



KERING


letter

TO SHAREHOLDERS

SEPTEMBER 2022

**MESSAGE FROM
THE CHAIRMAN AND CEO**

"The Group delivered very strong performances in the first half of 2022"

2022 FIRST-HALF RESULTS

Revenue: up 23%
Recurring operating
income: up 26%
(as reported)

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for pure registered
shareholders

MESSAGE FROM THE CHAIRMAN AND CEO



Dear Shareholders,

The Group delivered sharply higher revenue in the first half of 2022, sustaining last year's topline momentum—solid performances in retail around the world more than offset the impact of Covid-related measures in China in the second quarter. We intensify our engagement with local customers across all markets, and we are also leveraging the nascent rebound in tourism in Europe. Each of our Houses contributed to the strong double-digit increase in Group operating income, leading to expanded margin for Kering as a whole. In a period of heightened macro uncertainty, Kering is in great shape to surmount short-term challenges, take advantage of new opportunities, and support the ambitious strategies and tremendous prospects of all our brands.

We would like to thank you, our shareholders, for your support and your trust.

François-Henri Pinault

2022 FIRST-HALF RESULTS

Revenue

€9,930 million

Recurring operating income

€2,820 million

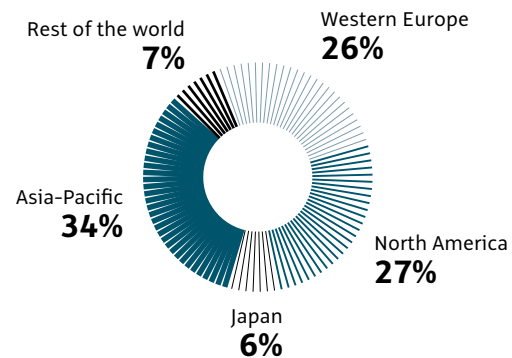
Recurring operating margin

28.4%

Net income attributable to the Group

€1,988 million

REVENUE BREAKDOWN BY REGION



Group revenue in the first half of 2022 came to €9,930 million, up 23% as reported and up 16% on a comparable basis compared to the first six months of 2021. Group revenue also rose sharply compared to the first half of 2019, up 28% on a comparable basis.

Recurring operating income grew 26% in the first half, with all Houses contributing to growth, whereas recurring operating margin was 28.4%, up 60 basis points compared to the first half of 2021.

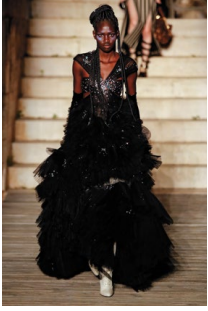
Net income attributable to the Group grew 34% to €1,988 million.

Agenda

Thursday October 20, 2022

Third-quarter revenue

Analysis of the results

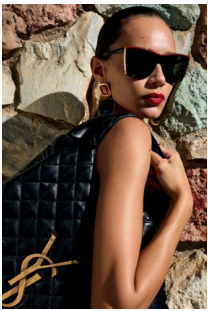


Gucci: ongoing brand elevation strategy

In the **first half of 2022**, Gucci's revenue amounted to €5,173 million (an increase of 15% as reported and 8% on a comparable basis).

In the **second quarter of 2022**, revenue was up 12% as reported and up 4% on a comparable basis.

In the first half of 2022, Gucci's **recurring operating income** totaled €1,886 million. **Recurring operating margin** was solid at 36.5%, as the House continues to invest to advance its brand elevation strategy.



Yves Saint Laurent: hitting new highs

Yves Saint Laurent's revenue **in the first half of 2022** totaled €1,481 million (up 42% as reported and up 34% on a comparable basis).

Sales **in the second quarter of 2022** rose by 40% as reported and by 31% on a comparable basis.

Yves Saint Laurent's **recurring operating income** was €438 million in the first half of 2022. **Recurring operating margin** was 29.6%, a first-half record level, up 3.3 points compared to the year-earlier period.



Bottega Veneta: exclusivity and solid growth

In the **first half of 2022**, Bottega Veneta's revenue amounted to €834 million, an increase of 18% as reported and 13% on a comparable basis.

In the **second quarter of 2022**, Bottega Veneta's revenue was €438 million (up 15% as reported and up 10% on a comparable basis).

Bottega Veneta's **recurring operating income** for the first half of 2022 totaled €168 million, and its **recurring operating margin** rose markedly to return to the 20% level.

Other Houses: outstanding results and exceptional potential

Kering's Other Houses continued to achieve very strong growth, with revenue close to €2 billion **in the first half of 2022**, up 32% as reported and up 29% on a comparable basis.

In the **second quarter of 2022**, sales of the Other Houses rose 28% as reported and 24% on a comparable basis. The revenue increase from the directly operated retail network remained strong, with progress across regions. Both Balenciaga and Alexander McQueen maintained their very strong growth trajectories, and Brioni confirmed its rebound. While Qeelin was affected by the situation in China in the second quarter, Boucheron and Pomellato delivered very solid performances.

The Other Houses contributed significantly to the increase in the Group's **recurring operating income**. They generated record recurring operating income of €337 million in the first half of 2022, an increase of 71%. **Recurring operating margin** was strong at 17.3%, an increase of 4.0 points.

Kering Eyewear and Corporate*

Revenue of the Kering Eyewear and Corporate segment in the **first half of 2022** amounted to €591 million. Kering Eyewear's revenue totaled €576 million, up 50% as reported including the integration of LINDBERG, and up 26% on a comparable basis.

In the **second quarter**, growth in Kering Eyewear revenue continued, up 17% on a comparable basis, driven by the momentum of the brands in its portfolio.

In the first half, Kering Eyewear's **recurring operating income** more than doubled relative to the first half of 2021, reaching €111 million. The House benefited from the integration of LINDBERG and from the seasonality of its sales, a majority of which occur in the first half of the year. Corporate costs were stable.

* The "Corporate and other" segment was renamed "Kering Eyewear and Corporate" in the first quarter of 2022. Intragroup eliminations are now reported on a separate line.



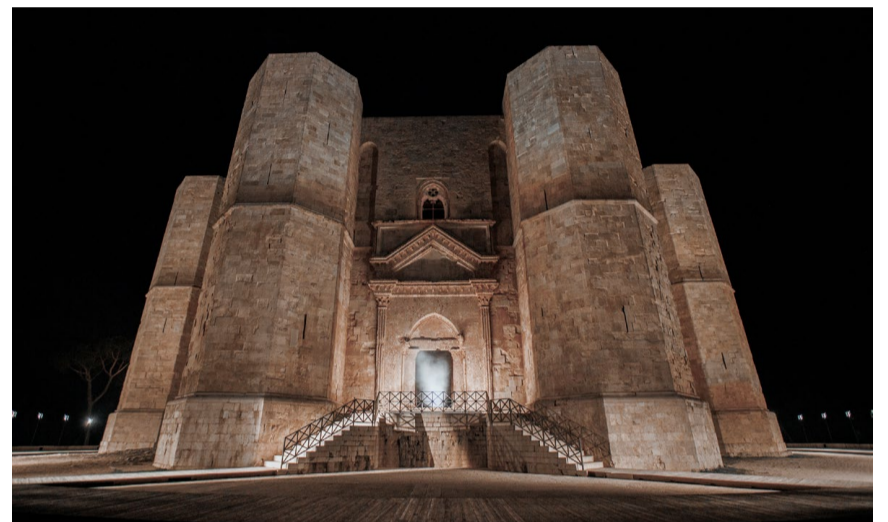
GUCCI

COSMOGONIE

On May 16, against the backdrop of the historic Castel del Monte in Andria, Italy, with its beautiful geometric octagonal lines, Gucci presented its latest “Cosmogonie” fashion show.

A cosmogonie – from the Greek, *cosmo* (world) and *gon* (beget) – is a mythological story about the creation of the world.

Discover all the runway looks from the new Cosmogonie collection on [gucci.com](https://www.gucci.com) at the following address: https://www.gucci.com/uk/en_gb/st/stories/runway/article/cosmogonie-fashion-show-looks-gallery

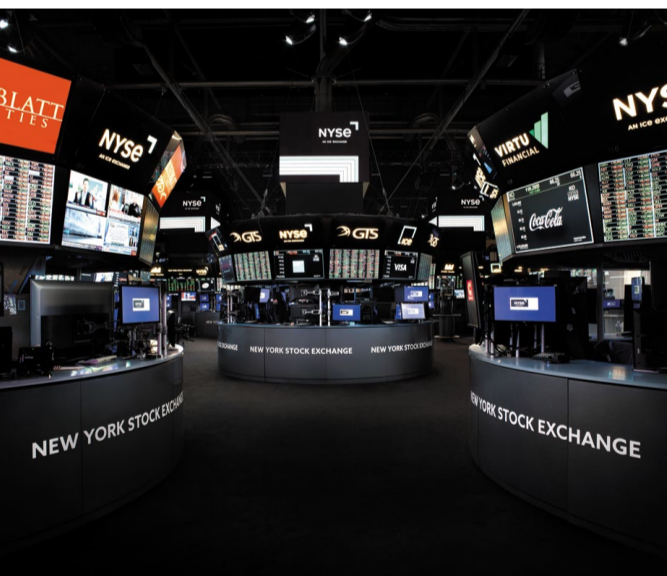


BALENCIAGA

BALENCIAGA COUTURE STORE

SPRING 2023 SHOW IN NEW YORK CITY

Balenciaga held its first destination show in New York on May 22 at the trading floor of the city's iconic New York Stock Exchange.



The Balenciaga Couture Store opened the day of the House's 51st Couture show, which took place on July 6, 2022.

The address, 10 Avenue George V, is a historic one for the House of Balenciaga. It is where Cristóbal Balenciaga opened his salon and ateliers in 1937 and worked until 1968, when it closed.

It is also where, in 1947, a store for Balenciaga perfumes and accessories was opened, and where, in 2021, the 50th Balenciaga Couture collection, designed by Demna, was presented.

For the 50th Couture show—the House's first in over five decades—the Couture salon was restored to resemble the circa 1940s–60s original interior, patinated throughout with reference to the memory of a space that was frozen in time. Following the 51st Couture Collection, the ground-floor gallery has opened to provide a new shopping and personalizing destination.



CAPITAL MARKETS DAY 2022

On June 8 and 9, Kering held an event in Paris for the financial community (financial analysts and institutional investors).

This event provided the opportunity to present the business plans and growth ambitions of Gucci, Kering Eyewear and Yves Saint Laurent:

- Marco Bizzarri, President and CEO of Gucci, and Susan Chokachi, President and CEO of Gucci Americas, provided an update on Gucci's growth drivers and, in particular the House's positioning and its potential in the Americas.
- Roberto Vedovotto, Kering Eyewear's President and CEO, presented the Group's development strategy in the Eyewear category, especially as regards recent

acquisitions. The purchase of Danish luxury eyewear brand LINDBERG was finalized in late 2021, while the deal for Maui Jim, the world's largest independent sunglasses brand, was announced in April and is currently being finalized.

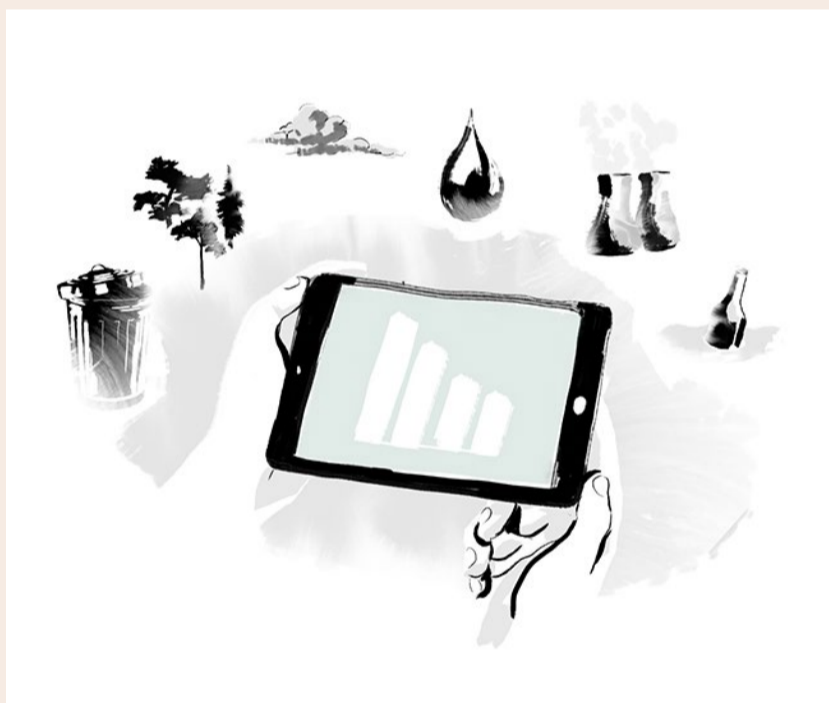
- Francesca Belletini, President and CEO of Yves Saint Laurent, provided a 5-year progress report after the investor day of June 2017, devoted to the House.

The presentations and the Q&A sessions from the event are available in English on the Group's website at the following URL: <https://www.kering.com/en/finance/capital-markets-day-2022/>



2022 CAPITAL MARKETS DAY

SUSTAINABILITY



KERING INVESTS IN VITROLABS, A US START-UP SPECIALIZED IN LAB-GROWN LEATHER



A large number of Kering's business activities depend on the continued equilibrium and proper functioning of ecosystems since it works with high-quality raw materials and employs unparalleled know-how. Mindful of its impact on the environment and on natural resources, the Group is constantly

exploring new sustainable sourcing solutions and looking for alternative materials to mitigate its long-term impact.

In this context, the Group supports the development of a number of start-ups around the world and has recently made an investment in VitroLabs. The US biotechnology company based in California has developed a new scientific cell-cultivated process producing animal leather in what represents a world first. Starting with just a few cells from an animal, VitroLabs is able to produce on its tissue engineering platform lab-grown leather that has the same look and feel and the same performance as traditional leather.

KERING REACHES ITS TARGET OF REDUCING ITS ENVIRONMENTAL FOOTPRINT FOUR YEARS EARLY

Since 2012, Kering has developed the Environmental Profit & Loss (EP&L) account, an innovative tool for measuring and quantifying the environmental impact of not just its direct operations but also its entire supply chain.

The tool provides the Group with insights into the risks and opportunities arising from environmental challenges in six areas (greenhouse gas emissions, air pollution, water pollution, water consumption, waste production and land use). In doing so, it identifies the main levers for reducing its environmental footprint, enhancing its processes and its procurement channels, and tweaking its technology-related decisions.

Between 2015 and 2021, the Group reduced its environmental footprint by 41% (EP&L intensity). That means it reached the target it set under its sustainable development strategy for 2025 four years early. The EP&L results also reveal that more than 85% of the Group's environmental impacts do not derive from its own operations, with 66% linked to the production of raw materials and initial processing.

For further information about the EP&L, the methodology and 2021 results: <https://www.kering.com/en/sustainability/measuring-our-impact/our-ep-l/>

KERING AND MARIE CLAIRE LAUNCH "FASHION OUR FUTURE"



Kering has teamed up with the iconic Marie Claire fashion magazine to launch Fashion Our Future, a global campaign promoting sustainable fashion.

Under this new initiative that will run until 2023, Kering and Marie Claire have pooled their knowledge, their

expertise and their network to raise awareness about the goals of sustainable fashion among as many people as possible. Conferences, round tables, workshops and exhibitions were organized as part of an in-person event in Paris on June 16.

A series of groundbreaking conferences with prominent speakers was also available online on Marie Claire's website from June 27 until July 1.

Lastly, a social media communication campaign delivered messages focused on commitments by leading personalities to live more responsibly in their daily lives.

For further information (in French): <https://www.marieclaire.fr/mode-et-ecoresponsabilite-les-femmes-en-premiere-ligne,1427764.asp>



Contact information

For all requests regarding the management of shares held in pure registered form*, Société Générale Securities Services is your point of contact.

* If you own administered registered shares, the financial intermediary who manages your account remains your point of contact.

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SHARE PRICE

PERFORMANCE OF THE KERING SHARE
Compared to the CAC 40 index (rebased)
from January 1 to August 15, 2022



MARKET CAPITALIZATION
as of August 15, 2022
€70.05 billion

HIGHEST SHARE PRICE⁽¹⁾
between January 1 and August 15, 2022
€740.80

LOWEST SHARE PRICE⁽¹⁾
between January 1 and August 15, 2022
€442.45

(1) Closing price.

GENERAL DATA PROTECTION REGULATION

In accordance with France's data protection law (Informatique et Libertés) of January 6, 1978 (as amended) and the EU General Data Protection Regulation of April 27, 2016, you have the right to access, rectify and erase your personal data, and to restrict or object to the processing of that data, as well as the right to data portability, under the conditions set forth in the applicable legislation. To exercise your rights, please contact us at the following address: actionnaire@kering.com.

For more information, please consult our Privacy Policy at <https://www.kering.com/en/legal/>.

Should you no longer wish to receive Kering's Letter to Shareholders, please contact us by post or email (see "Contact information" details above).

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SHARINBOX INFORMATION – PURE REGISTERED SHAREHOLDERS

SHARINBOX, A NEW AND MORE SECURE WAY OF SIGNING INTO YOUR OWN PERSONAL SPACE

On June 27, the Sharinbox platform for pure registered shareholders introduced a new authentication method that makes connections more secure.

Next time you log in to Sharinbox using your usual ID and password, you will first of all have to activate your account (if you haven't already done so since June 27) and then pick:

1. A new log-in ID (preferably, a personal email address)
2. A new and stronger password
3. An additional authentication method (via a mobile application or a phone call) by means of which a verification code can be entered.

N.B. It is essential to have an email address in order to access Sharinbox.

Log-in guides describing the various stages are available on the Sharinbox website:

<https://sharinbox.societegenerale.com/en/actionnaires/tout-savoir-lactualite/tout-savoir-lactualite-detail/news/sharinbox-becomes-more-secure-activate-your-account/>

<https://sharinbox.societegenerale.com/en/shareholders/sharinbox-help-login-video/>

<https://sharinbox.sgmarkets.com/home>

DON'T FORGET TO UPDATE ALL YOUR PERSONAL DETAILS ON SHARINBOX

To make sure all of the communications from Société Générale Securities Services are received and that transactions (stock market orders, payment of dividends, etc.) are executed properly, we kindly request that pure registered shareholders check and update as necessary their personal details (postal address, email address, bank details, ID documents) by logging into Sharinbox.

Checking and updating your personal details where necessary is critical for you to receive the dividend, perform securities transactions and take advantage of the full range of benefits you gain from holding your shares in registered form, which include being sent the Letter to shareholders, notice of the Shareholders' meeting, etc.