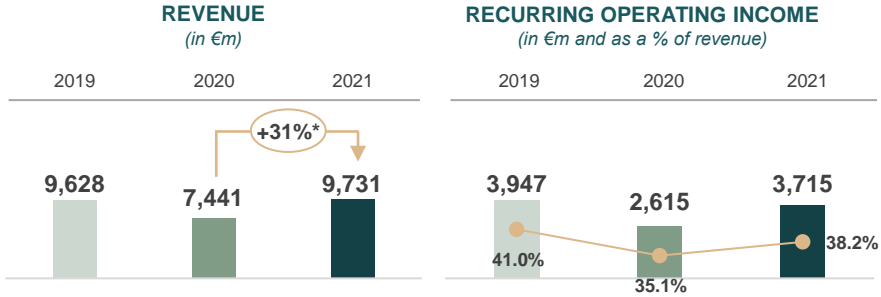
PENETRATION MORE THAN DOUBLED IN 2 YEARS

E-COMMERCE REVENUE AS % OF RETAIL SALES

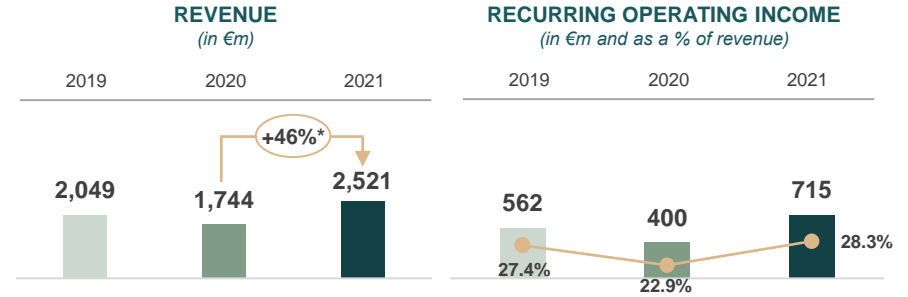


LUXURY HOUSES: FY21 KEY FIGURES BY HOUSE

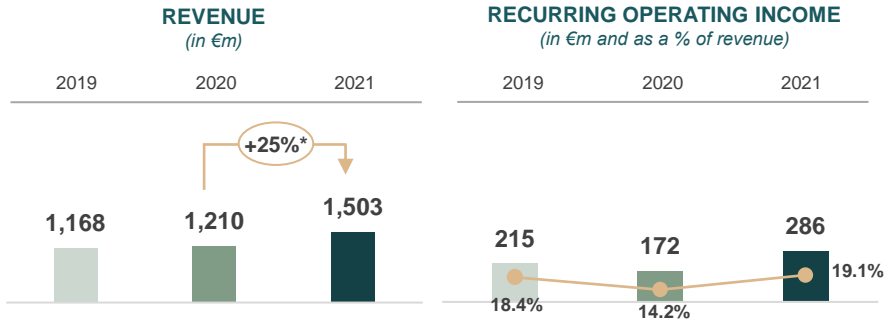
GUCCI



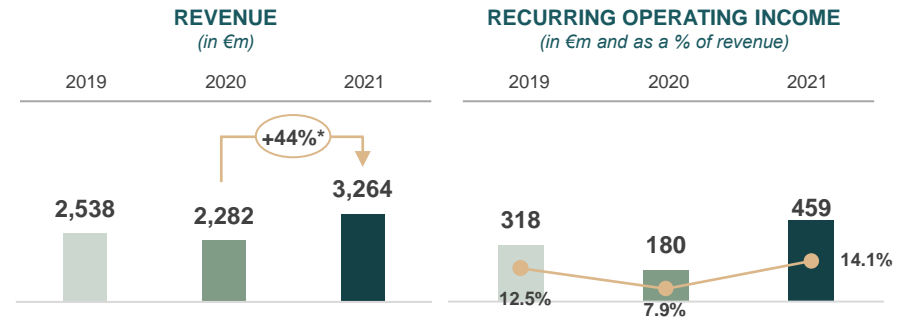
SAINT LAURENT



BOTTEGA VENETA



OTHER HOUSES



*Comparable growth vs. 2020. At constant scope and exchange rates



CORPORATE & OTHER



KEY FIGURES

In €m	FY 2021	FY 2020
Revenue	626	423
<i>KEYE consolidated revenue</i>	599	399
<i>Other revenue</i>	27	24
Recurring operating income	(158)	(232)
<i>Underlying result</i>	(132)	(185)
<i>Corporate Long-term incentive plan</i>	(26)	(47)
Gross CAPEX	291	326

- Sharp increase in Kering Eyewear contribution
 - 2021 revenue: +50% reported, +45% comparable
 - Successful acquisition and integration of LINDBERG
- Contained increase in corporate costs, mainly supporting group initiatives in digital, innovation and IT
- Capex back to 2019 levels



FINANCIAL PERFORMANCE

In €m	FY 2021	FY 2020
Revenue	17,645	13,100
Gross margin	13,068	9,509
Recurring operating income	5,017	3,135
Other non-recurring operating income and expenses	(220)	163
Financial result	(273)	(341)
Income tax expense	(1,280)	(759)
Share in earnings of equity-accounted companies	1	(8)
Net income from continuing operations	3,245	2,190
Net income from discontinued operations	11	(10)
Net income of consolidated companies	3,256	2,180
<i>Of which net income, Group share</i>	3,176	2,150
Net income, Group share, from continuing operations excluding non-recurring items	3,361	1,972
Net income, Group share, per share (in euro)	25.49	17.20
Net income per share from continuing operations, Group share, excluding non-recurring items (in euro)	26.98	15.78



CAPITAL EMPLOYED AND OPERATING WORKING CAPITAL

SHAREHOLDERS'
EQUITY

€13,736M

NET
DEBT

€168M

DEBT-TO-EQUITY
RATIO

1.2%

CAPITAL
EMPLOYED

€13,904M

INVENTORIES

€3,369M

RECEIVABLES

€977M

PAYABLES

€1,742M

OPERATING
WORKING CAP

€2,604M
14.8%*

*N.B.

(1) Calculated on LTM group revenue

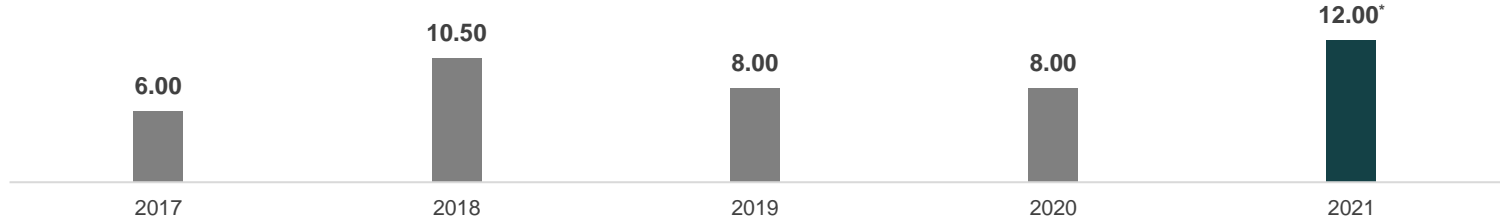
(2) Calculation based on a reclassification in 2021: some receivables and payables are now included in the Operating Working Cap, vs. part of Non-Operating WCR previously

(3) FY 20 previous classification: OWC at 22.9% of LTM revenue; new classification: 17.3% of LTM revenue



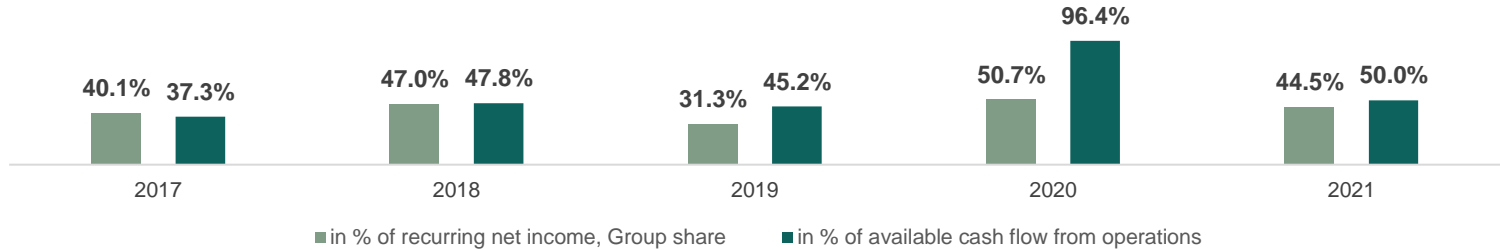
DIVIDEND UP 50%

DIVIDEND PER SHARE



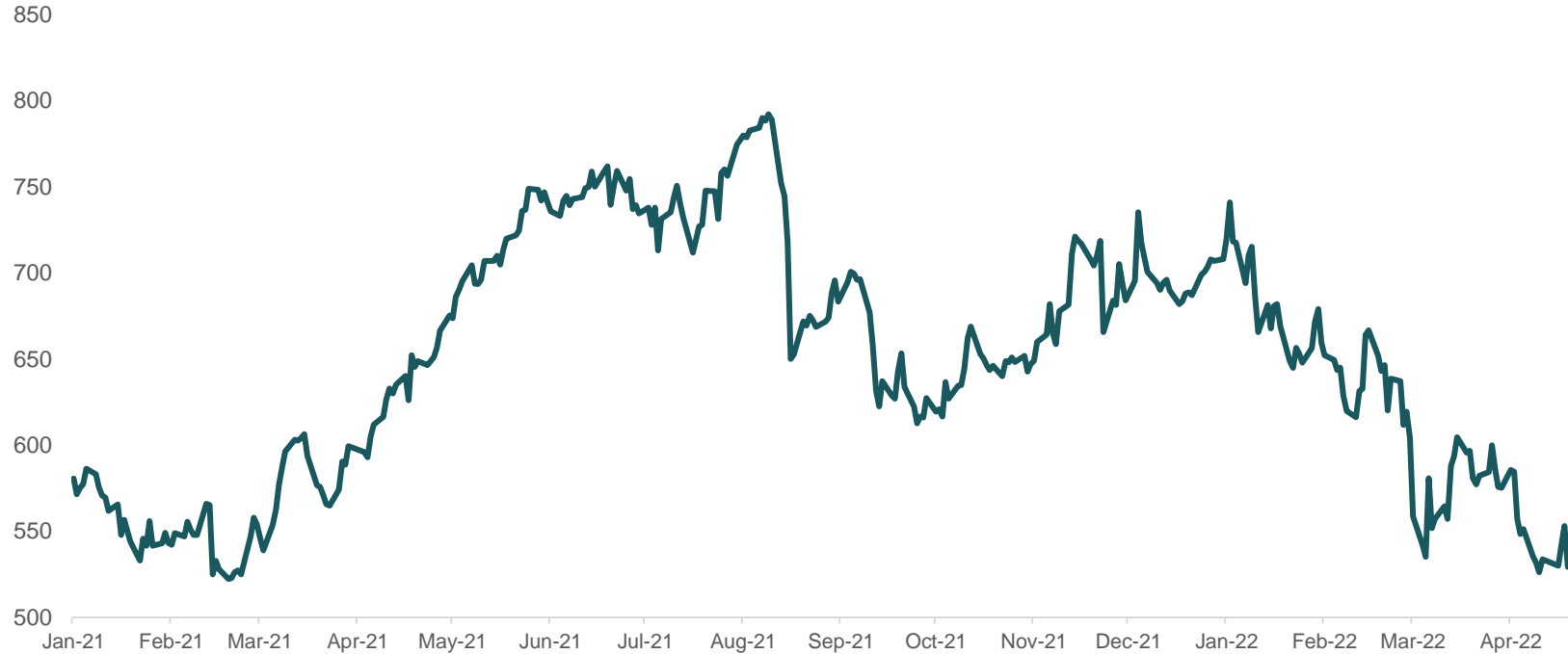
**Proposed to April 28, 2022 AGM
€3.50 per share interim dividend paid on January 17, 2022
€8.50 per share balance to be paid on May 5, 2022*

DIVIDEND PAYOUT



SHARE PRICE PERFORMANCE

KERING SHARE PRICE PERFORMANCE SINCE JANUARY 1, 2021



Source: Euronext, as of April 22, 2022



SUSTAINED GROWTH IN THE FIRST QUARTER OF 2022

KEY HIGHLIGHTS

- **Opening the year on a strong quarter**
 - Solid underlying demand
 - Healthy brand momentum
 - Covid-19 restrictions impacting March performances in APAC
- **Sound Group revenue growth driven by all our Houses**
- **FX tailwind, scope impact broadly neutral**

REVENUE BREAKDOWN BY SEGMENT

In €m	Q1 22 Revenue	Comparable change (%)*
Gucci	2,591	+13.4%
Saint Laurent	739	+37.2%
Bottega Veneta	396	+16.3%
Other Houses	973	+35.1%
Kering Eyewear & Corporate	308	+35.1%
<i>Eliminations</i>	<i>(51)</i>	
Kering total	4,956	+21.4%

*% comparable change: at constant scope and exchange rates





2022

FRANÇOIS-HENRI PINAULT
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

STRAIGHTFORWARD STRATEGY



- **STRENGTHENING**
BRAND EQUITY

- **ATTRACTING AND RETAINING**
NEW GENERATIONS OF LUXURY CONSUMERS

- **FOCUSING**
ON WHERE WE BUILD THE MOST VALUE



IN TOP SHAPE FOR 2022 & BEYOND

GUCCI

AS FRESH AS EVER AFTER
100 YEARS

Alexander
McQUEEN

GAINING TRACTION ACROSS
CATEGORIES

SAINT LAURENT

EXCEPTIONAL GROWTH PATH

Bvlgari

CONFIRMING PROGRESS

BOTTEGA VENETA

CONFIRMED POTENTIAL

JEWELRY

BOUCHERON EXPANDING
ACROSS REGIONS,
QEELIN EXPLOSIVE GROWTH,
POMELLATO NEXT IN LINE

BALENCIAGA

GAINING IN DISTINCTIVENESS
AND PRESTIGE

KERING
EYEWEAR


A MAJOR PLAYER
(LINDBERG & MAUI JIM
ACQUISITIONS)



A watercolor illustration of a tree branch with a purple flower and a brown bear. The branch is dark blue and extends from the left side of the frame. The flower is purple and has many small, dark purple stamens. The bear is brown and is positioned in the lower right corner, looking towards the left. The background is white with some light blue washes.

SUSTAINABILITY

MARIE-CLAIRE DAVEU

CHIEF SUSTAINABILITY AND INSTITUTIONAL AFFAIRS OFFICER

OUR PROGRESS IN 2021

-40%

Four years ahead of schedule, the Group has already reduced its environmental footprint by -40%

92%

92% of the energy used throughout the Group is now of renewable origin

1.5°C

The Group has reassessed its roadmap by aligning itself with a 1.5°C trajectory





BIODIVERSITY

REGENERATIVE FUND FOR NATURE

7 selected projects

1 million

hectares of farms and pastures
to be converted to regenerative
agriculture in the next five years



Organic Cotton Accelerator, India



KERING

GOES

**FUR
FREE**





CIRCULAR ECONOMY

“COMING FULL CIRCLE”

**No
destruction
of unsold
products**

**100 %
renewable
energy by
2022**

**Zero
single-use
plastic by
2025**

**100%
of raw materials
comply with
our Kering
Standards
by 2025**

**Zero
discharge of
microfibers
by 2030**





SUSTAINABLE INNOVATION

SUSTAINABLE INNOVATION



**Supporting
startups in China
through our
Kering Generation
Award**

**Innovate on
materials and
processes via
our Material
Innovation Lab
and Sustainable
Innovation Lab**



SUPPORTING STARTUPS

KERING WORKS
WITH

120

STARTUPS

KERING GENERATION AWARD CEREMONY WITH PLUG AND PLAY CHINA



MATERIAL AND PROCESS INNOVATION

LEATHER TANNING

At the end of 2021
40% of the Group's
leather goods purchases
were made
with **metal-free tanning**

NEW MATERIALS

The **Material Innovation Lab (MIL)**
now makes more than
4,000 samples of **sustainable fabrics**
and textiles available to all the
Group's Houses

Gucci created **DEMETRA**

Balenciaga revealed **EPHEA™**





SOCIAL

SUPPORT TO COMBAT VIOLENCE AGAINST WOMEN



5 million

euros over
5 years

15

women's centers for
victims of violence
in France



STRENGTHENING THE GROUP'S DIVERSITY & INCLUSION POLICY

CHARTER FOR INTEGRATION WITH THE MINISTRY OF LABOR, EMPLOYMENT AND INTEGRATION

- Kering signed a partnership charter for the integration of young people, vulnerable individuals and people with disabilities to support them on the job market
- With this charter, the Group intends to remain an employer of choice, and is continuing to promote diversity and inclusion at all levels of its organization



ENCOURAGING COLLECTIVE ACTION



WATCH & JEWELLERY INITIATIVE 2030

SET COMMON GOALS FOR THE INDUSTRY



**BUILDING
CLIMATE
RESILIENCE**

**PRESERVING
RESOURCES**

**FOSTERING
INCLUSIVENESS**



AND WORK COLLABORATIVELY TO ACHIEVE THEM

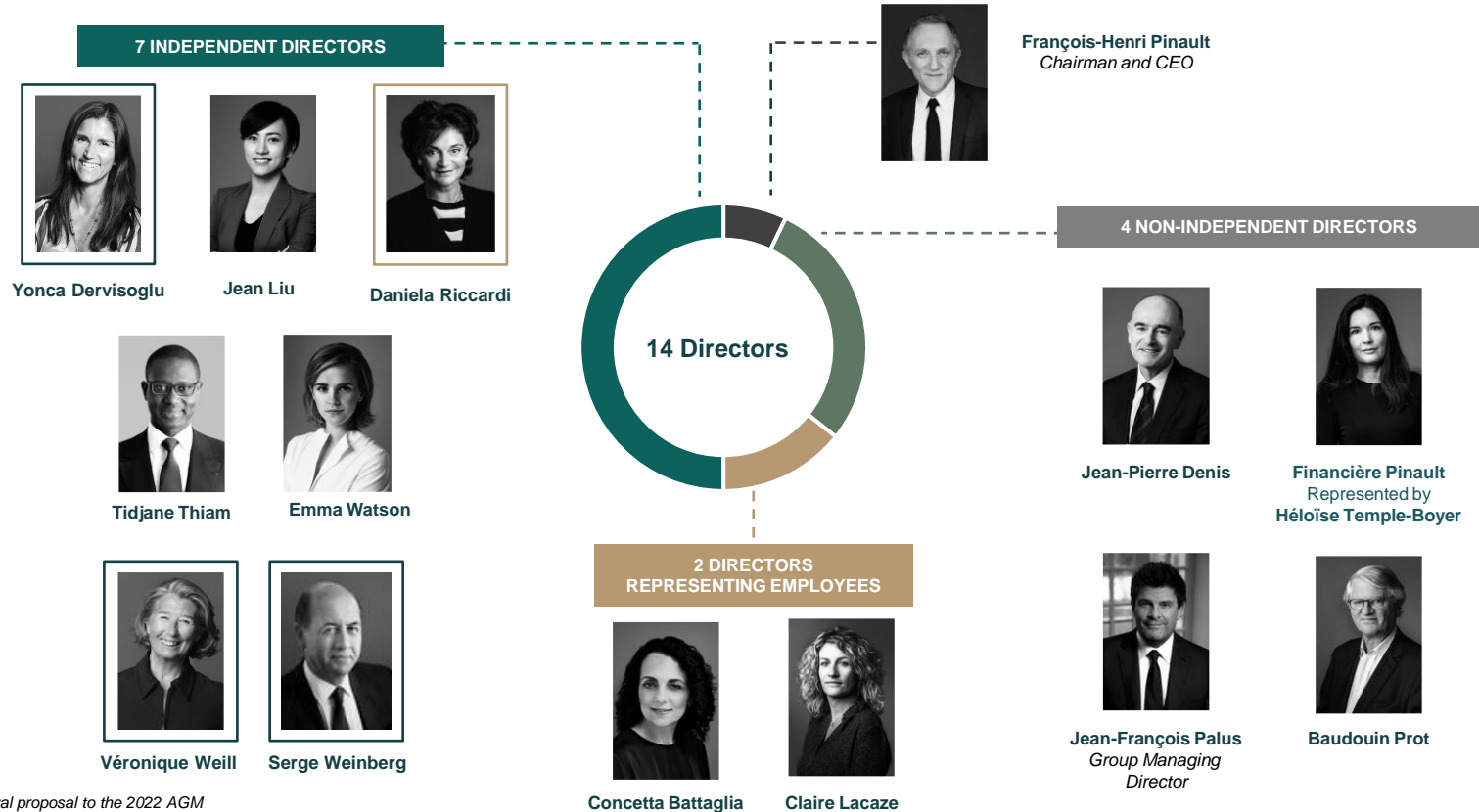




GOVERNANCE AND REMUNERATION

ÉRIC SANDRIN
SECRETARY OF THE BOARD OF DIRECTORS

COMPOSITION OF THE BOARD OF DIRECTORS SUBJECT TO APPROVAL AT THE SHAREHOLDERS' MEETING OF APRIL 28, 2022



APPOINTMENT OF YONCA DERVISOGLU AS AN INDEPENDENT DIRECTOR FOR A FOUR-YEAR TERM



YONCA DERVISOGLU

Vice President, Marketing at Google for the Europe/Middle East/Africa region

Age: 52

Turkish and British national

Yonca Dervisoglu will bring to Kering's Board of Directors her expertise in the fields of new technologies, digital and marketing at the international level.

Director expertise:

-  **Corporate social and environmental responsibility**
-  **Marketing**
-  **Technology/Digital/Cybersecurity**
-  **Innovation**
-  **Leadership**



APPOINTMENT OF VÉRONIQUE WEILL AS AN INDEPENDENT DIRECTOR FOR A FOUR-YEAR TERM









VÉRONIQUE WEILL

Chair of the Board of Directors of CNP Assurances

Age: 62
French national

Véronique Weill will bring to Kering's Board of Directors her sound experience in corporate governance.

Director expertise:

-  **Corporate governance**
-  **Risk management**
-  **Marketing**
-  **Economics**
-  **Finance and Accounting**
-  **Leadership**



APPOINTMENT OF SERGE WEINBERG AS AN INDEPENDENT DIRECTOR FOR A FOUR-YEAR TERM



SERGE WEINBERG

Chairman of Sanofi's Board of Directors and Chairman of the investment firm Weinberg Capital Partners

Age: 71
French national






Serge Weinberg will bring to Kering's Board of Directors his large experience in management as well as his expertise in finance and corporate governance.

Director expertise:

-  **Corporate governance**
-  **Risk management**
-  **Economics**
-  **Finance and Accounting**
-  **Leadership**



BOARD FOCUSING ON INDEPENDENCE AND VARIETY OF EXPERTISE

	2010	2015	Feb. 16, 2022	After 2022 AGM
 TOTAL NUMBER OF DIRECTORS	14	10	13	14
 INDEPENDENCE ⁽¹⁾	57%	40%	55%	58%
 PROPORTION OF WOMEN ⁽¹⁾	28%	30%	55%	50%
 AVERAGE AGE	55	57	54	56
 NATIONALITIES REPRESENTED	4	3	5	6

(1) Within the meaning of the Corporate Governance AFEP-MEDEF Code which Kering subscribes to, these percentages do not include Directors representing employees



REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS IN 2021

EX-POST VOTE

COMPONENTS AND STRUCTURE OF THE TOTAL REMUNERATION ALLOCATED TO DIRECTORS

40% FIXED

Minus special portions for:

- the remuneration of the Chairs of the Audit, Remuneration, Appointments & Governance, and Sustainability Committees (€23,000 each)
- The remuneration of the Committee Vice-Chair (€11,500)
- The Lead Independent Director (€75,000 for 2022)

Coefficient: 1 by Board Membership, increased by 0.5 per Committee



60% VARIABLE

Coefficient:

- 1 per presence at each meeting of the Board
- 0.5 for each attendance of a Committee meeting

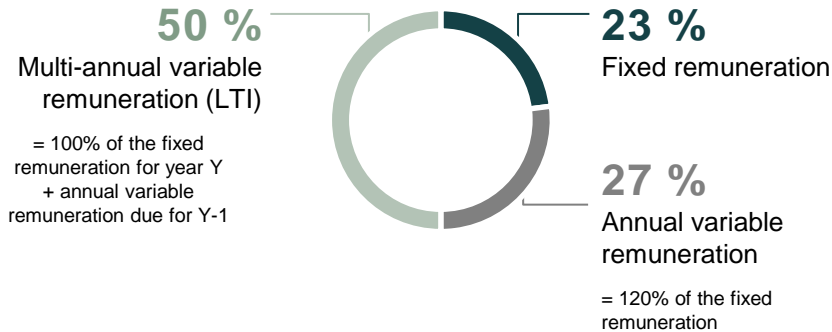
OTHER INFORMATION

- (1) Financière Pinault has waived all remuneration in respect of its duties as a Director or Committee member within the Group.
- (2) The remuneration allocated to the Lead Independent Director will be subject to the achievement of objectives defined in advance by the Board of Directors. For 2021, the objectives are the following:
 - promote and maintain a good relationship between the Board and its shareholders and investors;
 - coordinate the assessment of the Board and its members;
 - facilitate and build relationships within the Board, as permitted by the health situation, including by holding meetings without executive corporate officers;
 - ensure the effective implementation of mechanisms to prevent and resolve potential conflicts of interest;
 - report, on a quarterly basis, to the Chairman of the Board on the performance of her duties.

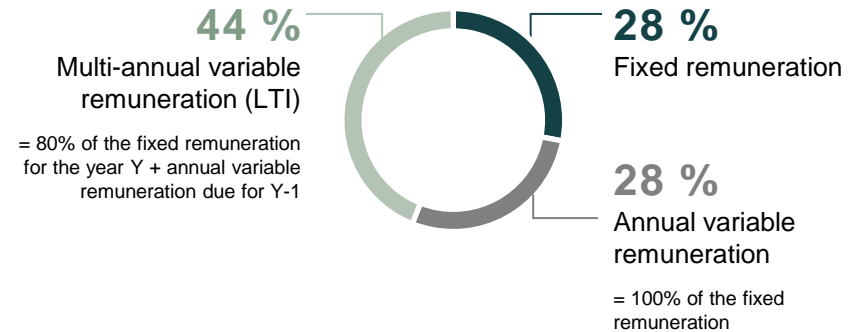


REMUNERATION STRUCTURE FOR 2021 FOR EXECUTIVE CORPORATE OFFICERS EX-POST VOTE

CHAIRMAN & CEO



GROUP MANAGING DIRECTOR

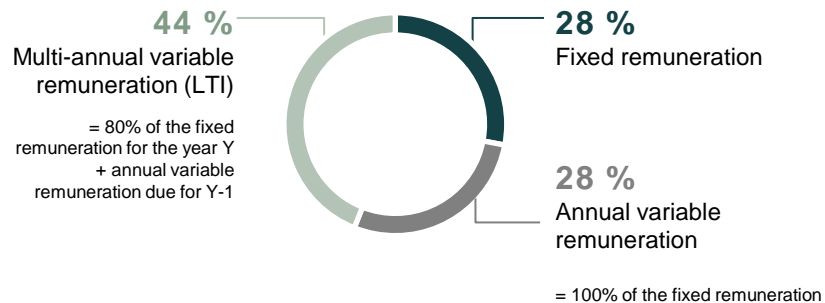


REMUNERATION STRUCTURE FOR 2022 FOR EXECUTIVE CORPORATE OFFICERS EX-ANTE VOTE

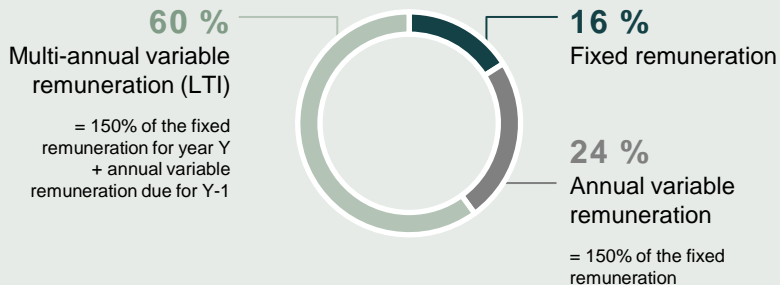
CHAIRMAN & CEO

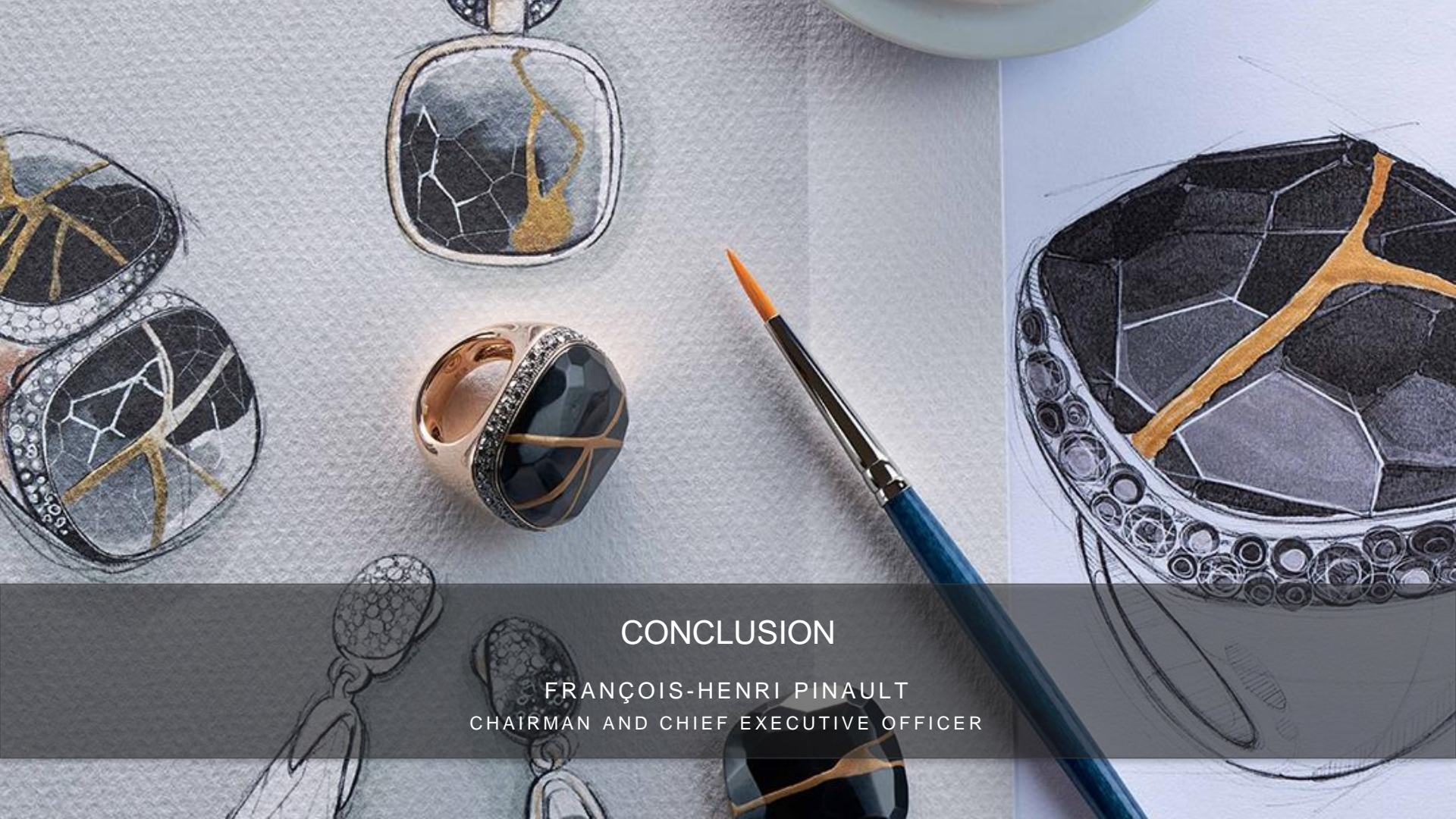
GROUP MANAGING DIRECTOR

2021



2022





CONCLUSION

FRANÇOIS-HENRI PINAULT
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



STATUTORY AUDITORS' REPORT

DAVID DUPONT-NOEL
STATUTORY AUDITOR DELOITTE

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Statutory Auditors' Reports to the Ordinary General Meeting

Statutory Auditors' Report on the financial statements of the Company

Statutory Auditors' Report on the consolidated financial statements

Statutory Auditors' Special Report on regulated-party agreements

Statutory Auditors' Reports to the Extraordinary General Meeting

Statutory Auditors' Special Reports on capital transactions



ORDINARY GENERAL MEETING

REPORTS ON THE COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS

	Company financial statements <i>(First resolution)</i>	Consolidated financial statements <i>(Second resolution)</i>
References	Pages 422 - 425 of the Universal Registration Document	Pages 399 - 403 of the Universal Registration Document
Purpose of our engagement	Certification that the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2020 and of the results of its operations for the year then ended in accordance with French accounting principles	Certification that the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of December 31, 2020 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union
Key audit matters	<ul style="list-style-type: none"> Valuation of long-term investments 	<ul style="list-style-type: none"> Impairment tests on goodwill and intangible assets with indefinite useful lives Valuation of inventory depreciation
Specific verifications	No matters to report on the management report, on the information relating to corporate governance and on the benefits of corporate officers and commitments made in their favor	No matters to report on the information pertaining to the Group presented in the management report

Unmodified opinion on the Company and consolidated financial statements



ORDINARY GENERAL MEETING

SPECIAL REPORT ON REGULATED-PARTY AGREEMENTS

Statutory Auditors' Special Report on regulated-party agreements (pages 426 - 427 of the Universal Registration Document)

- The Special Report presents the support agreement for services provided by Artémis SAS, approved in previous years and with continuing effect during the year;
- We were not advised of any new agreements authorized during the year subject to the approval of the Shareholders' Meeting.



EXTRAORDINARY GENERAL MEETING

SPECIAL REPORTS ON CAPITAL TRANSACTIONS

- Report on the authorization of free grants of existing shares or shares to be issued (16th resolution)
- Report on the increase of share capital by issuing ordinary shares reserved for members of an employee savings plan (17th resolutions)
- Report on the increase of share capital by issuing ordinary shares reserves for named categories of beneficiaries (18th resolution)

We will prepare an additional report, if required, should these delegations be exercised by your Board of Directors

We have no matters to report on the information given in the report of the Board of Directors.





QUESTIONS & ANSWERS



VOTE ON THE RESOLUTIONS

ÉRIC SANDRIN
GROUP GENERAL COUNSEL

FIRST RESOLUTION
(ordinary resolution)

Approval of the parent company financial statements for the year ended December 31, 2021



SECOND RESOLUTION
(ordinary resolution)

Approval of the consolidated financial statements for the year ended December 31, 2021



THIRD RESOLUTION (ordinary resolution)

Appropriation of net income for 2021

Distribution of a cash dividend of €12 (*) per share

() corresponding to an interim dividend of €3.50 per share paid on January 17, 2022, and a balance of the dividend of €8.50*

Payment date: May 5, 2022



FOURTH RESOLUTION
(ordinary resolution)

Reappointment of Daniela Riccardi as a Director

End of term: Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2025



FIFTH RESOLUTION
(ordinary resolution)

Appointment of Véronique Weill as a Director

End of term: Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2025



SIXTH RESOLUTION

(ordinary resolution)

Appointment of Yonca Dervisoglu as a Director

End of term: Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2025



SEVENTH RESOLUTION

(ordinary resolution)

Appointment of Serge Weinberg as a Director

End of term: Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2025



EIGHTH RESOLUTION
(ordinary resolution)

Approval of the information relating to remuneration paid during or awarded for the year ended December 31, 2021 to corporate officers



NINTH RESOLUTION
(ordinary resolution)

Approval of the components of remuneration paid during or awarded for the year ended December 31, 2021 to François-Henri Pinault, Chairman and Chief Executive Officer



TENTH RESOLUTION
(ordinary resolution)

Approval of the components of remuneration paid during or awarded for the year ended December 31, 2021 to Jean-François Palus, Group Managing Director



ELEVENTH RESOLUTION
(ordinary resolution)

Approval of the remuneration policy for executive corporate officers



TWELFTH RESOLUTION
(ordinary resolution)

Approval of the remuneration policy for corporate officers in respect of their duties as Directors



THIRTEENTH RESOLUTION
(ordinary resolution)

Appointment of PricewaterhouseCoopers Audit as Principal Statutory Auditor



FOURTEENTH RESOLUTION

(ordinary resolution)

Appointment of Emmanuel Benoist as Substitute Statutory Auditor



FIFTEENTH RESOLUTION

(ordinary resolution)

Authorization for the Board of Directors to purchase, retain and transfer the Company's shares

- **Maximum purchase price:** €1,000
- **Maximum percentage of share capital:** 10%
- **Validity of the authorization:** 18 months
- **Maximum share buyback:** 12,429,291 shares, *i.e.* €12,469,291,000*
- **Anticipated use of the authorization:**
 - Cancellation by the Company of its own shares
 - Allotment of shares to the Company's employees or corporate officers (within the scope of free share plans or stock purchase option plans)
 - Ensuring liquidity and maintaining the share price as part of a liquidity agreement
 - External growth transactions

* As of March 1st, 2022



SIXTEENTH RESOLUTION

(extraordinary resolution)

Authorization for the Board of Directors to make free awards of ordinary shares in the Company (existing or to be issued), subject, where applicable, to performance conditions, to beneficiaries or categories of beneficiaries among the employees and executive corporate officers of the Company and affiliated companies, entailing the waiver by shareholders of their pre-emptive subscription rights



SEVENTEENTH RESOLUTION

(extraordinary 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, without pre-emptive subscription rights



EIGHTEENTH RESOLUTION
(extraordinary 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 pre-emptive subscription rights waived in their favor



NINETEENTH RESOLUTION

(ordinary resolution)

Powers for formalities





THANKS FOR YOUR PARTICIPATION

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