

## **Remuneration for the corporate officers**

At its meeting on April 9, 2026, the Board of Directors of Kering, acting on the recommendations of the Remuneration Committee, made the following decisions regarding the remuneration of corporate officers for 202 and for 2026.

### **1. Remuneration of corporate officers for 2025**

#### **a) 2025 annual variable remuneration of François-Henri Pinault, Chairman and Chief Executive Officer (from January 1 to September 14, 2025, inclusive)**

The annual variable compensation payable to François-Henri Pinault in respect of his duties as Chairman and Chief Executive Officer for 2025 amounts to €448,151, calculated on a pro rata basis for the period from January 1 to September 14, 2025, corresponding to an annualized amount of €636,480, reflecting 76.1% achievement of financial objectives and 83.3% achievement of non-financial objectives.

The level of achievement of each performance criterion, as well as the related assessment elements, will be presented in detail in the 2025 Universal Registration Document.

In accordance with Article L. 22-10-34, II, of the French Commercial Code, payment of this component of remuneration is subject to approval of the corresponding resolution by the Annual General Meeting to be held on May 28, 2026.

#### **b) 2025 annual variable remuneration of Luca de Meo, Chief Executive Officer (from September 15 to December 31, 2025)**

The annual variable compensation payable to Luca de Meo in respect of his duties as Chief Executive Officer for 2025 amounts to €1,210,000, reflecting 100% achievement of the performance objectives related to his assumption of duties and applicable for the period from September 15 to December 31, 2025.

It is recalled that the remuneration policy for the Chief Executive Officer for 2025 (September 15 - December 31), approved by the Shareholders' Meeting on September 9, 2025, under its first resolution, provided for a specific annual target variable remuneration for this period of €1,210,000.

In accordance with Article L. 22-10-34, II, of the French Commercial Code, payment of this component of compensation is subject to approval of the corresponding resolution by the Annual General Meeting to be held on May 28, 2026.

### **2. Remuneration of corporate officers for 2026**

#### **a) Remuneration of François-Henri Pinault, Chairman of the Board of Directors**

For 2026, the Board of Directors has decided to maintain the annual fixed remuneration of the Chairman of the Board of Directors at €700,000, representing the sole element of remuneration that may be granted to the Chairman.

As in 2025, François-Henri Pinault will not receive any remuneration in respect of his term of office as a director of Kering.

#### **b) Remuneration of Luca de Meo, Chief Executive Officer**

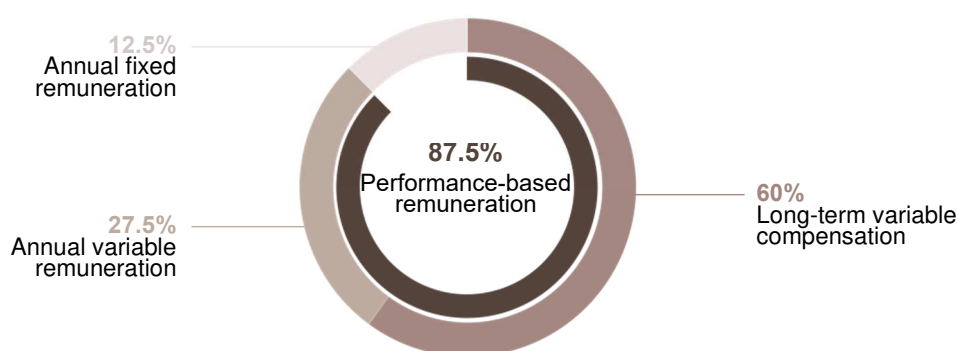
For 2026, the Board of Directors has decided to:

- maintain the annual fixed remuneration of the Chief Executive Officer at €2,200,000;

- maintain an annual variable compensation equal, if objectives are met, to 220% of his annual fixed compensation (€4,840,000), capped at 300% (€6,600,000) in the event of overperformance. This remuneration is based on the achievement of financial objectives (60%) and strategic objectives (40%);
- maintain the long-term incentive (LTI) scheme through the award of performance shares, designed to link the remuneration of the executive corporate officer to the Company's long-term performance and ensure strong alignment with shareholders interests. This remuneration is based on the achievement of financial objectives (50%), a stock-price performance objective (20%), and strategic objectives (30%). The value of performance shares granted corresponds to 150% of the sum of his annual fixed compensation and the annual variable compensation payable for the previous year.

The performance objectives associated with the Chief Executive Officer's variable compensation will be presented in detail in the Company's 2025 Universal Registration Document.

The compensation structure for the Chief Executive Officer for 2026 is as follows:



In addition, the Chief Executive Officer:

- has the use of a company car with driver;
- is entitled to the collective insurance schemes (incapacity, disability, death) and healthcare plans applicable in France to the Company's employees under the same conditions;
- participates in the defined contribution retirement plan ("Article 83") available to eligible employees of the Company under the same conditions;
- is entitled to a severance payment, payable only in the event of a forced departure, capped and subject to achievement of performance objectives;
- is entitled to a non-compete allowance.

He may benefit from international health coverage.

The Chief Executive Officer will not receive any compensation in respect of his term of office as a director of Kering or any Group company.

He is not bound by an employment contract with the Company.

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