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**Fair Value Analysis of Kering S.A.**

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## **Abstract**

This work project focuses on Kering S.A., a renowned French luxury conglomerate founded in 1963. This equity research provides a comprehensive view of Kering's current financial standing. The Adjusted Present Value (APV), and Discounted Cash Flow (DCF) approaches were selected as the foundation of this analysis. The resulting target price of €228,28, obtained through the APV method, indicated a potential downside relative to the prevailing market price on October 15, 2025, supporting a "Sell" recommendation.

## **Keywords**

Kering, Luxury Goods, Equity Research, Valuation

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## Company Overview

Kering is a French multinational corporation specializing in luxury goods, owning some of the world's most prestigious fashion, leather, jewelry, and eyewear brands. Kering's share capital is majority controlled by the Pinault family through their holding company, Artémis, which owns around 42% of the share capital and more than 59% of the voting rights, while the remainder of the shares are held by institutional and individual investors.<sup>i</sup> The group's origins date back to 1962, when François Pinault founded a timber trading company named Établissements Pinault in Rennes, France. By the 1990s, under the name Pinault-Printemps-Redoute (PPR), it had become a major player in the retail and mail-order sectors. However, a strategic transformation began in the late 1990s, as the company gradually divested from retail to focus on the luxury industry.<sup>ii</sup> In 2013, the company officially rebranded as Kering, symbolizing “caring” for its brands, people, and the environment, a name inspired by its Breton roots (“Ker” means “home” in Breton). This rebranding reflected its new identity as a pure luxury group with a strong commitment to sustainability and responsible business practices.<sup>iii</sup>

Today, Kering commands a prestigious portfolio of luxury houses in fashion and design. In earlier years, however, the group owned several well-known brands outside the luxury sector, including Puma, Volcom, Cobra Golf, Converse, Fnac, and La Redoute, which were later sold as part of Kering's strategic move away from mass retail and sportswear [**Exhibit 1**].

Under the leadership of François-Henri Pinault, who served as CEO from 2005, Kering pursued a strategy that balanced profitability with sustainability and innovation. His long-term vision emphasized the fusion of creativity, craftsmanship, and environmental responsibility, establishing Kering as one of the most influential luxury conglomerates in the world.<sup>iv</sup>

In 2025, Kering entered a new chapter with the appointment of Luca de Meo as Chief Executive Officer, effective September 15, 2025, while François-Henri Pinault remains

Chairman of the Board.<sup>v</sup> De Meo brings extensive experience from the automotive industry, where he successfully led major transformations at brands such as Renault, SEAT, and Fiat. Known for his expertise in brand strategy, marketing, and organizational transformation, he revitalized underperforming brands through innovation, clear product positioning, and efficiency, exemplified by his pivotal role as Chief Marketing Officer at Fiat in the successful launch and branding of the Fiat 500, as President of SEAT in the repositioning of the brand and creation of CUPRA as a distinct and profitable performance line, and as Chief Executive Officer of Renault in leading the brand's strategic transformation, qualities that align closely with Kering's ambition to accelerate growth and enhance brand desirability.<sup>vi</sup>

Under Luca de Meo's leadership, Kering is expected to prioritize the revitalization of its core fashion houses, and operational efficiency, continuing to build on its foundation of creativity, craftsmanship, and responsibility while adapting to the evolving dynamics of the global luxury market.

## **The Brands**

### **Gucci**

Gucci was founded in 1921 in Florence by Guccio Gucci as a leather goods workshop inspired by refined Italian craftsmanship and equestrian culture.

In the late 1990s, Gucci became the focus of a fierce takeover battle when LVMH, led by Bernard Arnault, amassed a large minority stake. To defend its independence, Gucci partnered with French group PPR (now Kering), which acquired 42% of Gucci in 1999, blocking LVMH's bid. After years of legal disputes, PPR gained full control in 2004.

The brand became the group's main profit engine, expanding rapidly across the United States, Europe, and particularly Asia, where the growth of affluent consumers made it a dominant luxury player.

In recent years, however, Gucci's growth has slowed, as weaker demand in China, a cooling luxury market, and intense competition have weighed on sales and profitability. In 2025, revenues are expected to fall by about a quarter compared with the previous year, and margins are also expected to narrow significantly [**Exhibit 2**]. Leadership changes have also created uncertainty: Sabato De Sarno's brief tenure as creative director ended in early 2025, and Demna, previously at Balenciaga, was appointed to lead a new creative chapter. Later this year, Francesca Bellettini, former CEO of Saint Laurent, took over as Gucci's chief executive.

Today, Gucci stands at a turning point. Its task is to improve creative performance, reinforce its brand exclusivity, and adapt to a slower luxury cycle while protecting its long-term identity. Kering is diversifying its portfolio to reduce reliance on Gucci, yet the brand remains its defining asset.

Gucci's post-pandemic revenue peaked at €10.49 billion in 2022 after rebounding from €7.44 billion in 2020 and €9.73 billion in 2021, then fell to €9.87 billion in 2023 and €7.65 billion in 2024, with a 2025 projection of €5.86 billion signaling continued pressure. On a real organic basis, revenue momentum swung from +27,9% in 2021 to -6,8% in 2022, -7% in 2023, -22,8% in 2024, and is expected at about -25% in 2025 [**Exhibit 2**]. Regionally, one third of Gucci's revenue originate from the Asia-Pacific region excluding Japan, although this share has declined over time (it accounted for 44% of revenue in 2020) due to weaker performance in that area, particularly in China. Nonetheless, Gucci has experienced negative performance across all regions. Currently, Western Europe represents a quarter of its revenue, having increased its share from 17% in 2021 to a projected 26% this year. North America contributes another quarter, while Japan accounts for 8% and the remaining 9% comes from the Rest of the World [**Exhibit 7**]. The channel mix has remained largely stable, with approximately 91% of revenue generated from directly operated stores, including e-commerce, and about 9% from wholesale and other sources [**Exhibit 8**]. This indicates that the decline in revenue is not driven

by changes in distribution channels. By product category, leather goods account for roughly half of total revenue and have been the most underperforming segment since 2019, declining from 58% of revenue in 2019 to an estimated 48% in 2025. However, all categories have recorded negative growth since 2023, when the downturn began. Shoes now represent 20% of revenue, ready-to-wear 17%, watches and jewellery 4%, and other categories 11% [Exhibit 9]. Gucci's store network has also contracted from its 2023 peak of 538 locations, with net closures since then leading to a projected total of 511 stores by the end of 2025 [Exhibit 10]. This reduction further underscores the ongoing downturn, with most closures occurring in the Asia-Pacific region excluding Japan.

After the sharp 2025 contraction, 2026 is expected to mark the trough-to-stabilization phase at about +2% organic real revenue growth, signaling the first lift from the brand reset while overall demand remains subdued. As new lines gain broader reach and store productivity normalizes, organic real revenue growth is projected at roughly +5% in 2027 and +6% in 2028. Momentum moderates to about +4% in 2029 and +3% in 2030 as the base normalizes [Exhibit 2].

Recurring operating expenses excluding depreciation, amortization and provisions rose from 53,6% of revenue in 2019 to 68,6% in 2024, with a 2025 projection of about 71,8%. Assuming a flat store base, an unchanged channel split, and a gradual revenue recovery, the ratio is projected to ease only gradually: around 69% in 2026 as the trough stabilizes, 66% in 2027 as productivity improves, 64% in 2028 as revenue peaks, 63% in 2029 as revenue growth rolls down into base, and about 62% in 2030, reflecting steady cost discipline [Exhibit 2].

### **Yves Saint Laurent**

Yves Saint Laurent was founded in Paris in 1961 by Yves Saint Laurent and Pierre Bergé. The launch of the Rive Gauche line in 1966 brought luxury ready-to-wear to a wider audience,

marking a turning point in how fashion was conceived and consumed. Later, the brand expanded beyond couture into accessories, leather goods, and fragrances.

In the late 1990s, Saint Laurent joined the French group PPR, now Kering, gaining the resources and global reach needed to compete at the highest level of luxury. Under Kering's ownership, the house evolved into a fully international brand. In recent years, Saint Laurent has faced the same headwinds affecting the wider luxury sector. Global demand has softened, particularly in Asia, and rising prices have made consumers more selective. Growth has slowed, reflecting both changing market dynamics and increased competition. Leadership transitions within Kering have also defined this period of adjustment. Francesca Belletini, who successfully led Saint Laurent for over a decade, moved to Gucci in 2025, while Cédric Charbit, previously CEO of Balenciaga, assumed control of the brand, signaling a new chapter in its evolution. Despite these challenges, Saint Laurent remains one of Kering's strongest and most resilient houses [**Exhibit 3**].

Yves Saint Laurent's revenue peaked at €3.30 billion in 2022 after rebounding from €1.74 billion in 2020 and €2.52 billion in 2021, then eased to €3.18 billion in 2023 and €2.88 billion in 2024, with a projection for 2025 of €2.65 billion indicating further pressure. On an organic real revenue growth basis, momentum moved from -14% in 2020 to +41,9% in 2021 and +13,5% in 2022, then turned negative at -6,1% in 2023, -11,1% in 2024 and is projected to be about -10% on 2025 [**Exhibit 3**]. In 2025, Western Europe is projected to be Yves Saint Laurent's leading revenue-generating region, accounting for 34% of total revenue. Although its share of the brand's revenue has expanded since the pandemic, its absolute value has been decreasing since 2023 and is expected to continue this downward trend in 2025. The Asia-Pacific region, excluding Japan, which contributed 30% of revenue in 2020, has gradually diminished in importance within the brand's revenue structure, as it did in Gucci's case, and is forecasted to represent only 26% in 2025, reflecting a notable decline in consumer engagement

from the Asian market. North America, which initially recorded robust growth following the pandemic, has since experienced a slowdown and is now anticipated to account for 25% of total revenue. Japan is expected to generate 5% of revenue in 2025, while the Rest of the World, representing 10%, remains the only region where revenue has shown consistent growth [Exhibit 11]. The channel split shows limited change, with revenue from directly operated stores including e-commerce estimated at about 80% for 2025 and wholesale and other at about 20% [Exhibit 12]. By category, the decline in revenue is primarily a leather-goods story: after representing roughly 75% of revenue in 2022, leather goods have lost preponderance but are still expected to account for about two thirds of revenue in 2025, so their year-on-year contraction extending since 2022 exerts an outsized drag on the top line, shoes are the clear bright spot, up about 18% year-on-year and representing close to 9% of revenue, while ready to wear has been broadly stable representing around 13%, and other categories collectively sit near 12% [Exhibit 13]. The network stands at 317 directly operated stores projected for year-end 2025, compared with 318 in 2024 and 308 in 2023 [Exhibit 14].

After a projected -10% organic real revenue decline in 2025, the 2026–2030 trajectory is framed as a gradual rebuild: 2026 marks the trough-to-stabilization phase at about +2,5%, 2027 improves to roughly +4,5%, 2028 reaches +5,5%, 2029 moderates to about +4% and 2030 settles at +3% [Exhibit 3]. These projections assume a broadly unchanged store footprint and channel mix.

Recurring operating expenses excluding depreciation, amortization and provisions are expected at 66,3% of revenue for 2025 and then ease with operating efficiency gains, to around 65,5% in 2026, 64,5% in 2027, 63,5% in 2028, 62,7% in 2029 and 62% in 2030, reflecting steady cost control [Exhibit 3].

## **Bottega Veneta**

Bottega Veneta was founded in Vicenza, Italy, in 1966, establishing itself as a discreet and refined alternative to more ostentatious luxury labels. From the beginning, the brand focused on exceptional craftsmanship, particularly its signature intrecciato woven leather technique.

In 2001, the brand was acquired by the French group PPR, now Kering, marking a turning point in its history. In recent years, Bottega Veneta has stood out within Kering's portfolio for its steady performance amid broader market volatility [**Exhibit 4**]. Its appeal rests on a loyal, high-end clientele and a consistent commitment to discretion and craftsmanship.

Despite slower sector growth and evolving consumer trends, Bottega Veneta has sustained its strong market position, balancing contemporary design with its core heritage of Italian craftsmanship.

Bottega Veneta's revenue rose from €1.17 billion in 2019 to €1.21 billion in 2020 and €1.50 billion in 2021, peaked at €1.74 billion in 2022, dipped to €1.65 billion in 2023 and recovered to €1.71 billion in 2024, with a 2025 projection of €1.78 billion. On an organic real revenue growth basis, momentum was strong through 2021, slowed in 2022, turned negative at -7% in 2023, and moved back to positive at +3,6% in 2024 and is expected to be about +2% on 2025 [**Exhibit 4**]. Regionally, the mix has shifted: Asia-Pacific excluding Japan's weight in total revenue declined from 38% in 2019 to a projected 29% in 2025, Western Europe has remained broadly stable around 28%, North America increased from 12% to 21%, Japan eased from 15% to 11%, and the Rest of the World rose from 6% to 11%, signaling a redistribution of revenue location away from Asia toward North America and smaller markets while Europe's share held roughly constant [**Exhibit 15**]. By channel, wholesale relatively expanded temporarily during the pandemic but has been progressively reduced since, as directly operated stores including e-commerce are expected to represent about 85% of revenue in 2025 versus 73% in 2020 [**Exhibit 16**]. By category, leather goods continue to anchor the brand at about 77% of revenue

with modest growth, shoes represent roughly 9%, ready to wear stands near 10%, and other categories are about 4% and accelerating, pointing to a healthier breadth of offer [**Exhibit 17**]. The network stands at 302 directly operated stores projected for year-end 2025 compared with 307 in 2024 and 288 in 2023 [**Exhibit 18**].

After a projected 2% organic real revenue increase in 2025, the 2026–2030 trajectory is framed as steady compounding, with 2026 at about +3%, 2027 around +4%, 2028 near +4,5%, 2029 moderating to about +4% and 2030 settling close to +3,5% [**Exhibit 4**]. These projections assume a broadly unchanged store footprint and channel mix.

Recurring operating expenses excluding depreciation, amortization and provisions peaked at 73% of revenue in 2024, in 2025 they are projected to be 71,8% and then to ease with operating efficiency gains to roughly 70,5% in 2026, 69% in 2027, 67,5% in 2028, 66,5% in 2029 and 65,5% in 2030, supporting a gradual rebuild in profitability [**Exhibit 4**].

### **Other Houses**

The Other Houses within Kering’s portfolio comprise several smaller brands, including Balenciaga, Alexander McQueen, Brioni, and others operating across fashion, couture, and jewelry.

Balenciaga has played a central role in defining the contemporary identity of this segment. Under Demna’s creative direction since 2015, the brand has become a global cultural phenomenon, establishing the house as one of Kering’s fastest-growing labels during the late 2010s and early 2020s. However, in recent years the brand has faced reputational challenges and slower growth following controversy, prompting renewed efforts to stabilize its image.

Alexander McQueen, founded in London in 1992, remains known for its artistry and emotional intensity. After the passing of its founder in 2010, the house was revitalized under Sarah Burton. Burton’s departure in 2023 marked the end of an era, and the appointment of Seán McGirr as

creative director signaled a new chapter aimed at refreshing the brand's relevance without losing its British identity.

Brioni, the Italian menswear house founded in Rome in 1945, continues to represent tailoring excellence and formal luxury. It caters to a more mature clientele seeking craftsmanship and discretion rather than trend-driven fashion.

The jewelry segment of Kering's Other Houses includes Pomellato, DoDo, and Boucheron. Boucheron, one of the oldest Parisian jewelers, has gained renewed visibility through creative reinterpretations of its archives and a growing presence in Asia. Pomellato and DoDo, both Milanese brands, have focused on craftsmanship and sustainability, appealing to modern consumers who value authenticity and ethical sourcing.

Although the Other Houses represent a smaller share of Kering's total revenue, they embody the group's long-term strategy goal of diversification and creative independence [**Exhibit 5**]. Together, they seek to provide stability, balance, and a foundation for future expansion across fashion, fine jewelry, and lifestyle categories.

Other Houses' revenue peaked at €3.87 billion in 2022 after rebounding from €2.28 billion in 2020 and €3.29 billion in 2021, then declined to €3.51 billion in 2023 and €3.22 billion in 2024, with a 2025 projection of €2.83 billion indicating continued weakness. On an organic real revenue growth basis, momentum moved from -9,6% in 2020 to +40,2% in 2021 and +7% in 2022, before reversing sharply to -12,7% in 2023, -9,1% in 2024 and around -14% on the 2025 projection [**Exhibit 5**]. Regionally, Asia-Pacific excluding Japan is expected to represent about 37% of revenue in 2025, up from 23% in 2019, while Western Europe has compressed from 45% to 28%, North America is roughly flat versus 2019 at 15% after a temporary rise in 2021–2022, Japan has increased its weight from 10% to 12% and the Rest of the World has edged up from 7% to 8%, illustrating a clear rotation in mix toward Asia-Pacific excluding Japan and a smaller role for Western Europe relative to pre-pandemic levels [**Exhibit 19**]. By channel,

directly operated stores including e-commerce are expected to account for about 76% of revenue in 2025 versus 56% in 2019, reflecting the progressive reduction of wholesale from 44% to 24% [Exhibit 20]. By product category, the structure has shifted materially since 2019: watches and jewelry expanded from 23% of revenue to a projected figure of 32% in 2025, becoming the single largest category, while shoes compressed from 31% (peaking at 38% in 2020) to 20%. Ready to wear edged up from 24% to 25%, leather goods increased from 16% to 19%, and other categories declined from 6% to 4%. For 2025, year-on-year pressure is projected to be broad based but sharpest in shoes at -27%, followed by ready to wear at -12%, leather goods at -7% and watches and jewelry at -3% [Exhibit 21]. The store base in 2025 is expected to sit at 622, marking the first yearly decrease (from 640 in 2024) in the number of stores in the period analysed, as it progressively increased from 404 stores in 2019 [Exhibit 22].

After an estimated -14% organic real revenue decline projected for 2025, the 2026–2030 trajectory is framed as a slow rebuild: 2026 at about +1%, 2027 around +2,5%, 2028 near +3,5%, 2029 moderating to about +3% and 2030 settling close to +2,5% [Exhibit 5]. These projections assume a broadly unchanged store footprint and channel mix.

Recurring operating expenses excluding depreciation, amortization and provisions are projected at 87,3% of revenue for 2025 and are forecasted to ease with operating efficiency gains to roughly 84% in 2026, 81% in 2027, 78% in 2028, 76% in 2029 and 74% in 2030, supporting a gradual recovery in profitability [Exhibit 5].

### **Kering Eyewear and Corporate**

Kering Eyewear was established in 2014 as a strategic initiative to bring the design, development, and distribution of eyewear in-house. Previously, most luxury groups had licensed their eyewear production to external companies, but Kering chose to internalize this activity to strengthen creative control, improve product quality, and capture a larger share of

the category's value chain. Based in Padua, Italy, Kering Eyewear designs and distributes optical frames and sunglasses for nearly all the group's fashion houses, including Gucci, Saint Laurent, Bottega Veneta, Balenciaga, and Alexander McQueen. It also manages eyewear for several external brands through selected partnerships.

Since its creation, Kering Eyewear has become one of the group's fastest-growing businesses [Exhibit 6]. Its success is rooted in tight integration between design and brand identity, ensuring that eyewear collections reflect each label's aesthetic while maintaining consistent technical and production standards. The acquisitions of the Danish eyewear brand Lindberg in 2021, renowned for its minimalist design, advanced craftsmanship, and innovative use of lightweight materials, and Maui Jim in 2022, a leading American eyewear brand known for its premium polarized lenses, have significantly strengthened Kering's presence and expertise in the optical and performance eyewear segment. Kering Eyewear now operates as both a creative and industrial platform, combining artisanal expertise with advanced manufacturing technology.

Kering Beauté, which includes the luxury fragrance house Creed, is also reported under the Kering Eyewear and Corporate segment. Established to expand Kering's presence in the beauty category, this division focuses on high-end perfumes and cosmetics, with Creed serving as its flagship brand. While still a relatively small contributor to group revenues, Kering Beauté represents a strategic step in diversifying beyond fashion and eyewear into luxury beauty.

The Corporate segment of Kering includes the group's central functions and initiatives that support its portfolio of brands. These cover areas such as finance, operations, talent management, sustainability, and digital innovation. Kering's corporate strategy focuses on long-term value creation through a combination of brand autonomy and shared expertise. The group invests heavily in environmental and social responsibility, maintaining its leadership in sustainable luxury through initiatives on circular design, supply chain transparency, and carbon

neutrality. Corporate functions also oversee Kering's real estate, logistics, and data infrastructure, providing operational efficiency and scale benefits to all its houses. Through these central capabilities, Kering ensures that each brand retains creative independence while benefiting from the group's collective resources and strategic vision. This balance between autonomy and shared support remains a cornerstone of Kering's model and a key driver of its competitiveness in the global luxury market.

Kering Eyewear and Corporate's revenue contracted from €0.50 billion in 2019 to €0.42 billion in 2020 and then expanded progressively to hit a projected value of €2.04 billion in 2025. On an organic real basis the step-up that began in 2021 has remained positive through the cycle, with strong gains in 2021 and 2022 moderating to mid-single-digit growth in 2023 to 2025.

Recurring operating expenses excluding depreciation, amortization and provisions have fallen materially as a share of revenue, from 119,6% in 2019 to 107,4% in 2020, 92,5% in 2021, 86,2% in 2022, 82,4% in 2023 and 76,5% in 2024, with 2025 projected at 72,5% (about €1.48 billion).

After an estimated +3% organic real revenue increase on 2025, the 2026 to 2030 trajectory is framed as steady compounding: 2026 at about +4%, 2027 around +5%, 2028 near +5%, 2029 moderating to about +4% and 2030 settling at +3%.

Recurring operating expenses excluding depreciation, amortization and provisions are modeled to continue easing with operating efficiency gains, from 72,5% of revenue projected for 2025 to roughly 70% in 2026, 68% in 2027, 66,5% in 2028, 65,5% in 2029 and 65% in 2030, supporting a progressive improvement in operating profitability [**Exhibit 6**].

## **The Group's Financial Performance**

The Group's revenue declined during the pandemic, falling from €15.9 billion in 2019 to €13.1 billion in 2020. It subsequently rose to €20.4 billion by 2022, before gradually decreasing to

an estimated €15.2 billion by the end of 2025. This downturn was mainly driven by the underperformance of Gucci and Yves Saint Laurent during this period. Based on the revenue forecasts for each brand, Kering is expected to recover from the projected €15.2 billion in 2025 to approximately €20.1 billion in 2030, thereby gaining market share within the luxury industry [Exhibits 23, 26].<sup>vii</sup>

Kering's EBITDA margin, defined as revenue minus recurring operating expenses excluding depreciation, amortization, and provisions, as a percentage of revenue, has declined each year since 2019, when it represented 37,9% of revenue, to a projected 26,2% in 2025. This downward trend has been driven by reduced cost management efficiency at Gucci and Yves Saint Laurent, both affected by weakening revenue performance. With the anticipated recovery in revenue for these two brands from 2026 onward, and the resulting improvement in cost efficiency, the Group's EBITDA margin is expected to improve gradually, rising from a projected 28,5% in 2026 to 35,1% in 2030, returning to approximately the same level reached in 2022 following the post-pandemic rebound [Exhibits 23, 27, 28, 29, 30].

### **Net Working Capital**

Net working capital rose sharply from €0.5 billion in 2019 to a projected €2.7 billion in 2025, representing a substantial increase [Exhibit 34]. This change corresponds to a rise from 10 days of net working capital to 71 days. However, over the same period, the cash conversion cycle shortened from 102 days to 85 days, meaning that the expansion in net working capital was primarily driven by a considerable increase in current tax receivables and other current assets, combined with a reduction in current tax liabilities and other current liabilities.

As a result, a larger portion of Kering's funds became tied up in working capital. Under the leadership of Mr. De Meo, Kering is expected to gradually optimise its working capital management, targeting a reduction in net working capital to 52 days, or approximately €2.5 billion, by 2030 [Exhibits 34, 38, 39, 40].

## **Profitability**

Since 2019, Kering's profitability has shown a gradual downward trend. Apart from a temporary post-pandemic rebound, the EBITDA margin, operating margin, and net profit margin have all declined annually, largely due to the weaker performance of Gucci and Yves Saint Laurent. These indicators are, however, expected to recover progressively through 2030, supported by a projected increase in revenue from Kering's main brands. The net profit margin is forecasted to reach approximately 3% in 2025 and to rise steadily to 13.1% by 2030, which, despite the improvement, would remain below the 15.7% achieved in 2023 and the post-pandemic peak of 18.4% recorded in 2021 [Exhibits 41, 42].

## **Leverage**

Net financial debt has risen sharply since 2019, when it stood at €6.8 billion, reaching a projected €16.5 billion in 2025 [Exhibit 34]. The major driver behind this increase has been Kering's aggressive acquisition strategy since 2021, as the group invested heavily in expanding its portfolio through strategic takeovers and brand integrations, further detailed below. The net debt-to-equity ratio, measured in book values, increased from 0.65 in 2019 to a projected 1.14 in 2025, with expectations of a slight rise to 1.4 by 2028 before declining to 1.22 by 2030 [Exhibits 43, 44]. Kering's increased leverage and strong reliance on Gucci's profitability, combined with the underperformance of both Gucci and Yves Saint Laurent, led to a downgrade of the company's credit rating in October 2024 from an A- to BBB+ long-term issuer rating by S&P Global Ratings,<sup>viii</sup> followed by a revision of its outlook from positive to negative in August 2025.<sup>ix</sup>

## **Interest Coverage**

Given the decline in EBITDA and the rise in net financial debt, it is unsurprising that Kering's interest coverage ratio, calculated as EBITDA divided by interest expense, has dropped sharply from 36 in 2019 to an estimated value of 6 in 2025. This ratio is expected to improve

progressively over the following years, reaching a projected level of 9.7 by 2030 [Exhibits 45, 46].

### **Return on Invested Capital (ROIC)**

Net operating profit less adjusted taxes (NOPLAT) reached its peak at €3.9 billion in 2022 but has since experienced a steep decline, with a projected value of €0.9 billion in 2025. It is expected to recover progressively, reaching approximately €3.2 billion by 2030. Operating invested capital has increased substantially from €16.9 billion in 2019 to an estimated €29.3 billion in 2025 [Exhibits 47, 48, 49]. This growth in operating invested capital has been primarily driven by a rise in net working capital of around €2.1 billion, a €6.6 billion expansion in long-term operating assets, as well as an increase in goodwill of approximately €3.7 billion [Exhibit 34], attributable to the acquisitions of the eyewear brand Lindberg in 2021 for an undisclosed sum,<sup>x</sup> Maui Jim, another eyewear brand, in 2022 for an undisclosed amount but estimated at around €1.5 billion,<sup>xi</sup> Creed in 2023 for a reported €3.5 billion, with the goal of establishing a strong foothold in the high-end fragrance market,<sup>xii</sup> and finally the purchase of a 30% stake in the fashion brand Valentino for €1.7 billion in 2023 accompanied by cross put-call options to acquire the remaining shares by 2028.<sup>xiii</sup> The after-tax return on invested capital (ROIC) reached a post-pandemic peak of 18.7% in 2021 but has since declined, with projections indicating a decrease to just 3.1% in 2025. A gradual recovery is anticipated through 2030, when ROIC is expected to reach 10.1%, marking a notable improvement, though still considerably below its earlier peak [Exhibits 47, 48, 49].

### **Reinvestment Rate**

The reinvestment rate, defined as 1 minus the ratio of operating unlevered free cash flow to NOPLAT, has exhibited significant volatility over time. It stood at 20.9% in 2020, declined to -10.4% in 2021, rose sharply to 51% in 2022, and then surged to 159.6% in 2023 before turning negative again at -27.7% in 2024. It is projected to reach -64.4% in 2025 and recover to 27.6%

in 2026. From that point onward, the reinvestment rate is expected to follow a more stable and gradual path, decreasing steadily to around 6% by 2030 [Exhibit 52].

## Valuation

The valuation was conducted using both the Discounted Cash Flow (DCF) and the Adjusted Present Value (APV) methods, with the APV regarded as the primary and more precise approach, while the DCF serves as a simplified alternative yielding no materially different outcome.<sup>xiv</sup>

### Discount Rate Assumptions

To perform the valuation, a set of key assumptions was established for the model's main parameters. The risk-free rate, set at 2,6% [Exhibit 53], corresponds to the yield to maturity of the 10-year German government bond. The default spread, estimated at 1,2% [Exhibit 53], was derived from Damodaran's estimated spreads for large non-financial firms with BBB+ rating, resulting in an opportunity cost of debt of 3,8% [Exhibit 53]. The equity risk premium was assumed to be 5% [Exhibit 53], and based on these inputs, the implicit debt beta is 0,24 [Exhibit 53]. The marginal corporate tax rate adopted is France's current rate of 25,8% [Exhibit 53]. The capital structure reflects a Net Debt to Enterprise Value (EV) ratio of 29,7% [Exhibit 53], based on the current estimated book value of net financial debt and the market value of equity, while equity represents 70,3% of total EV [Exhibit 53]. The levered equity beta is 1,18 [Exhibit 53], and from these figures, the unlevered equity beta is derived at 0,9 [Exhibit 53], implying an unlevered opportunity cost of equity of 7,1%, and a levered opportunity cost of equity of 8,5% [Exhibit 53]. The resulting weighted average cost of capital (WACC) is 6,8% [Exhibit 53]. As for the perpetual growth rate, it is composed of an assumption of a perpetual return on new invested capital (RONIC) of 10% [Exhibit 53], and a perpetual reinvestment rate (RR) of 15% [Exhibit 53], yielding 1,5% [Exhibit 53].

### **Adjusted Present Value (APV) Method**

Kering's Operating Unlevered Enterprise Value was estimated at €41.8 billion [Exhibit 54], while the present value of the tax shields arising from debt amounts to €2.6 billion [Exhibit 54], resulting in an Operating Enterprise Value of €44.5 billion [Exhibit 54]. The Value of Non-Operating Assets, excluding the stake in Valentino, was determined using the book values reported as of June 2025 for all items classified under Non-Operating Invested Capital, net of Investments in Equity-Accounted Companies, totalling -€0.3 billion [Exhibit 34]. The 30% stake in Valentino was valued according to its book value, also reported at the end of June 2025, under Investments in Equity-Accounted Companies which represents €1.9 billion [Exhibit 34], leading to a Total Enterprise Value of €46.1 billion [Exhibit 54]. With Net Debt amounting to €16.5 billion [Exhibit 54], the resulting Fair Value of Equity under the APV method stands at €29.6 billion [Exhibit 54]. Of this amount, 5,4% is allocated to Minority Interests, based on the simplifying assumption that the book value of equity attributable to minority interests reported by Kering at the half-year mark of this year is evenly distributed across the group's brands and remains proportionally constant going forward, leaving €28 billion attributable to Kering's shareholders, which implies a fair value per share of €228,28 [Exhibit 54].

### **Discounted Cash Flow (DCF) Method**

Kering's Operating Enterprise Value was estimated at €44.3 billion [Exhibit 54]. The valuation of Non-Operating Assets and the stake in Valentino followed the same approach applied under the APV method, leading to a Total Enterprise Value of €45.9 billion [Exhibit 54]. After deducting Net Debt, estimated at €16.5 billion [Exhibit 34], the Fair Value of Equity amounts to €29.4 billion [Exhibit 54]. Of this total, 5,4% corresponds to Minority Interests (using the same assumptions as in the APV method), leaving €27.8 billion attributable to Kering's shareholders, which translates into an estimated fair value per share of €227,09 [Exhibit 54].

## Scenario Analysis

To capture potential deviations from the base case scenario discussed thus far in this report, the dynamic valuation model begins with a dedicated scenario selection tab. Through a combo box, the user can switch between the base, best, and worst-case assumptions, allowing the model to automatically adjust the underlying parameters [Exhibits 55, 56]. Each alternative scenario (best and worst) incorporates distinct assumptions regarding revenue growth, cost structures, and operating margins for each brand, which in turn generate entirely different financial projections and, consequently, distinct per-share valuations for Kering S.A. In the best-case scenario, annual real organic revenue growth is assumed to be 35% higher than the base case for Gucci, Yves Saint Laurent, and Other Houses, reflecting their potential for a stronger recovery. For Bottega Veneta, the adjustment is +25%, consistent with its more stable growth profile and lower cyclical exposure, while for Kering Eyewear and Corporate, it is +40%, capturing the potential for accelerated scaling and continued business expansion [Exhibit 55]. Conversely, the worst-case scenario applies decreases of 15% for Gucci, Yves Saint Laurent, Other Houses, and Bottega Veneta, and 10% for Kering Eyewear and Corporate [Exhibit 55]. Regarding costs, recurring operating expenses (excluding depreciation, amortization, and provisions) as a percentage of revenue, are modeled as 5% lower than in the base case under the best-case scenario, and 5% higher under the worst case, uniformly across all brands [Exhibit 56]. Finally, the model assigns probabilities to each scenario: the base case is assumed to occur with a 50% probability, while the best case and worst case are assigned probabilities of 35% and 15%, respectively [Exhibit 57]. The best case aligns more with market expectations, reflecting the potential positive impact of Mr. De Meo's strategic initiatives and leadership on brand performance and operational execution, hence the higher probability. The final fair value of Kering is determined as the probability-weighted average of the per-share

valuations derived from each scenario. This results in a proposed fair value of €237,68 per share, compared to a market price of €313,15 per share as of October 15, 2025 [Exhibit 57].

## **Sensitivity Analyses**

Two sensitivity analyses were conducted to assess the magnitude of the sensitivity of the estimated fair value per share on changes in key assumptions.

The first analysis [Exhibit 58] examines the relationship between the Weighted Average Cost of Capital (WACC) and the perpetual growth rate. The results indicate that Kering's fair value per share is particularly sensitive to variations in these parameters. Using a base case of a 6.8% WACC and a 1.5% terminal growth rate [Exhibit 58], even small changes in either assumption lead to significant differences in the estimated share price. A higher growth rate could be justified if macroeconomic conditions strengthen or if Mr. De Meo is perceived to be capable of enhancing long-term performance expectations, while a different WACC would result from different risk-free rate, perpetual assumptions on the ratio of market value of debt to market value of equity and credit rating assumptions, among others. The second analysis [Exhibit 59] evaluates how different valuations of Kering's 30% equity stake in Valentino, accounted for under the equity method as an investment in an associate, affect the estimated fair value per share. The base case valuation assumes a stake value equal to its book value as of mid-2025, amounting to €1.9 billion [Exhibit 59]. Changes in this assumption appear to have a comparatively minor effect on Kering's overall fair value per share, suggesting that while the stake in Valentino contributes meaningfully to Kering's valuation, it does not represent a major source of volatility in the model's outcome [Exhibit 59].

## Relative Valuation

Kering SA's valuation multiples can be compared against a group of major peers in the luxury goods sector in Europe, including LVMH, Hermès, Richemont, Prada, Moncler, Burberry, Brunello Cucinelli, and Hugo Boss [Exhibit 60]. The purpose of this comparison is to assess whether Kering's current market valuation appears relatively attractive or expensive within the industry context. Kering SA trades at a forward price-to-earnings (P/E) multiple of 30,6, which is slightly above the industry average of 29,6 [Exhibit 60]. This suggests that investors are pricing Kering's future earnings at a modest premium to its peers, potentially reflecting expectations of steady recovery and long-term brand strength, despite recent performance challenges. In terms of the price-to-sales (P/S) ratio, Kering's multiple of 2,3 is significantly below the peer group average of 4,3 [Exhibit 60]. This lower P/S ratio may indicate that the market currently assigns a discount to Kering's revenue base compared to its competitors, likely due to its weaker short-term sales momentum or lower perceived pricing power in certain brands. Regarding the enterprise value to EBITDA (EV/EBITDA) multiple, Kering trades at 13,2 versus an industry average of 13,7 [Exhibit 60]. This figure positions Kering close to the sector mean, implying that its operating profitability is being valued in line with the broader market. Overall, the relative valuation indicates that Kering SA is priced around fair value on an earnings and operating performance basis but trades at a discount on a sales basis.

## Risk Factors and Vulnerabilities

Going forward, Kering remains exposed to several structural risks that could materially affect its capacity to sustain profitability and long-term value creation.

### Dependence on key brands

By the end of 2025, Gucci alone is projected to account for slightly more than one-third of Kering's total revenue and around 40 percent of its EBITDA [Exhibits 2, 23]. Although this

concentration has been gradually declining since the pandemic [Exhibits 29, 30], reflecting Gucci's weaker performance relative to the rest of the portfolio, the brand still exerts a decisive influence on the group's overall financial results and market valuation. When Yves Saint Laurent and Bottega Veneta are included, these three houses together are expected to generate roughly two-thirds of Kering's 2025 revenue and EBITDA [Exhibits 29, 30], underscoring the limited contribution of the remaining brands and the company's continuing vulnerability to performance fluctuations among its largest labels.

### **Brand perception and reputation**

Kering brands' reputation is one of its most valuable assets, yet it remains highly exposed to controversy and shifting consumer expectations. The group has faced notable incidents that illustrate how fragile brand perception can be in the luxury sector. As an example, Yves Saint Laurent has drawn criticism for its continued use of exotic animal skins, which appears at odds with Kering's broader sustainability commitments.<sup>xv</sup> Such contradictions can weaken the group's credibility in an era when consumers increasingly link luxury to ethical responsibility.<sup>xvi</sup> In a recent survey in Asia, more than 70% of respondents reported being willing to pay more for sustainable luxury products [Exhibit 61]. Beyond controversies, market actions also affect perception. Deep discounting, introduced to offset slowing sales, risks eroding exclusivity and diminishing long-term brand equity. In the luxury segment, perceived rarity and prestige are essential.<sup>xvii</sup>

### **Counterfeiting**

Luxury brands remain primary targets of counterfeiting, a phenomenon that not only reduces legitimate sales but more critically undermines brand reputation and the perception of exclusivity.<sup>xviii</sup> The Organisation for Economic Co-operation and Development and the European Union Intellectual Property Office, in their latest report on illicit trade, underscored the continued prevalence of several luxury-related product categories among counterfeit goods

entering the European Union [**Exhibit 62**], with China and Turkey identified as the principal sources.<sup>xix</sup> In response, Gucci has a system of digital certificates of authenticity, allowing consumers to verify products directly through mobile scanning,<sup>xx</sup> issues thousands of takedown requests each year against infringing online listings,<sup>xxi</sup> and pursues counterfeiters through civil legal actions.<sup>xxii</sup>

### **Economic Downturns**

Economic downturns significantly constrain discretionary spending, particularly within the luxury sector, where demand is closely linked to overall economic stability and levels of disposable wealth.<sup>xxiii</sup> The 2020 pandemic clearly illustrated this vulnerability, as the luxury industry experienced a real growth rate of –18.2%, compared with a global GDP contraction of just –3% [**Exhibit 26**].

### **Final Recommendation**

Following the comprehensive valuation and strategic analysis conducted, the recommendation for Kering’s stock is a “Sell” position, with a price target of €228,28 per share, obtained through the use of the APV method [**Exhibit 54**]. The decision reflects mounting concerns regarding the group’s overreliance on Gucci, which continues to represent the cornerstone of Kering’s profitability [**Exhibits 29, 30**]. Since the post-pandemic rebound in 2021, Gucci has persistently underperformed relative to both peers and the broader luxury sector [**Exhibits 26, 29, 30**], raising questions about the sustainability of Kering’s current growth model. While the appointment of Mr. De Meo, as Chief Executive Officer brings the potential for renewed strategic direction, the path to revitalizing Gucci’s creative momentum and commercial relevance remains uncertain. Management have yet to demonstrate tangible results capable of reversing the brand’s downward trajectory, particularly in Asia-Pacific, where consumer sentiment towards Kering’s flagship label has softened [**Exhibit 7**]. Moreover, Kering’s

diversification into smaller luxury houses, though strategically intended to reduce dependence on Gucci, has not yet achieved sufficient scale to offset this concentration risk. The valuation outcome suggests limited upside potential relative to current market pricing, therefore the risk–reward balance does not justify maintaining or initiating a long position at this stage.

# Appendix

**Exhibit 1:** Kering's acquisitions and divestments from 1989 to 2023



Kering's acquisitions since going public – transitioning from retail to luxury in 1999.

**Source:** Exhibit 1. Philip Svensson, “House of Pinault: The History and Business of Kering and Gucci,” *Quartr Edge*, December 19 2024, accessed on October 15, 2025, <https://quartr.com/insights/edge/house-of-pinault-the-history-and-business-of-kering-and-gucci>

## Exhibit 2: Gucci's Revenue and EBITDA Margin

### Gucci

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					
							2025	2026	2027	2028	2029	2030
Revenue	9628	7441	9731	10487	9873	7650	5856	6089	6523	7056	7488	7870
Revenue Growth		-22,7%	30,8%	7,8%	-5,9%	-22,5%	-23,5%	4,0%	7,1%	8,2%	6,1%	5,1%
Revenue Real Growth		-22,9%	27,5%	-0,6%	-10,7%	-24,3%	-25,0%	2,0%	5,0%	6,0%	4,0%	3,0%
Organic Growth		-21,5%	31,2%	1,0%	-2,0%	-21,0%	-23,5%	4,0%	7,1%	8,2%	6,1%	5,1%
Organic Real Growth		-21,7%	27,9%	-6,8%	-7,0%	-22,8%	-25,0%	2,0%	5,0%	6,0%	4,0%	3,0%
"Recurring Operating Income" Contribution	3947	2615	3715	3732	3264	1605						
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	5165	4216	5420	6071	5874	5247	4202	4201	4305	4516	4717	4879
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	53,6%	56,7%	55,7%	57,9%	59,5%	68,6%	71,8%	69,0%	66,0%	64,0%	63,0%	62,0%
EBITDA Contribution	4464	3225	4311	4416	3999	2403	1654	1888	2218	2540	2771	2991
EBITDA Margin - Brand Specific	46,4%	43,3%	44,3%	42,1%	40,5%	31,4%	28,3%	31,0%	34,0%	36,0%	37,0%	38,0%
Depreciation	517	610	596	684	735	798						

**Sources:** Revenue, "Recurring Operating Income" Contribution, Depreciation and Organic Growth data compiled from Kering, *Universal Registration Documents (2019–2024)* and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance> ; inflation data as shown in Exhibit 26 ; prepared by the author.

#### Note 1:

Projected revenue is computed based on own assumptions on the Organic Real Growth rate for each year.

The projected revenue in year 2025 was computed by assuming the Organic Growth reported by Kering for the half-year period will extend to the end of the year.

Organic Growth is revenue growth adjusted to reflect a constant currency basis and to exclude changes in scope.

#### Note 2:

Projected Recurring Operating Expenses excluding Depreciation, Amortization and Provisions as a percentage of revenue is the line item, projected on own assumptions, from 2025 onward to compute the EBITDA contribution. For the year 2025 the ratio for the half-year period is assumed to be the same at year end.

### Exhibit 3: Yves Saint Laurent's Revenue and EBITDA Margin

#### Yves Saint Laurent

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					
							2025	2026	2027	2028	2029	2030
Revenue	2049	1744	2521	3300	3179	2881	2646	2765	2948	3174	3368	3540
Revenue Growth		-14,9%	44,5%	30,9%	-3,7%	-9,4%	-8,1%	4,5%	6,6%	7,7%	6,1%	5,1%
Revenue Real Growth		-15,1%	40,9%	20,8%	-8,6%	-11,5%	-10,0%	2,5%	4,5%	5,5%	4,0%	3,0%
Organic Growth		-13,8%	45,6%	23,0%	-1,0%	-9,0%	-8,1%	4,5%	6,6%	7,7%	6,1%	5,1%
Organic Real Growth		-14,0%	41,9%	13,5%	-6,1%	-11,1%	-10,0%	2,5%	4,5%	5,5%	4,0%	3,0%
"Recurring Operating Income" Contribution	562	400	715	1019	969	593						
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	1315	1155	1606	2049	1960	1960	1755	1811	1902	2016	2112	2195
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	64,2%	66,2%	63,7%	62,1%	61,7%	68,0%	66,3%	65,5%	64,5%	63,5%	62,7%	62,0%
EBITDA Contribution	734	590	915	1251	1219	921	892	954	1047	1159	1256	1345
EBITDA Margin - Brand Specific	35,8%	33,8%	36,3%	37,9%	38,3%	32,0%	33,7%	34,5%	35,5%	36,5%	37,3%	38,0%
Depreciation	172	190	200	232	250	328						

**Sources:** Revenue, "Recurring Operating Income" Contribution, Depreciation and Organic Growth data compiled from Kering, *Universal Registration Documents (2019–2024)* and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance> ; inflation data as shown in Exhibit 26 ; prepared by the author.

#### Note 1:

Projected revenue is computed based on own assumptions on the Organic Real Growth rate for each year.

The projected revenue in year 2025 was computed by assuming the Organic Growth reported by Kering for the half-year period will extend to the end of the year.

Organic Growth is revenue growth adjusted to reflect a constant currency basis and to exclude changes in scope.

#### Note 2:

Projected Recurring Operating Expenses excluding Depreciation, Amortization and Provisions as a percentage of revenue is the line item, projected on own assumptions, from 2025 onward to compute the EBITDA contribution. For the year 2025 the ratio for the half-year period is assumed to be the same at year end.

## Exhibit 4: Bottega Veneta's Revenue and EBITDA Margin

### Bottega Veneta

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					
							2025	2026	2027	2028	2029	2030
Revenue	1168	1210	1503	1740	1645	1713	1783	1872	1987	2119	2249	2375
Revenue Growth		3,7%	24,2%	15,8%	-5,5%	4,1%	4,1%	5,0%	6,1%	6,6%	6,1%	5,6%
Revenue Real Growth		3,4%	21,1%	6,8%	-10,3%	1,7%	2,0%	3,0%	4,0%	4,5%	4,0%	3,5%
Organic Growth		4,8%	25,1%	11,0%	-2,0%	6,0%	4,1%	5,0%	6,1%	6,6%	6,1%	5,6%
Organic Real Growth		4,5%	21,9%	2,4%	-7,0%	3,6%	2,0%	3,0%	4,0%	4,5%	4,0%	3,5%
"Recurring Operating Income" Contribution	215	172	286	366	312	255						
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	793	877	1054	1199	1151	1250	1279	1320	1371	1430	1495	1555
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	67,9%	72,4%	70,1%	68,9%	70,0%	73,0%	71,8%	70,5%	69,0%	67,5%	66,5%	65,5%
EBITDA Contribution	374	334	449	541	494	463	504	552	616	689	753	819
EBITDA Margin - Brand Specific	32,1%	27,6%	29,9%	31,1%	30,0%	27,0%	28,3%	29,5%	31,0%	32,5%	33,5%	34,5%
Depreciation	159	162	163	175	182	208						

**Sources:** Revenue, "Recurring Operating Income" Contribution, Depreciation and Organic Growth data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance> ; inflation data as shown in Exhibit 26 ; prepared by the author.

#### Note 1:

Projected revenue is computed based on own assumptions on the Organic Real Growth rate for each year.

The projected revenue in year 2025 was computed by assuming the Organic Growth reported by Kering for the half-year period will extend to the end of the year.

Organic Growth is revenue growth adjusted to reflect a constant currency basis and to exclude changes in scope.

#### Note 2:

Projected Recurring Operating Expenses excluding Depreciation, Amortization and Provisions as a percentage of revenue is the line item, projected on own assumptions, from 2025 onward to compute the EBITDA contribution. For the year 2025 the ratio for the half-year period is assumed to be the same at year end.

## Exhibit 5: Other Houses' Revenue and EBITDA Margin

### Other Houses

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					
							2025	2026	2027	2028	2029	2030
Revenue	2538	2281	3285	3874	3514	3221	2827	2911	3044	3215	3379	3534
Revenue Growth		-10,1%	44,0%	17,9%	-9,3%	-8,3%	-12,2%	3,0%	4,6%	5,6%	5,1%	4,6%
Revenue Real Growth		-10,3%	40,4%	8,8%	-14,0%	-10,5%	-14,0%	1,0%	2,5%	3,5%	3,0%	2,5%
Organic Growth		-9,4%	43,8%	16,0%	-8,0%	-7,0%	-12,2%	3,0%	4,6%	5,6%	5,1%	4,6%
Organic Real Growth		-9,6%	40,2%	7,0%	-12,7%	-9,1%	-14,0%	1,0%	2,5%	3,5%	3,0%	2,5%
"Recurring Operating Income" Contribution	318	181	459	558	212	-9						
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	1988	1824	2551	2986	2929	2795	2467	2445	2466	2508	2568	2615
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	78,3%	80,0%	77,7%	77,1%	83,4%	86,8%	87,3%	84,0%	81,0%	78,0%	76,0%	74,0%
EBITDA Contribution	550	457	734	888	585	426	360	466	578	707	811	919
EBITDA Margin - Brand Specific	21,7%	20,0%	22,3%	22,9%	16,6%	13,2%	12,8%	16,0%	19,0%	22,0%	24,0%	26,0%
Depreciation	232	277	275	330	373	435						

**Sources:** Revenue, "Recurring Operating Income" Contribution, Depreciation and Organic Growth data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance> ; inflation data as shown in Exhibit 26 ; prepared by the author.

#### Note 1:

Projected revenue is computed based on own assumptions on the Organic Real Growth rate for each year.

The projected revenue in year 2025 was computed by assuming the Organic Growth reported by Kering for the half-year period will extend to the end of the year.

Organic Growth is revenue growth adjusted to reflect a constant currency basis and to exclude changes in scope.

#### Note 2:

Projected Recurring Operating Expenses excluding Depreciation, Amortization and Provisions as a percentage of revenue is the line item, projected on own assumptions, from 2025 onward to compute the EBITDA contribution. For the year 2025 the ratio for the half-year period is assumed to be the same at year end.

## Exhibit 6: Kering Eyewear and Corporate's Revenue and EBITDA Margin

### Kering Eyewear and Corporate

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					
							2025	2026	2027	2028	2029	2030
Revenue	501	424	733	1139	1568	1941	2040	2163	2318	2483	2635	2770
Revenue Growth		-15,4%	73,0%	55,4%	37,7%	23,8%	5,1%	6,0%	7,1%	7,1%	6,1%	5,1%
Revenue Real Growth		-15,6%	68,7%	43,4%	30,6%	20,9%	3,0%	4,0%	5,0%	5,0%	4,0%	3,0%
Organic Growth		-14,6%	43,0%	25,0%	11,0%	8,0%	5,1%	6,0%	7,1%	7,1%	6,1%	5,1%
Organic Real Growth		-14,8%	39,4%	15,3%	5,3%	5,5%	3,0%	4,0%	5,0%	5,0%	4,0%	3,0%
"Recurring Operating Income" Contribution	-264	-232	-164	-88	-7	112						
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	599	455	678	982	1292	1485	1480	1514	1576	1651	1726	1800
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	119,6%	107,4%	92,5%	86,2%	82,4%	76,5%	72,5%	70,0%	68,0%	66,5%	65,5%	65,0%
EBITDA Contribution	-98	-31	55	157	276	456	561	649	742	832	909	969
EBITDA Margin - Brand Specific	-19,6%	-7,4%	7,5%	13,8%	17,6%	23,5%	27,5%	30,0%	32,0%	33,5%	34,5%	35,0%
Depreciation	166	201	219	245	283	344						

**Sources:** Revenue, "Recurring Operating Income" Contribution, Depreciation and Organic Growth data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance> ; inflation data as shown in Exhibit 26 ; prepared by the author.

#### Note 1:

Projected revenue is computed based on own assumptions on the Organic Real Growth rate for each year.

The projected revenue in year 2025 was computed by assuming the Organic Growth reported by Kering for the half-year period will extend to the end of the year.

Organic Growth is revenue growth adjusted to reflect a constant currency basis and to exclude changes in scope.

#### Note 2:

Projected Recurring Operating Expenses excluding Depreciation, Amortization and Provisions as a percentage of revenue is the line item, projected on own assumptions, from 2025 onward to compute the EBITDA contribution. For the year 2025 the ratio for the half-year period is assumed to be the same at year end.

## Exhibit 7: Gucci's Revenue by Region

### GUCCI - Revenue by Region

<u>EUR Millions</u>	2019	2020	2021	2022	2023	2024	2025
<b>Asia-Pacific (Exc. Japan)</b>	<b>3659</b>	<b>3274</b>	<b>4282</b>	<b>3775</b>	<b>3850</b>	<b>2525</b>	<b>1874</b>
% Growth		-10,5%	30,8%	-11,8%	2,0%	-34,4%	-25,8%
as a % of Total	38%	44%	44%	36%	39%	33%	32%
<b>Western Europe</b>	<b>2696</b>	<b>1637</b>	<b>1654</b>	<b>2307</b>	<b>2370</b>	<b>1989</b>	<b>1522</b>
% Growth		-39,3%	1,1%	39,5%	2,7%	-16,1%	-23,5%
as a % of Total	28%	22%	17%	22%	24%	26%	26%
<b>North America</b>	<b>1926</b>	<b>1637</b>	<b>2627</b>	<b>3041</b>	<b>2271</b>	<b>1913</b>	<b>1464</b>
% Growth		-15,0%	60,5%	15,8%	-25,3%	-15,8%	-23,5%
as a % of Total	20%	22%	27%	29%	23%	25%	25%
<b>Japan</b>	<b>770</b>	<b>521</b>	<b>584</b>	<b>629</b>	<b>691</b>	<b>612</b>	<b>468</b>
% Growth		-32,4%	12,1%	7,8%	9,8%	-11,4%	-23,5%
as a % of Total	8%	7%	6%	6%	7%	8%	8%
<b>Rest of the World</b>	<b>578</b>	<b>372</b>	<b>584</b>	<b>734</b>	<b>691</b>	<b>612</b>	<b>527</b>
% Growth		-35,6%	56,9%	25,7%	-5,9%	-11,4%	-13,9%
as a % of Total	6%	5%	6%	7%	7%	8%	9%
<b>Total</b>	<b>9628</b>	<b>7441</b>	<b>9731</b>	<b>10487</b>	<b>9873</b>	<b>7650</b>	<b>5856</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 8: Gucci's Revenue by Channel

### GUCCI - Revenue by Channel

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<u>EUR Millions</u>	2019	2020	2021	2022	2023	2024	2025
<b>Sales From Directly Operated Stores Including E-Commerce</b> <i>as a % of Total</i>	8184 85%	6474 87%	8855 91%	9543 91%	8984 91%	6962 91%	5329 91%
<b>Wholesale Sales, Royalties and Other Revenue</b> <i>as a % of Total</i>	1444 15%	967 13%	876 9%	944 9%	889 9%	689 9%	527 9%
<b>Total</b>	<b>9628</b>	<b>7441</b>	<b>9731</b>	<b>10487</b>	<b>9873</b>	<b>7650</b>	<b>5856</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 9: Gucci's Revenue by Product Category

### GUCCI - Revenue by Product Category

<u>EUR Millions</u>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Leather Goods</b>	<b>5584</b>	<b>4093</b>	<b>5157</b>	<b>5453</b>	<b>5233</b>	<b>3825</b>	<b>2811</b>
% Growth		-27%	26%	6%	-4%	-27%	-27%
as a % of Total	58%	55%	53%	52%	53%	50%	48%
<b>Shoes</b>	<b>1637</b>	<b>1339</b>	<b>1849</b>	<b>2202</b>	<b>1975</b>	<b>1530</b>	<b>1171</b>
% Growth		-18%	38%	19%	-10%	-23%	-23%
as a % of Total	17%	18%	19%	21%	20%	20%	20%
<b>Ready-to-Wear</b>	<b>1252</b>	<b>1042</b>	<b>1460</b>	<b>1573</b>	<b>1481</b>	<b>1301</b>	<b>995</b>
% Growth		-17%	40%	8%	-6%	-12%	-23%
as a % of Total	13%	14%	15%	15%	15%	17%	17%
<b>Watches and Jewelry</b>	<b>385</b>	<b>372</b>	<b>584</b>	<b>524</b>	<b>494</b>	<b>306</b>	<b>234</b>
% Growth		-3%	57%	-10%	-6%	-38%	-23%
as a % of Total	4%	5%	6%	5%	5%	4%	4%
<b>Other</b>	<b>770</b>	<b>595</b>	<b>681</b>	<b>734</b>	<b>691</b>	<b>689</b>	<b>644</b>
% Growth		-23%	14%	8%	-6%	0%	-6%
as a % of Total	8%	8%	7%	7%	7%	9%	11%
<b>Total</b>	<b>9628</b>	<b>7441</b>	<b>9731</b>	<b>10487</b>	<b>9873</b>	<b>7650</b>	<b>5856</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 10: Gucci's Stores by Region

### GUCCI - Stores by Region

<b>Number of Stores</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Emerging Markets (Asia-Pacific exc Japan + RoW)</b>	<b>209</b>	<b>212</b>	<b>226</b>	<b>245</b>	<b>251</b>	<b>243</b>	<b>235</b>
<i>as a % of Total</i>	43%	44%	45%	46%	47%	46%	46%
Net Store Openings/Closures	9	3	14	19	6	-8	-8
<b>Asia-Pacific (Exc. Japan)</b>	Data Unavailable			<b>181</b>	<b>183</b>	<b>180</b>	<b>173</b>
<i>as a % of Total</i>	Data Unavailable			34%	34%	34%	34%
Net Store Openings/Closures	Data Unavailable						-7
<b>Western Europe</b>	<b>106</b>	<b>105</b>	<b>107</b>	<b>103</b>	<b>103</b>	<b>103</b>	<b>99</b>
<i>as a % of Total</i>	22%	22%	21%	20%	19%	19%	19%
Net Store Openings/Closures	7	-1	2	-4	0	0	-4
<b>North America</b>	<b>107</b>	<b>99</b>	<b>97</b>	<b>107</b>	<b>112</b>	<b>114</b>	<b>111</b>
<i>as a % of Total</i>	22%	20%	19%	20%	21%	22%	22%
Net Store Openings/Closures	2	-8	-2	10	5	2	-3
<b>Japan</b>	<b>65</b>	<b>67</b>	<b>71</b>	<b>73</b>	<b>72</b>	<b>69</b>	<b>66</b>
<i>as a % of Total</i>	13%	14%	14%	14%	13%	13%	13%
Net Store Openings/Closures	0	2	4	2	-1	-3	-3
<b>Rest of the World</b>	Data Unavailable			<b>64</b>	<b>68</b>	<b>63</b>	<b>62</b>
<i>as a % of Total</i>	Data Unavailable			12%	13%	12%	12%
Net Store Openings/Closures	Data Unavailable				4	-5	-1
<b>Total Directly Operated Stores</b>	<b>487</b>	<b>483</b>	<b>501</b>	<b>528</b>	<b>538</b>	<b>529</b>	<b>511</b>
<b>Net Store Openings/Closures</b>	<b>18</b>	<b>-4</b>	<b>18</b>	<b>27</b>	<b>10</b>	<b>-9</b>	<b>-18</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 11: Yves Saint Laurent's Revenue by Region

### YVES SAINT LAURENT - Revenue by Region

<u>EUR Millions</u>	2019	2020	2021	2022	2023	2024	2025
<b>Asia-Pacific (Exc. Japan)</b>	<b>574</b>	<b>523</b>	<b>706</b>	<b>825</b>	<b>922</b>	<b>778</b>	<b>688</b>
% Growth		-8,8%	34,9%	16,9%	11,7%	-15,6%	-11,5%
as a % of Total	28%	30%	28%	25%	29%	27%	26%
<b>Western Europe</b>	<b>717</b>	<b>558</b>	<b>681</b>	<b>1023</b>	<b>985</b>	<b>951</b>	<b>900</b>
% Growth		-22,2%	22,0%	50,3%	-3,7%	-3,5%	-5,4%
as a % of Total	35%	32%	27%	31%	31%	33%	34%
<b>North America</b>	<b>492</b>	<b>436</b>	<b>857</b>	<b>1089</b>	<b>858</b>	<b>720</b>	<b>662</b>
% Growth		-11,3%	96,6%	27,1%	-21,2%	-16,1%	-8,1%
as a % of Total	24%	25%	34%	33%	27%	25%	25%
<b>Japan</b>	<b>143</b>	<b>122</b>	<b>126</b>	<b>132</b>	<b>159</b>	<b>173</b>	<b>132</b>
% Growth		-14,9%	3,3%	4,7%	20,4%	8,8%	-23,5%
as a % of Total	7%	7%	5%	4%	5%	6%	5%
<b>Rest of the World</b>	<b>123</b>	<b>105</b>	<b>151</b>	<b>231</b>	<b>254</b>	<b>259</b>	<b>265</b>
% Growth		-14,9%	44,6%	52,7%	10,1%	2,0%	2,1%
as a % of Total	6%	6%	6%	7%	8%	9%	10%
<b>Total</b>	<b>2049</b>	<b>1744</b>	<b>2521</b>	<b>3300</b>	<b>3179</b>	<b>2881</b>	<b>2646</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 12: Yves Saint Laurent's Revenue by Channel

### YVES SAINT LAURENT - Revenue by Channel

<u>EUR Millions</u>	2019	2020	2021	2022	2023	2024	2025
<b>Sales From Directly Operated Stores Including E-Commerce</b> <i>as a % of Total</i>	1414 69%	1203 69%	1866 74%	2541 77%	2575 81%	2362 82%	2117 80%
<b>Wholesale Sales, Royalties and Other Revenue</b> <i>as a % of Total</i>	635 31%	541 31%	655 26%	759 23%	604 19%	519 18%	529 20%
<b>Total</b>	<b>2049</b>	<b>1744</b>	<b>2521</b>	<b>3300</b>	<b>3179</b>	<b>2881</b>	<b>2646</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

### Exhibit 13: Yves Saint Laurent's Revenue by Product Category

#### YVES SAINT LAURENT - Revenue by Product Category

EUR Millions	2019	2020	2021	2022	2023	2024	2025
<b>Leather Goods</b>	<b>1414</b>	<b>1238</b>	<b>1815</b>	<b>2475</b>	<b>2257</b>	<b>2017</b>	<b>1747</b>
% Growth		-12%	47%	36%	-9%	-11%	-13%
as a % of Total	69%	71%	72%	75%	71%	70%	66%
<b>Shoes</b>	<b>205</b>	<b>174</b>	<b>227</b>	<b>297</b>	<b>254</b>	<b>202</b>	<b>238</b>
% Growth		-15%	30%	31%	-14%	-21%	18%
as a % of Total	10%	10%	9%	9%	8%	7%	9%
<b>Ready-to-Wear</b>	<b>266</b>	<b>209</b>	<b>303</b>	<b>396</b>	<b>381</b>	<b>346</b>	<b>344</b>
% Growth		-21%	45%	31%	-4%	-9%	0%
as a % of Total	13%	12%	12%	12%	12%	12%	13%
<b>Watches and Jewelry</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
% Growth		0%	0%	0%	0%	0%	0%
as a % of Total	0%	0%	0%	0%	0%	0%	0%
<b>Other</b>	<b>164</b>	<b>122</b>	<b>176</b>	<b>132</b>	<b>286</b>	<b>317</b>	<b>318</b>
% Growth		-26%	45%	-25%	117%	11%	0%
as a % of Total	8%	7%	7%	4%	9%	11%	12%
<b>Total</b>	<b>2049</b>	<b>1744</b>	<b>2521</b>	<b>3300</b>	<b>3179</b>	<b>2881</b>	<b>2646</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents (2019–2024)* and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 14: Yves Saint Laurent's Stores by Region

### YVES SAINT LAURENT - Stores by Region

<u>Number of Stores</u>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Emerging Markets (Asia-Pacific exc Japan + RoW)</b>	<b>102</b>	<b>113</b>	<b>128</b>	<b>132</b>	<b>140</b>	<b>147</b>	<b>147</b>
<i>as a % of Total</i>	46%	47%	48%	47%	45%	46%	46%
Net Store Openings/Closures	11	11	15	4	8	7	0
<b>Asia-Pacific (Exc. Japan)</b>	Data Unavailable			<b>109</b>	<b>114</b>	<b>117</b>	<b>116</b>
<i>as a % of Total</i>	Data Unavailable			39%	37%	37%	37%
Net Store Openings/Closures	Data Unavailable				5	3	-1
<b>Western Europe</b>	<b>46</b>	<b>47</b>	<b>52</b>	<b>57</b>	<b>69</b>	<b>71</b>	<b>72</b>
<i>as a % of Total</i>	21%	20%	19%	20%	22%	22%	23%
Net Store Openings/Closures	3	1	5	5	12	2	1
<b>North America</b>	<b>43</b>	<b>47</b>	<b>55</b>	<b>57</b>	<b>64</b>	<b>66</b>	<b>65</b>
<i>as a % of Total</i>	19%	20%	21%	20%	21%	21%	21%
Net Store Openings/Closures	9	4	8	2	7	2	-1
<b>Japan</b>	<b>31</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>34</b>	<b>33</b>
<i>as a % of Total</i>	14%	13%	12%	12%	11%	11%	10%
Net Store Openings/Closures	5	1	1	1	1	-1	-1
<b>Rest of the World</b>	Data Unavailable			<b>23</b>	<b>26</b>	<b>30</b>	<b>31</b>
<i>as a % of Total</i>	Data Unavailable			8%	8%	9%	10%
Net Store Openings/Closures	Data Unavailable				3	4	1
<b>Total Directly Operated Stores</b>	<b>222</b>	<b>239</b>	<b>268</b>	<b>280</b>	<b>308</b>	<b>318</b>	<b>317</b>
<b>Net Store Openings/Closures</b>	<b>28</b>	<b>17</b>	<b>29</b>	<b>12</b>	<b>28</b>	<b>10</b>	<b>-1</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 15: Bottega Veneta's Revenue by Region

### **BOTTEGA VENETA - Revenue by Region**

<b>EUR Millions</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Asia-Pacific (Exc. Japan)</b>	<b>444</b>	<b>484</b>	<b>586</b>	<b>592</b>	<b>559</b>	<b>514</b>	<b>517</b>
<i>% Growth</i>		9,0%	21,1%	0,9%	-5,5%	-8,1%	0,6%
<i>as a % of Total</i>	38%	40%	39%	34%	34%	30%	29%
<b>Western Europe</b>	<b>339</b>	<b>327</b>	<b>361</b>	<b>470</b>	<b>477</b>	<b>514</b>	<b>499</b>
<i>% Growth</i>		-3,5%	10,4%	30,2%	1,5%	7,7%	-2,8%
<i>as a % of Total</i>	29%	27%	24%	27%	29%	30%	28%
<b>North America</b>	<b>140</b>	<b>157</b>	<b>271</b>	<b>365</b>	<b>280</b>	<b>325</b>	<b>374</b>
<i>% Growth</i>		12,2%	72,0%	35,1%	-23,5%	16,4%	15,1%
<i>as a % of Total</i>	12%	13%	18%	21%	17%	19%	21%
<b>Japan</b>	<b>175</b>	<b>133</b>	<b>150</b>	<b>209</b>	<b>214</b>	<b>188</b>	<b>196</b>
<i>% Growth</i>		-24,0%	12,9%	38,9%	2,4%	-11,9%	4,1%
<i>as a % of Total</i>	15%	11%	10%	12%	13%	11%	11%
<b>Rest of the World</b>	<b>70</b>	<b>109</b>	<b>135</b>	<b>104</b>	<b>115</b>	<b>171</b>	<b>196</b>
<i>% Growth</i>		55,4%	24,2%	-22,8%	10,3%	48,8%	14,5%
<i>as a % of Total</i>	6%	9%	9%	6%	7%	10%	11%
<b>Total</b>	<b>1168</b>	<b>1210</b>	<b>1503</b>	<b>1740</b>	<b>1645</b>	<b>1713</b>	<b>1783</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 16: Bottega Veneta's Revenue by Channel

### BOTTEGA VENETA - Revenue by Channel

<u>EUR Millions</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<b>Sales From Directly Operated Stores Including E-Commerce</b> <i>as a % of Total</i>	<b>946</b> 81%	<b>883</b> 73%	<b>1127</b> 75%	<b>1357</b> 78%	<b>1349</b> 82%	<b>1456</b> 85%	<b>1516</b> 85%
<b>Wholesale Sales, Royalties and Other Revenue</b> <i>as a % of Total</i>	<b>222</b> 19%	<b>327</b> 27%	<b>376</b> 25%	<b>383</b> 22%	<b>296</b> 18%	<b>257</b> 15%	<b>267</b> 15%
<b>Total</b>	<b>1168</b>	<b>1210</b>	<b>1503</b>	<b>1740</b>	<b>1645</b>	<b>1713</b>	<b>1783</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 17: Bottega Veneta's Revenue by Product Category

### BOTTEGA VENETA - Revenue by Product Category

<u>EUR Millions</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<b>Leather Goods</b>	<b>969</b>	<b>895</b>	<b>1067</b>	<b>1305</b>	<b>1267</b>	<b>1353</b>	<b>1373</b>
% Growth		-8%	19%	22%	-3%	7%	1%
as a % of Total	83%	74%	71%	75%	77%	79%	77%
<b>Shoes</b>	<b>93</b>	<b>194</b>	<b>271</b>	<b>244</b>	<b>165</b>	<b>154</b>	<b>160</b>
% Growth		107%	40%	-10%	-32%	-6%	4%
as a % of Total	8%	16%	18%	14%	10%	9%	9%
<b>Ready-to-Wear</b>	<b>70</b>	<b>85</b>	<b>135</b>	<b>157</b>	<b>165</b>	<b>154</b>	<b>178</b>
% Growth		21%	60%	16%	5%	-6%	16%
as a % of Total	6%	7%	9%	9%	10%	9%	10%
<b>Watches and Jewelry</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
% Growth		0%	0%	0%	0%	0%	0%
as a % of Total	0%	0%	0%	0%	0%	0%	0%
<b>Other</b>	<b>35</b>	<b>36</b>	<b>30</b>	<b>35</b>	<b>49</b>	<b>51</b>	<b>71</b>
% Growth		4%	-17%	16%	42%	4%	39%
as a % of Total	3%	3%	2%	2%	3%	3%	4%
<b>Total</b>	<b>1168</b>	<b>1210</b>	<b>1503</b>	<b>1740</b>	<b>1645</b>	<b>1713</b>	<b>1783</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents (2019–2024)* and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 18: Bottega Veneta's Stores by Region

### BOTTEGA VENETA - Stores by Region

<b>Number of Stores</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Emerging Markets (Asia-Pacific exc Japan + RoW)</b>	<b>125</b>	<b>122</b>	<b>125</b>	<b>130</b>	<b>137</b>	<b>142</b>	<b>139</b>
<i>as a % of Total</i>	47%	47%	48%	48%	48%	46%	46%
Net Store Openings/Closures	8	-3	3	5	7	5	-3
<b>Asia-Pacific (Exc. Japan)</b>	<b>Data Unavailable</b>			<b>110</b>	<b>114</b>	<b>119</b>	<b>113</b>
<i>as a % of Total</i>	<b>Data Unavailable</b>			41%	40%	39%	37%
Net Store Openings/Closures	<b>Data Unavailable</b>				4	5	-6
<b>Western Europe</b>	<b>60</b>	<b>54</b>	<b>53</b>	<b>55</b>	<b>59</b>	<b>66</b>	<b>65</b>
<i>as a % of Total</i>	22%	21%	20%	20%	20%	21%	22%
Net Store Openings/Closures	5	-6	-1	2	4	7	-1
<b>North America</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>39</b>	<b>48</b>	<b>55</b>	<b>55</b>
<i>as a % of Total</i>	13%	13%	14%	14%	17%	18%	18%
Net Store Openings/Closures	2	0	1	3	9	7	0
<b>Japan</b>	<b>48</b>	<b>50</b>	<b>49</b>	<b>47</b>	<b>44</b>	<b>44</b>	<b>43</b>
<i>as a % of Total</i>	18%	19%	19%	17%	15%	14%	14%
Net Store Openings/Closures	-2	2	-1	-2	-3	0	-1
<b>Rest of the World</b>	<b>Data Unavailable</b>			<b>20</b>	<b>23</b>	<b>23</b>	<b>26</b>
<i>as a % of Total</i>	<b>Data Unavailable</b>			7%	8%	7%	9%
Net Store Openings/Closures	<b>Data Unavailable</b>				3	0	3
<b>Total Directly Operated Stores</b>	<b>268</b>	<b>261</b>	<b>263</b>	<b>271</b>	<b>288</b>	<b>307</b>	<b>302</b>
<b>Net Store Openings/Closures</b>	<b>13</b>	<b>-7</b>	<b>2</b>	<b>8</b>	<b>17</b>	<b>19</b>	<b>-5</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 19: Other Houses' Revenue by Region

### OTHER HOUSES - Revenue by Region

<u>EUR Millions</u>	2019	2020	2021	2022	2023	2024	2025
<b>Asia-Pacific (Exc. Japan)</b>	<b>584</b>	<b>639</b>	<b>1012</b>	<b>1162</b>	<b>1300</b>	<b>1160</b>	<b>1046</b>
% Growth		9,5%	58,4%	14,9%	11,9%	-10,8%	-9,8%
as a % of Total	23%	28%	31%	30%	37%	36%	37%
<b>Western Europe</b>	<b>1142</b>	<b>936</b>	<b>1077</b>	<b>1356</b>	<b>1124</b>	<b>966</b>	<b>792</b>
% Growth		-18,1%	15,1%	25,9%	-17,1%	-14,1%	-18,1%
as a % of Total	45%	41%	33%	35%	32%	30%	28%
<b>North America</b>	<b>381</b>	<b>365</b>	<b>718</b>	<b>814</b>	<b>527</b>	<b>483</b>	<b>424</b>
% Growth		-4,1%	96,7%	13,3%	-35,2%	-8,3%	-12,2%
as a % of Total	15%	16%	22%	21%	15%	15%	15%
<b>Japan</b>	<b>254</b>	<b>183</b>	<b>196</b>	<b>271</b>	<b>316</b>	<b>354</b>	<b>339</b>
% Growth		-28,1%	7,3%	38,5%	16,6%	12,0%	-4,2%
as a % of Total	10%	8%	6%	7%	9%	11%	12%
<b>Rest of the World</b>	<b>178</b>	<b>160</b>	<b>261</b>	<b>271</b>	<b>246</b>	<b>258</b>	<b>226</b>
% Growth		-10,1%	63,5%	3,9%	-9,3%	4,8%	-12,2%
as a % of Total	7%	7%	8%	7%	7%	8%	8%
<b>Total</b>	<b>2538</b>	<b>2282</b>	<b>3264</b>	<b>3874</b>	<b>3514</b>	<b>3221</b>	<b>2827</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 20: Other Houses' Revenue by Channel

### OTHER HOUSES - Revenue by Channel

<u>EUR Millions</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<b>Sales From Directly Operated Stores Including E-Commerce</b> <i>as a % of Total</i>	<b>1421</b> 56%	<b>1324</b> 58%	<b>1926</b> 59%	<b>2557</b> 66%	<b>2530</b> 72%	<b>2416</b> 75%	<b>2149</b> 76%
<b>Wholesale Sales, Royalties and Other Revenue</b> <i>as a % of Total</i>	<b>1117</b> 44%	<b>958</b> 42%	<b>1338</b> 41%	<b>1317</b> 34%	<b>984</b> 28%	<b>805</b> 25%	<b>679</b> 24%
<b>Total</b>	<b>2538</b>	<b>2282</b>	<b>3264</b>	<b>3874</b>	<b>3514</b>	<b>3221</b>	<b>2827</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 21: Other Houses' Revenue by Product Category

### OTHER HOUSES - Revenue by Product Category

<u>EUR Millions</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
<b>Leather Goods</b>	<b>406</b>	<b>411</b>	<b>555</b>	<b>814</b>	<b>633</b>	<b>580</b>	<b>537</b>
% Growth		1%	35%	47%	-22%	-8%	-7%
as a % of Total	16%	18%	17%	21%	18%	18%	19%
<b>Shoes</b>	<b>787</b>	<b>867</b>	<b>1142</b>	<b>1162</b>	<b>949</b>	<b>773</b>	<b>565</b>
% Growth		10%	32%	2%	-18%	-19%	-27%
as a % of Total	31%	38%	35%	30%	27%	24%	20%
<b>Ready-to-Wear</b>	<b>609</b>	<b>525</b>	<b>718</b>	<b>930</b>	<b>914</b>	<b>805</b>	<b>707</b>
% Growth		-14%	37%	29%	-2%	-12%	-12%
as a % of Total	24%	23%	22%	24%	26%	25%	25%
<b>Watches and Jewelry</b>	<b>584</b>	<b>388</b>	<b>685</b>	<b>814</b>	<b>914</b>	<b>934</b>	<b>905</b>
% Growth		-34%	77%	19%	12%	2%	-3%
as a % of Total	23%	17%	21%	21%	26%	29%	32%
<b>Other</b>	<b>152</b>	<b>91</b>	<b>163</b>	<b>155</b>	<b>105</b>	<b>129</b>	<b>113</b>
% Growth		-40%	79%	-5%	-32%	22%	-12%
as a % of Total	6%	4%	5%	4%	3%	4%	4%
<b>Total</b>	<b>2538</b>	<b>2282</b>	<b>3264</b>	<b>3874</b>	<b>3514</b>	<b>3221</b>	<b>2827</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 22: Other Houses' Stores by Region

### OTHER HOUSES - Stores by Region

<b>Number of Stores</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Emerging Markets (Asia-Pacific exc Japan + RoW)</b>	<b>175</b>	<b>216</b>	<b>271</b>	<b>292</b>	<b>318</b>	<b>328</b>	<b>318</b>
<i>as a % of Total</i>	65%	83%	103%	108%	110%	107%	105%
Net Store Openings/Closures	33	41	55	21	26	10	-10
<b>Asia-Pacific (Exc. Japan)</b>	Data Unavailable			<b>262</b>	<b>287</b>	<b>292</b>	<b>282</b>
<i>as a % of Total</i>	Data Unavailable			97%	100%	95%	93%
Net Store Openings/Closures	Data Unavailable			25	5	-10	
<b>Western Europe</b>	<b>112</b>	<b>107</b>	<b>119</b>	<b>128</b>	<b>131</b>	<b>134</b>	<b>132</b>
<i>as a % of Total</i>	42%	41%	45%	47%	45%	44%	44%
Net Store Openings/Closures	4	-5	12	9	3	3	-2
<b>North America</b>	<b>41</b>	<b>48</b>	<b>63</b>	<b>75</b>	<b>82</b>	<b>84</b>	<b>82</b>
<i>as a % of Total</i>	15%	18%	24%	28%	28%	27%	27%
Net Store Openings/Closures	3	7	15	12	7	2	-2
<b>Japan</b>	<b>76</b>	<b>79</b>	<b>80</b>	<b>85</b>	<b>87</b>	<b>94</b>	<b>90</b>
<i>as a % of Total</i>	28%	30%	30%	31%	30%	31%	30%
Net Store Openings/Closures	4	3	1	5	2	7	-4
<b>Rest of the World</b>	Data Unavailable			<b>30</b>	<b>31</b>	<b>36</b>	<b>36</b>
<i>as a % of Total</i>	Data Unavailable			11%	11%	12%	12%
Net Store Openings/Closures	Data Unavailable			1	5	0	
<b>Total Directly Operated Stores</b>	<b>404</b>	<b>450</b>	<b>533</b>	<b>580</b>	<b>618</b>	<b>640</b>	<b>622</b>
<b>Net Store Openings/Closures</b>	<b>44</b>	<b>46</b>	<b>83</b>	<b>47</b>	<b>38</b>	<b>22</b>	<b>-18</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 23: Kering Group's Revenue and EBITDA Margin

### Kering (All Group Brands)

EUR Millions	2019	2020	2021	2022	2023	2024	Projected					2030
							2025	2026	2027	2028	2029	
Total Revenue	15884	13100	17645	20351	19566	17194	15153	15801	16821	18048	19120	20089
Revenue Growth	16,2%	-17,5%	34,7%	15,3%	-3,9%	-12,1%	-11,9%	4,3%	6,5%	7,3%	5,9%	5,1%
Revenue Real Growth	14,8%	-17,7%	31,3%	6,4%	-8,8%	-14,2%	-13,7%	2,3%	4,3%	5,1%	3,8%	3,0%
Organic Revenue Growth (Fx Constant)	13,3%	-16,4%	35,2%	9,0%	-2,0%	-12,0%	-11,9%	4,3%	6,5%	7,3%	5,9%	5,1%
Organic Real Revenue Growth (Fx Constant)	12,0%	-16,6%	31,8%	0,6%	-7,0%	-14,0%	-13,7%	2,3%	4,3%	5,1%	3,8%	3,0%
Rec. Oper. Expenses exc. Deprec, Amort, Prov.	9860	8526	11175	13096	12997	12527	11182	11292	11620	12121	12619	13045
Rec. Oper. Expenses exc. Deprec, Amort, Prov. as a % of Revenue	62,1%	65,1%	63,3%	64,4%	66,4%	72,9%	73,8%	71,5%	69,1%	67,2%	66,0%	64,9%
EBITDA	6024	4574	6470	7255	6569	4667	3971	4509	5201	5927	6500	7043
EBITDA Margin	37,9%	34,9%	36,7%	35,6%	33,6%	27,1%	26,2%	28,5%	30,9%	32,8%	34,0%	35,1%

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

## Exhibit 24: Kering Group's Revenue by Region

### KERING - Revenue by Region

EUR Millions	2019	2020	2021	2022	2023	2024	2025
<b>Asia-Pacific (Exc. Japan)</b>	<b>5422</b>	<b>4976</b>	<b>6695</b>	<b>6568</b>	<b>6848</b>	<b>5222</b>	<b>4394</b>
% Growth		-8,2%	34,6%	-1,9%	4,3%	-23,7%	-15,8%
as a % of Total	34,1%	38,0%	37,9%	32,3%	35,0%	30,4%	29,0%
<b>Western Europe</b>	<b>5120</b>	<b>3657</b>	<b>4045</b>	<b>5566</b>	<b>5405</b>	<b>4995</b>	<b>4394</b>
% Growth		-28,6%	10,6%	37,6%	-2,9%	-7,6%	-12,0%
as a % of Total	32,2%	27,9%	22,9%	27,4%	27,6%	29,1%	29,0%
<b>North America</b>	<b>3040</b>	<b>2742</b>	<b>4685</b>	<b>5547</b>	<b>4500</b>	<b>4095</b>	<b>3637</b>
% Growth		-9,8%	70,8%	18,4%	-18,9%	-9,0%	-11,2%
as a % of Total	19,1%	20,9%	26,6%	27,3%	23,0%	23,8%	24,0%
<b>Japan</b>	<b>1310</b>	<b>931</b>	<b>1059</b>	<b>1244</b>	<b>1400</b>	<b>1423</b>	<b>1212</b>
% Growth		-28,9%	13,7%	17,5%	12,5%	1,6%	-14,8%
as a % of Total	8,2%	7,1%	6,0%	6,1%	7,2%	8,3%	8,0%
<b>Rest of the World</b>	<b>992</b>	<b>794</b>	<b>1161</b>	<b>1426</b>	<b>1413</b>	<b>1459</b>	<b>1515</b>
% Growth		-20,0%	46,2%	22,8%	-0,9%	3,3%	3,9%
as a % of Total	6,2%	6,1%	6,6%	7,0%	7,2%	8,5%	10,0%
<b>Total</b>	<b>15884</b>	<b>13100</b>	<b>17645</b>	<b>20351</b>	<b>19566</b>	<b>17194</b>	<b>15153</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

**Note:** For 2025, data presented is the data reported in the 2025 half-year financial report.

## Exhibit 25: Kering Group's Revenue by Channel

### **KERING - Revenue by Channel**

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<b>EUR Millions</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Sales From Directly Operated Stores Including E-Commerce</b> <i>as a % of Total</i>	<b>11991</b> 75%	<b>9927</b> 76%	<b>13782</b> 78%	<b>16007</b> 79%	<b>15446</b> 79%	<b>13248</b> 77%
<b>Wholesale Sales, Royalties and Other Revenue</b> <i>as a % of Total</i>	<b>3892</b> 25%	<b>3173</b> 24%	<b>3863</b> 22%	<b>4344</b> 21%	<b>4120</b> 21%	<b>3946</b> 23%
<b>Total</b>	<b>15884</b>	<b>13100</b>	<b>17645</b>	<b>20351</b>	<b>19566</b>	<b>17194</b>

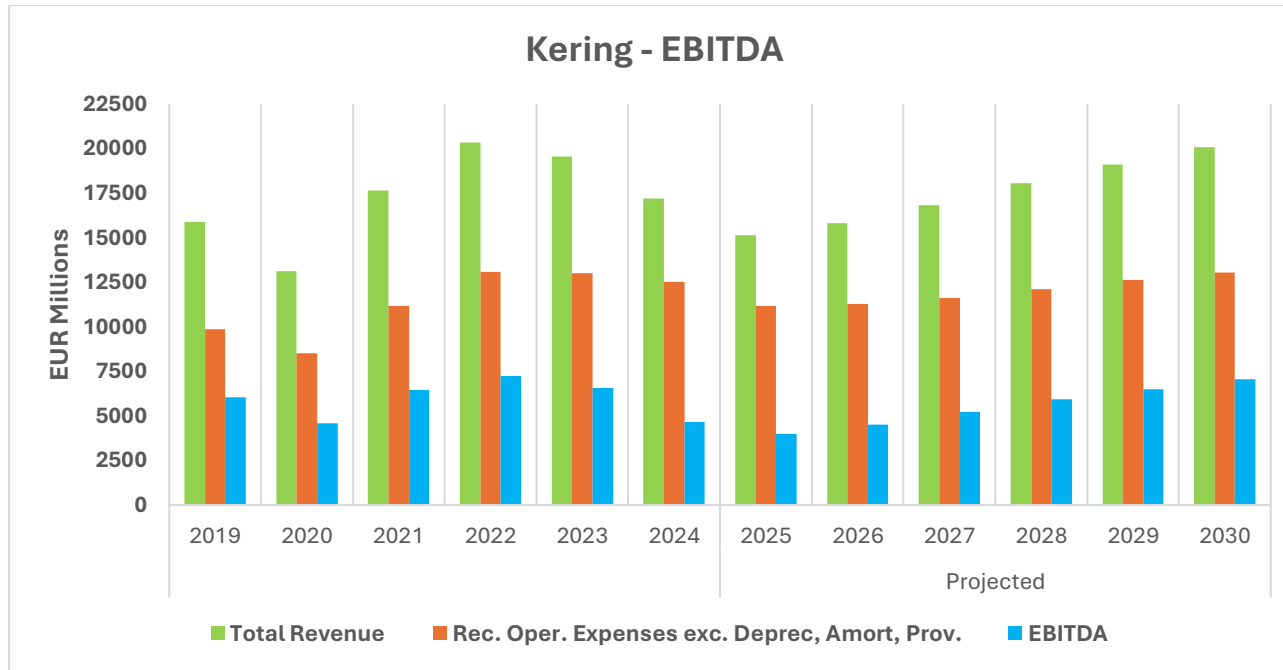
**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

## Exhibit 26: Macroeconomic Data

	2019	2020	2021	2022	2023	2024	<i>Projected</i>					
							2025	2026	2027	2028	2029	2030
Euro Area Inflation at Average Consumer Prices	1,2%	0,3%	2,6%	8,4%	5,4%	2,4%	2,1%	1,9%	2,0%	2,0%	2,0%	2,0%
World GDP Growth at Constant/Real Prices (Market Exchange Rates)	2,6%	-3,0%	6,4%	3,3%	2,9%	2,8%	2,3%	2,4%	2,7%	2,7%	2,6%	2,6%
Luxury Industry Nominal Growth		-18,0%	26,0%	9,0%	9,0%	0,2%	2,0%	3,0%	4,0%			
Luxury Industry Real Growth		-18,2%	22,8%	0,6%	3,4%	-2,1%	-0,1%	1,0%	1,9%			

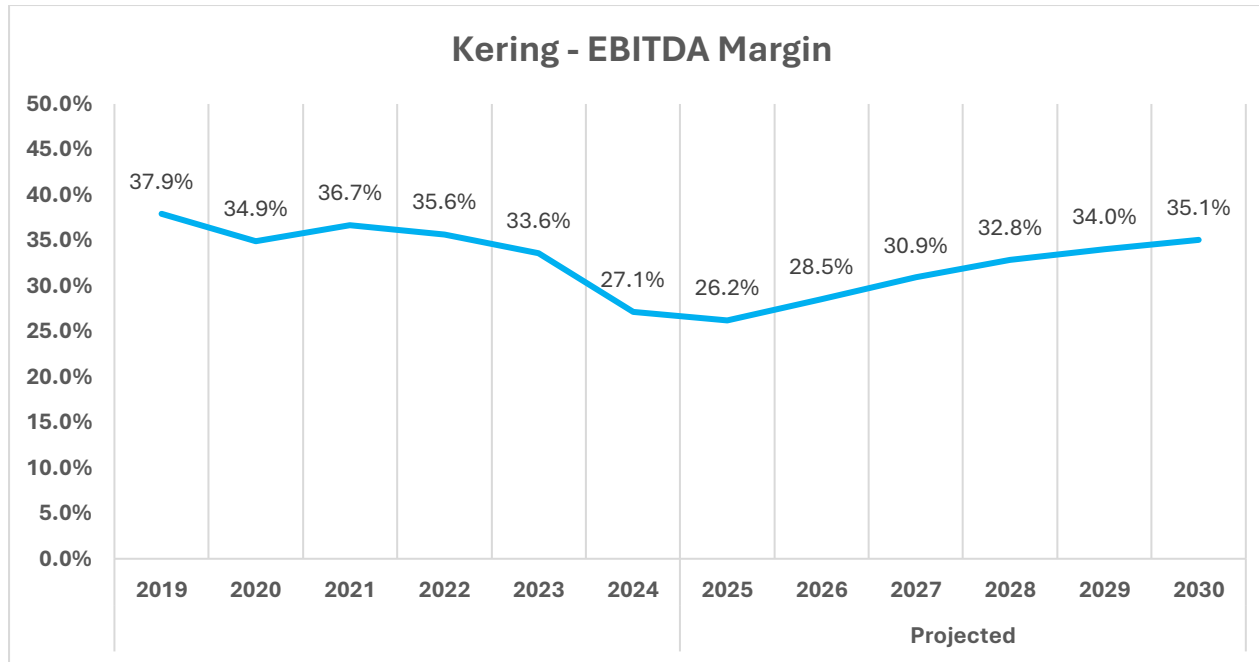
**Sources:** International Monetary Fund (IMF), *World Economic Outlook Database*, April 2025, accessed on October 15, 2025 ; and McKinsey & Company and The Business of Fashion, *The State of Luxury: How to navigate a slowdown*, January 13 2025, accessed on October 15, 2025 ; Prepared by the author.

**Exhibit 27: Kering – EBITDA**



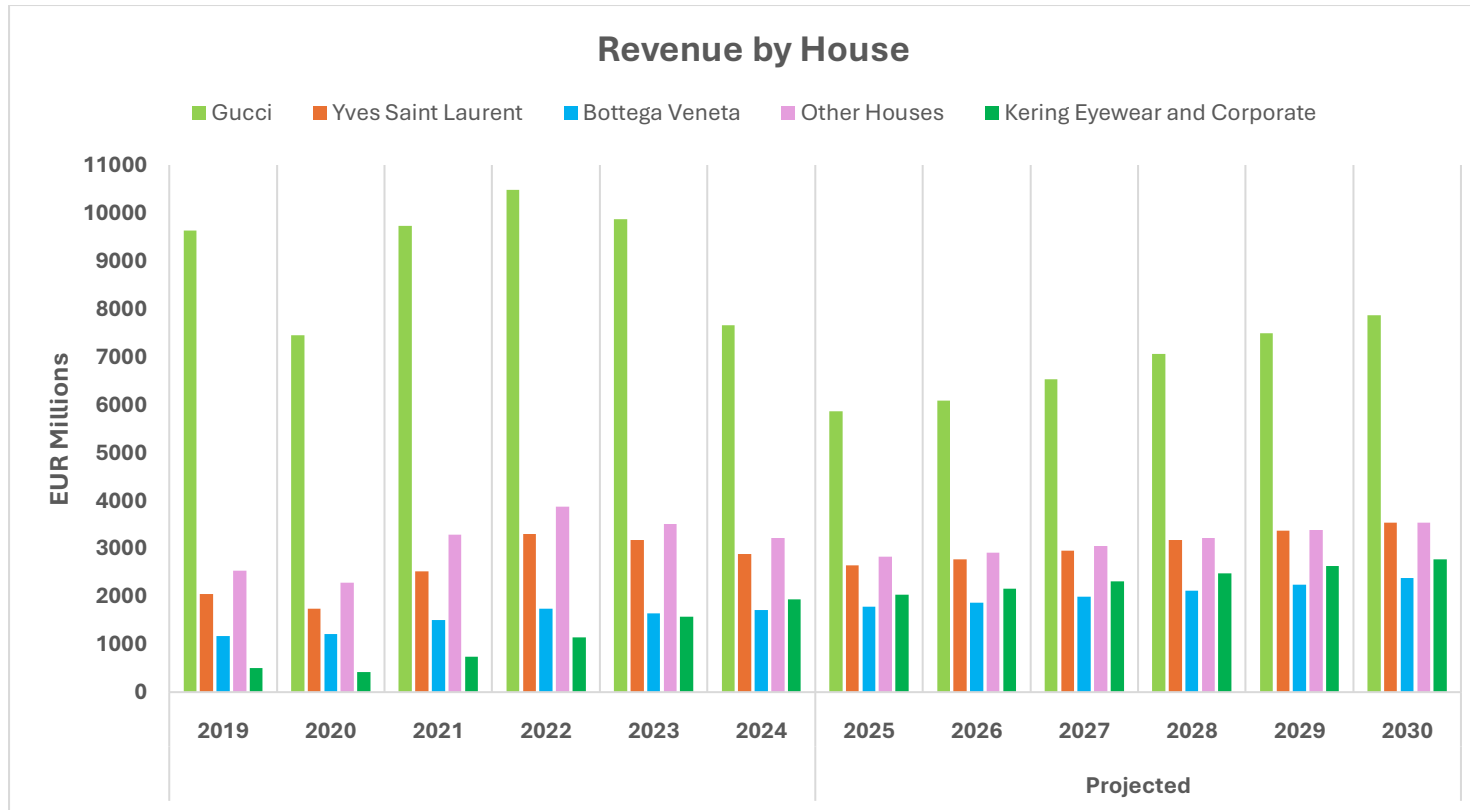
**Source:** Prepared by the author based on Exhibit 23.

**Exhibit 28:** Kering – EBITDA Margin



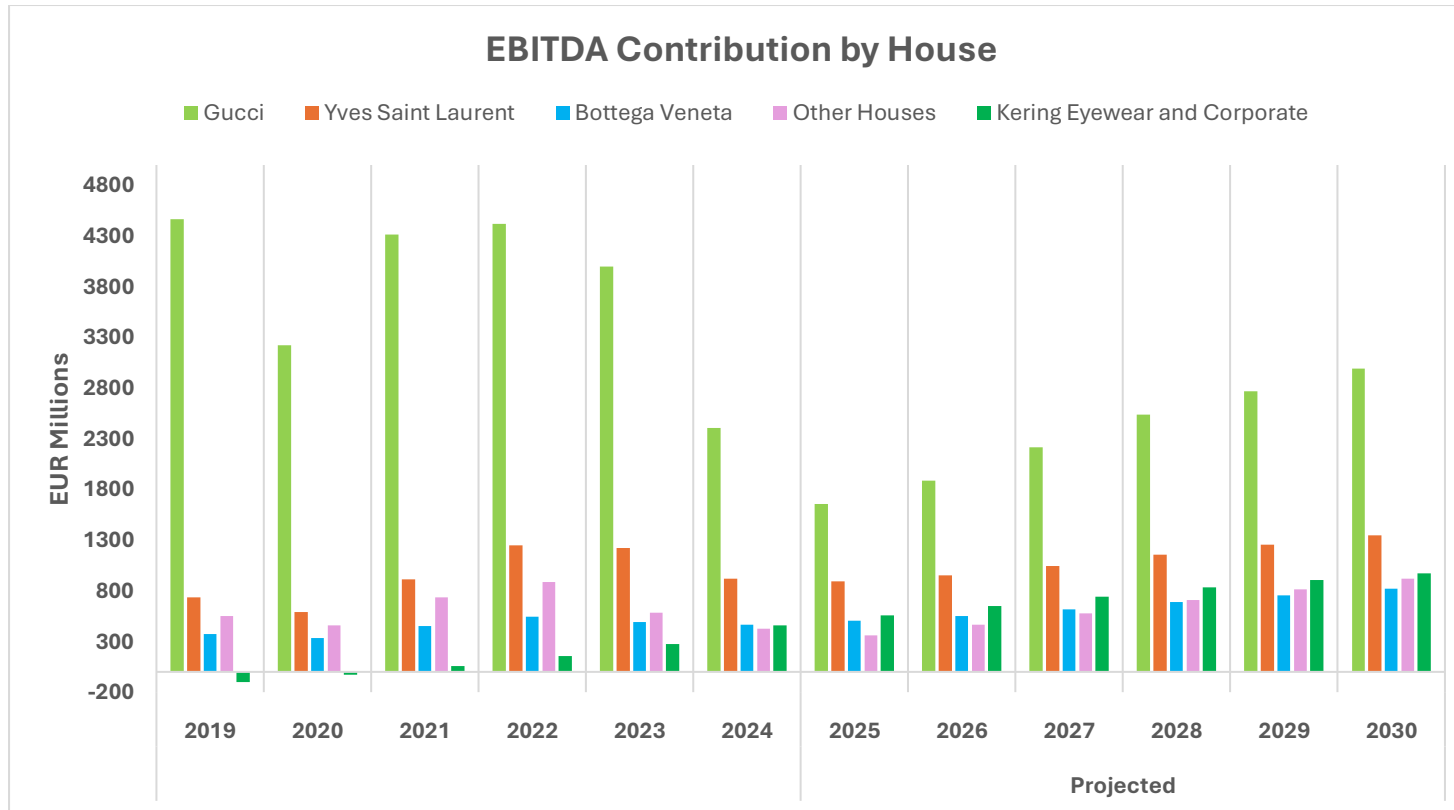
**Source:** Prepared by the author based on Exhibit 23.

**Exhibit 29: Kering's Revenue by House**



**Source:** Prepared by the author based on Exhibits 2, 3, 4, 5, 6.

**Exhibit 30:** Kering's Brands' EBITDA Contribution by House



**Source:** Prepared by the author based on Exhibits 2, 3, 4, 5, 6.

## Exhibit 31: Consolidated Income Statement

KERING SA							
Consolidated Income Statement							
EUR millions	Actual Dec. 2019	Actual Dec. 2020	Actual Dec. 2021	Actual Dec. 2022	Actual Dec. 2023	Actual Dec. 2024	Actual Jun. 2025
Sales	15 884	13 100	17 645	20 351	19 566	17 194	7 587
Cost of Sales	-4 109	-3 591	-4 577	-5 153	-4 639	-4 513	-2 048
<b>GROSS PROFIT</b>	<b>11 775</b>	<b>9 510</b>	<b>13 068</b>	<b>15 198</b>	<b>14 927</b>	<b>12 681</b>	<b>5 539</b>
Other Personnel Expenses	-2 291	-2 070	-2 444	-2 830	-2 982	-3 017	-1 453
Other Recurring Operating Income and Expenses	-3 461	-2 865	-4 154	-5 113	-5 376	-4 997	-2 075
<b>EBITDA</b>	<b>6 024</b>	<b>4 574</b>	<b>6 470</b>	<b>7 255</b>	<b>6 569</b>	<b>4 667</b>	<b>2 011</b>
Depreciation, Amortization and Provisions	-1 245	-1 439	-1 453	-1 666	-1 823	-2 113	-1 042
Other Non-Recurring Operating Income and Expenses	-169	163	-220	-194	-103	-242	32
<i>o/w Capital Gains on Disposals of Non-Current Assets</i>	0	0	0	0	85	8	73
<i>o/w Capital Gain on PUMA shares</i>	0	705	0	0	0	0	0
<b>EBIT</b>	<b>4 610</b>	<b>3 298</b>	<b>4 797</b>	<b>5 395</b>	<b>4 643</b>	<b>2 312</b>	<b>1 001</b>
Income from Cash and Cash Equivalents	11	7	8	10	102	79	36
Finance Costs at Amortized Costs	-64	-50	-46	-57	-210	-398	-199
Interest Expense on Lease Liabilities	-110	-113	-106	-124	-151	-205	-117
Other Financial Income and Expenses	-148	-186	-129	-89	-151	-90	0
<b>INCOME BEFORE TAX - EBT</b>	<b>4 300</b>	<b>2 957</b>	<b>4 524</b>	<b>5 135</b>	<b>4 233</b>	<b>1 698</b>	<b>721</b>
Income Tax Expense	-2 134	-759	-1 280	-1 420	-1 163	-461	-199
<i>Current tax expense</i>	-2 598	-657	-1 458	-1 597	-1 007	-526	-296
<i>Deferred tax income/expense</i>	464	-102	178	177	-156	65	97
SHARE IN EARNINGS/LOSSES OF EQUITY-ACCOUNTED COMPANIES	42	-8	1	2	4	-10	1
<b>NET INCOME FROM CONTINUING OPERATIONS</b>	<b>2 208</b>	<b>2 190</b>	<b>3 245</b>	<b>3 717</b>	<b>3 074</b>	<b>1 227</b>	<b>523</b>
Net Income Attributable to the Group	2 167	2 160	3 165	3 613	2 983	1 133	474
Net Income Attributable to Minority Interests	42	30	80	104	91	94	49
<b>NET INCOME FROM DISCONTINUED OPERATIONS</b>	<b>125</b>	<b>-10</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Income Attributable to the Group	142	-10	11	1	0	0	0
Net Income Attributable to Minority Interests	-16	0	0	0	0	0	0
<b>NET INCOME OF CONSOLIDATED COMPANIES</b>	<b>2 334</b>	<b>2 180</b>	<b>3 256</b>	<b>3 718</b>	<b>3 074</b>	<b>1 227</b>	<b>523</b>
Net Income Attributable to the Group	2 309	2 150	3 176	3 614	2 983	1 133	474
Net Income Attributable to Minority Interests	25	30	80	104	91	94	49
Weighted Average Nr of Ordinary Shares Outstanding	126 332 226	126 224 179	124 999 217	124 705 057	123 953 244	123 420 778	123 420 778
Weighted Average Nr of Kering Treasury Shares	833 460	1 212 234	414 708	1 545 941	1 606 750	803 181	821 229
<b>Weighted Average Nr of Ordinary Shares</b>	<b>125 498 766</b>	<b>125 011 945</b>	<b>124 584 509</b>	<b>123 159 116</b>	<b>122 346 494</b>	<b>122 617 597</b>	<b>122 599 549</b>
Potentially Dilutive Ordinary Shares	0	0	38 920	135 529	36 436	51 744	85 045
<b>Weighted Average Nr of Diluted Ordinary Shares</b>	<b>125 498 766</b>	<b>125 011 945</b>	<b>124 623 429</b>	<b>123 294 645</b>	<b>122 382 930</b>	<b>122 669 341</b>	<b>122 684 594</b>
<b>Basic Earnings Per Share</b>	<b>18,40</b>	<b>17,20</b>	<b>25,49</b>	<b>29,34</b>	<b>24,38</b>	<b>9,24</b>	<b>3,87</b>
<b>Diluted Earnings Per Share</b>	<b>18,40</b>	<b>17,20</b>	<b>25,48</b>	<b>29,31</b>	<b>24,37</b>	<b>9,24</b>	<b>3,86</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

### Exhibit 32: Reformulated Consolidated Income Statement

KERING SA												
Reformulated Consolidated Income Statement												
CURRENTLY RUNNING: BASE CASE SCENARIO	Actual	Actual	Actual	Actual	Actual	Actual	Actual/Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
EUR millions	Dec. 2019	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025	Dec. 2026	Dec. 2027	Dec. 2028	Dec. 2029	Dec. 2030
Sales	15 884	13 100	17 645	20 351	19 566	17 194	15 153	15 801	16 821	18 048	19 120	20 089
<b>Total Income</b>	<b>15 884</b>	<b>13 100</b>	<b>17 645</b>	<b>20 351</b>	<b>19 566</b>	<b>17 194</b>	<b>15 153</b>	<b>15 801</b>	<b>16 821</b>	<b>18 048</b>	<b>19 120</b>	<b>20 089</b>
COGS	-4 109	-3 591	-4 577	-5 153	-4 639	-4 513						
Other Personnel Expenses	-2 291	-2 070	-2 444	-2 830	-2 982	-3 017	*Detail was not forecasted due to scheduled assumptions					
Other Recurring Operating Income and Expenses	-3 461	-2 865	-4 154	-5 113	-5 376	-4 997						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisi</b>	<b>-9 860</b>	<b>-8 526</b>	<b>-11 175</b>	<b>-13 096</b>	<b>-12 997</b>	<b>-12 527</b>	<b>-11 182</b>	<b>-11 292</b>	<b>-11 620</b>	<b>-12 121</b>	<b>-12 619</b>	<b>-13 045</b>
Depreciation, Amortization and Provisions	-1 245	-1 439	-1 453	-1 666	-1 823	-2 113	-2 465	-2 378	-2 426	-2 475	-2 524	-2 574
Other Non-Recurring Operating Income and Expenses	-169	-542	-220	-194	-188	-250	-273	-237	-210	-217	-210	-201
<b>Total Expenses</b>	<b>-11 274</b>	<b>-10 507</b>	<b>-12 848</b>	<b>-14 956</b>	<b>-15 008</b>	<b>-14 890</b>	<b>-13 920</b>	<b>-13 908</b>	<b>-14 256</b>	<b>-14 813</b>	<b>-15 353</b>	<b>-15 821</b>
<b>Operating Profit - Adjusted EBIT</b>	<b>4 610</b>	<b>2 594</b>	<b>4 797</b>	<b>5 395</b>	<b>4 558</b>	<b>2 304</b>	<b>1 233</b>	<b>1 893</b>	<b>2 564</b>	<b>3 236</b>	<b>3 766</b>	<b>4 268</b>
Marginal Tax Rate Applicable in France	34,4%	32,0%	28,4%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%
Tax Adjustments	-654	-12	5	-95	-71	-23	0	0	0	0	0	0
Taxes on Operating Profit	-1 586	-830	-1 362	-1 392	-1 176	-594	-318	-488	-662	-835	-972	-1 101
<b>After-Tax Operating Profit - NOPLAT</b>	<b>2 370</b>	<b>1 752</b>	<b>3 439</b>	<b>3 908</b>	<b>3 311</b>	<b>1 687</b>	<b>915</b>	<b>1 405</b>	<b>1 903</b>	<b>2 401</b>	<b>2 794</b>	<b>3 167</b>
Capital Gains on Disposals of Non-Current Assets	0	0	0	0	85	8						
Capital Gain on PUMA shares		705										
Share in Earnings/Losses of Equity-Accounted Companies	42	-8	1	2	4	-10	*Not forecasted because the items are not relevant for valuation purposes					
Other Financial Income and Expenses	-148	-186	-129	-89	-151	-90						
Capital Gain Tax Applicable to PUMA shares sale		3,8%										
Taxes on Non-Operating Profit	51	32	37	23	17	21	0	0	0	0	0	0
<b>After-Tax Non-Operating Profit</b>	<b>-55</b>	<b>544</b>	<b>-91</b>	<b>-64</b>	<b>-45</b>	<b>-71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Income From Cash and Cash Equivalents	11	7	8	10	102	79	*Net Financial Debt x Cost of Debt (Rd)					
Finance Costs at Amortized Cost	-64	-50	-46	-57	-210	-398	-618	-623	-668	-698	-709	-709
Interest Expense on Lease Liabilities	-110	-113	-106	-124	-151	-205						
Taxes on Financial Expenses - Tax Shield of Debt	56	50	41	44	67	135	159	161	172	180	183	183
<b>After-Tax Financial Expenses</b>	<b>-106</b>	<b>-106</b>	<b>-103</b>	<b>-127</b>	<b>-192</b>	<b>-389</b>	<b>-458</b>	<b>-462</b>	<b>-496</b>	<b>-518</b>	<b>-526</b>	<b>-526</b>
<b>Net Income</b>	<b>2 208</b>	<b>2 190</b>	<b>3 245</b>	<b>3 717</b>	<b>3 074</b>	<b>1 227</b>	<b>456</b>	<b>943</b>	<b>1 407</b>	<b>1 883</b>	<b>2 268</b>	<b>2 641</b>

Sources: Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

### Exhibit 33: Consolidated Balance Sheet

KERING SA							
Consolidated Balance Sheet							
EUR millions	Actual	Actual	Actual	Actual	Actual	Actual	Actual
	Dec. 2019	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Jun. 2025
Goodwill	2 526	2 452	2 891	4 053	7 112	6 277	6 227
Brands and Other Intangible Assets	7 261	6 986	7 032	7 357	8 178	9 287	9 171
Lease Right-of-Use Assets	4 247	3 957	4 302	4 929	4 984	5 615	5 625
Property, Plant and Equipment	2 619	2 670	2 967	3 388	5 341	6 537	5 886
Investments in Equity-Accounted Companies	1 105	36	31	49	1 750	1 762	1 927
Non-Current Financial Assets	458	1 689	1 054	855	536	492	567
Deferred Tax Assets	1 368	1 177	1 352	1 640	1 520	1 651	1 678
Other Non-Current Assets	19	17	6	8	16	27	20
<b>Non-Current Assets</b>	<b>19 603</b>	<b>18 985</b>	<b>19 635</b>	<b>22 279</b>	<b>29 437</b>	<b>31 648</b>	<b>31 101</b>
Inventories	2 959	2 846	3 369	4 465	4 550	3 992	3 890
Trade Receivables and Accrued Income	996	824	977	1 180	1 151	1 003	951
Current Tax Receivables	281	601	822	378	765	680	630
Current Financial Assets	38	158	22	167	136	42	207
Other Current Assets	979	1 149	975	1 136	1 406	1 388	1 413
Cash and Cash Equivalents	2 286	3 443	5 249	4 336	3 922	3 518	4 240
Assets Held for Sale	6	1	19	0	0	1 075	0
<b>Current Assets</b>	<b>7 546</b>	<b>9 021</b>	<b>11 433</b>	<b>11 662</b>	<b>11 930</b>	<b>11 698</b>	<b>11 331</b>
<b>TOTAL ASSETS</b>	<b>27 148</b>	<b>28 005</b>	<b>31 068</b>	<b>33 941</b>	<b>41 367</b>	<b>43 346</b>	<b>42 432</b>
Equity Attributable to the Group	10 278	11 821	13 347	13 998	15 212	14 904	14 769
Equity Attributable to Minority Interests	161	214	389	785	798	826	841
<b>EQUITY</b>	<b>10 439</b>	<b>12 035</b>	<b>13 736</b>	<b>14 783</b>	<b>16 010</b>	<b>15 730</b>	<b>15 610</b>
Non-Current Borrowings	3 122	3 815	2 976	4 347	10 026	10 556	10 750
Non-Current Lease Liabilities	3 599	3 546	3 826	4 420	4 511	5 056	5 125
Non-Current Financial Liabilities	48	80	0	0	13	13	38
Non-Current Provisions for Pensions and Other Po:	107	108	89	66	68	85	86
Non-Current Provisions	15	18	16	19	21	51	57
Deferred Tax Liabilities	1 530	1 485	1 452	1 572	1 776	1 985	2 026
Other Non-Current Liabilities	141	184	198	228	311	278	177
<b>Non-Current Liabilities</b>	<b>8 562</b>	<b>9 236</b>	<b>8 557</b>	<b>10 652</b>	<b>16 726</b>	<b>18 024</b>	<b>18 259</b>
Current Borrowings	1 976	1 776	2 442	2 295	2 400	3 479	2 993
Current Lease Liabilities	720	538	675	812	884	1 051	1 018
Current Financial Liabilities	503	338	743	663	588	343	13
Trade Payables and Accrued Expenses	809	666	1 742	2 263	2 200	2 098	1 990
Current Provisions for Pensions and Other Post-Err	9	12	12	12	12	13	14
Current Provisions	216	212	138	168	163	191	289
Current Tax Liabilities	1 362	901	1 148	567	536	528	611
Other Current Liabilities	2 553	2 290	1 826	1 726	1 848	1 889	1 635
Liabilities Associated With Assets Held for Sale	1	0	49	0	0	0	0
<b>Current Liabilities</b>	<b>8 148</b>	<b>6 735</b>	<b>8 775</b>	<b>8 506</b>	<b>8 631</b>	<b>9 592</b>	<b>8 563</b>
<b>TOTAL LIABILITIES</b>	<b>16 710</b>	<b>15 970</b>	<b>17 332</b>	<b>19 158</b>	<b>25 357</b>	<b>27 616</b>	<b>26 822</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>27 148</b>	<b>28 005</b>	<b>31 068</b>	<b>33 941</b>	<b>41 367</b>	<b>43 346</b>	<b>42 432</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

### Exhibit 34: Reformulated Consolidated Balance Sheet

KERING SA												
Reformulated Consolidated Balance Sheet												
CURRENTLY RUNNING: BASE CASE SCENARIO	Actual	Actual	Actual	Actual	Actual	Actual	Actual/Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
EUR millions	Dec. 2019	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025	Dec. 2026	Dec. 2027	Dec. 2028	Dec. 2029	Dec. 2030
Inventories	2 959	2 846	3 369	4 465	4 550	3 992	3 890	3 836	3 884	3 885	3 907	3 860
Trade Receivables and Accrued Income	996	824	977	1 180	1 151	1 003	951	952	1 060	1 088	1 205	1 211
Trade Payables and Accrued Expenses	-809	-666	-1 742	-2 263	-2 200	-2 098	-1 990	-1 732	-1 719	-1 727	-1 729	-1 716
Current Tax Receivables	281	601	822	378	765	680	630	650	637	631	691	751
Current Tax Liabilities	-1 362	-901	-1 148	-567	-536	-528	-611	-649	-645	-643	-576	-605
Other Current Assets	979	1 149	975	1 136	1 406	1 388	1 413	1 299	1 336	1 335	1 257	1 101
Other Current Liabilities	-2 553	-2 290	-1 826	-1 726	-1 848	-1 889	-1 635	-1 732	-1 910	-1 926	-2 040	-2 144
<b>Net Working Capital</b>	<b>493</b>	<b>1 562</b>	<b>1 427</b>	<b>2 603</b>	<b>3 288</b>	<b>2 548</b>	<b>2 648</b>	<b>2 623</b>	<b>2 643</b>	<b>2 644</b>	<b>2 716</b>	<b>2 457</b>
Goodwill	2 526	2 452	2 891	4 053	7 112	6 277	6 227	6 227	6 227	6 227	6 227	6 227
Brands and Other Intangible Assets	7 261	6 986	7 032	7 357	8 178	9 287	*Long-term Operating Assets					
Lease Right-of-Use Assets	4 247	3 957	4 302	4 929	4 984	5 615						
Property, Plant and Equipment	2 619	2 670	2 967	3 388	5 341	6 537						
Provisions exc. Disputes and Other Contingencies	-116	-100	-53	-76	-87	-93	-69	-69	-69	-69	-69	-69
Other Non-Current Assets	19	17	6	8	16	27	20	20	20	20	20	20
Other Non-Current Liabilities	-141	-184	-198	-228	-311	-278	-177	-177	-177	-177	-177	-177
<b>Operating Invested Capital</b>	<b>16 907</b>	<b>17 361</b>	<b>18 374</b>	<b>22 034</b>	<b>28 521</b>	<b>29 920</b>	<b>29 331</b>	<b>29 719</b>	<b>30 161</b>	<b>30 592</b>	<b>31 103</b>	<b>31 292</b>
Investments in Equity-Accounted Companies	1 105	36	31	49	1 750	1 762	1 927	1 927	1 927	1 927	1 927	1 927
Deferred Tax Assets	1 368	1 177	1 352	1 640	1 520	1 651	1 678	1 678	1 678	1 678	1 678	1 678
Deferred Tax Liabilities	-1 530	-1 485	-1 452	-1 572	-1 776	-1 985	-2 026	-2 026	-2 026	-2 026	-2 026	-2 026
Assets Held for Sale	6	1	19	0	0	1 075	0	0	0	0	0	0
Liabilities Associated With Assets Held for Sale	-1	-0	-49	0	0	0	0	0	0	0	0	0
Provisions on Disputes and Other Contingencies	-115	-131	-101	-111	-97	-149	-277	-277	-277	-277	-277	-277
Non-Current Provisions for Pensions and Other Po	-107	-108	-89	-66	-68	-85	-86	-86	-86	-86	-86	-86
Current Provisions for Pensions and Other Post-En	-9	-12	-12	-12	-12	-13	-14	-14	-14	-14	-14	-14
Other Financial Assets	156	1 619	858	792	425	270	456	456	456	456	456	456
Financial Liabilities	-551	-418	-743	-663	-601	-356	-51	-51	-51	-51	-51	-51
<b>Non-Operating Invested Capital</b>	<b>322</b>	<b>679</b>	<b>-186</b>	<b>57</b>	<b>1 141</b>	<b>2 170</b>	<b>1 607</b>	<b>1 607</b>	<b>1 607</b>	<b>1 607</b>	<b>1 607</b>	<b>1 607</b>
<b>Total Invested Capital</b>	<b>17 228</b>	<b>18 040</b>	<b>18 188</b>	<b>22 091</b>	<b>29 662</b>	<b>32 090</b>	<b>30 938</b>	<b>31 326</b>	<b>31 768</b>	<b>32 199</b>	<b>32 710</b>	<b>32 899</b>
Financial Assets	-341	-228	-218	-230	-247	-264	*Projected Net Financial Debt					
Non-Current Borrowings	3 122	3 815	2 976	4 347	10 026	10 556						
Current Borrowings	1 976	1 776	2 442	2 295	2 400	3 479						
Non-Current Lease Liabilities	3 599	3 546	3 826	4 420	4 511	5 056						
Current Lease Liabilities	720	538	675	812	884	1 051						
Cash and Cash Equivalents	-2 286	-3 443	-5 249	-4 336	-3 922	-3 518	16 502	17 697	18 482	18 780	18 773	18 071
<b>Net Financial Debt</b>	<b>6 790</b>	<b>6 005</b>	<b>4 452</b>	<b>7 308</b>	<b>13 652</b>	<b>16 360</b>						
<b>Total Equity</b>	<b>10 439</b>	<b>12 035</b>	<b>13 736</b>	<b>14 783</b>	<b>16 010</b>	<b>15 730</b>	<b>14 436</b>	<b>13 629</b>	<b>13 286</b>	<b>13 419</b>	<b>13 938</b>	<b>14 829</b>
<b>Total Funds</b>	<b>17 228</b>	<b>18 040</b>	<b>18 188</b>	<b>22 091</b>	<b>29 662</b>	<b>32 090</b>	<b>30 938</b>	<b>31 326</b>	<b>31 768</b>	<b>32 199</b>	<b>32 710</b>	<b>32 899</b>

Sources: Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

## Exhibit 35: Consolidated Statement of Cash Flows

KERING SA							
Consolidated Statement of Cash Flows							
EUR millions	Actual Dec. 2019	Actual Dec. 2020	Actual Dec. 2021	Actual Dec. 2022	Actual Dec. 2023	Actual Dec. 2024	Actual Jun. 2025
NET INCOME	2 208	2 190	3 245	3 717	3 074	1 227	523
Depreciation, Amortization and Provisions	1 245	1 439	1 453	1 666	1 823	2 113	1 042
Other Non-Cash Income/Expenses	-392	-283	18	-334	94	57	-234
Interest Paid/Received	277	277	215	287	300	559	268
Dividends Received	0	0	-2	-7	-9	-2	0
ΔNWC	-558	44	-38	-902	-396	667	-261
Current Tax Expense	2 598	657	1 458	1 597	1 007	526	296
Income Tax Paid	-2 904	-1 436	-1 473	-1 746	-1 434	-438	-162
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>2 475</b>	<b>2 889</b>	<b>4 876</b>	<b>4 278</b>	<b>4 459</b>	<b>4 709</b>	<b>1 472</b>
Acquisitions of PP&E and Intangible Assets	-956	-787	-934	-1 071	-2 611	-3 309	-431
Disposals of PP&E and Intangible Assets	1	3	6	1	135	32	1 342
Acquisitions of Subsidiaries and Associates, Net of Cash Acquired	-42	6	-466	-1 565	-5 093	-35	-268
Disposals of Subsidiaries and Associates, Net of Cash Transferred	1	656	0	0	0	0	343
Acquisitions of Other Financial Assets	-286	-268	-122	-235	-56	-83	-17
Disposals of Other Financial Assets	77	186	1 049	115	251	140	6
Interest and Dividends Received	19	7	37	17	76	70	31
Reclassification of Cash and Cash Equivalents as Assets Held for	0	0	-22	-32	0	0	0
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>-1 186</b>	<b>-197</b>	<b>-452</b>	<b>-2 770</b>	<b>-7 298</b>	<b>-3 185</b>	<b>1 006</b>
Increase/Decrease in Share Capital and Other Transactions	0	0	0	38	0	0	0
Dividends Paid to Shareholders of Kering SA	-1 320	-1 000	-998	-1 483	-1 712	-1 716	-736
Dividends Paid to Minority Interests in Consolidated Subsidiaries	-22	-9	-27	-45	-42	-24	-7
Transactions With Minority Interests	-19	-28	2	317	-24	-73	-14
Acquisitions and Disposals of Kering Treasury Shares	-402	-54	-538	-1 030	-10	2	0
Issuance of Bonds and Bank Debt	645	1 443	63	1 742	6 205	2 493	772
Redemption of Bonds and Bank Debt	-288	-642	-583	-904	-957	-525	-775
Issuance and Redemption of Other Borrowings	799	-259	152	343	174	-394	-126
Repayment of Lease Liabilities	-640	-787	-776	-824	-880	-1 049	-536
Interest Paid and Equivalent	-290	-287	-222	-298	-377	-610	-295
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>-1 537</b>	<b>-1 623</b>	<b>-2 927</b>	<b>-2 144</b>	<b>2 377</b>	<b>-1 896</b>	<b>-1 717</b>
<b>CASH FLOW FROM DISCONTINUED OPERATIONS</b>	<b>133</b>	<b>-4</b>	<b>-2</b>	<b>-8</b>	<b>0</b>	<b>0</b>	<b>-1</b>
Impact of Exchange Rates on Cash and Cash Equivalents	116	98	21	222	18	31	109
<b>Net Change in Cash and Cash Equivalents</b>	<b>1</b>	<b>1 163</b>	<b>1 516</b>	<b>-422</b>	<b>-444</b>	<b>-341</b>	<b>869</b>
<b>Cash and Cash Equivalents as of January 1</b>	<b>1 836</b>	<b>1 838</b>	<b>3 000</b>	<b>4 516</b>	<b>4 094</b>	<b>3 650</b>	<b>3 309</b>
<b>Cash and Cash Equivalents as of December 31</b>	<b>1 838</b>	<b>3 000</b>	<b>4 516</b>	<b>4 094</b>	<b>3 650</b>	<b>3 309</b>	<b>4 178</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

## Exhibit 36: Non-Cash Charges

EUR millions	Actual Dec. 2019	Actual Dec. 2020	Actual Dec. 2021	Actual Dec. 2022	Actual Dec. 2023	Actual Dec. 2024	Actual/Estimated Dec. 2025	Forecasted Dec. 2026	Forecasted Dec. 2027	Forecasted Dec. 2028	Forecasted Dec. 2029	Forecasted Dec. 2030
<b>NON-CASH CHARGES - NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS</b>												
Expenses Related to Pensions and Other Post-Employment Benef	-4	-8	-12	-11	-11	-11						
Expense Related to Share-Based Payments	-155	-58	-55	-29	-16	-10						
Gains/Losses Relating to Changes in Scope	0	0	-135	8	28	1						
Capital Gains on Disposals of Non-Current Assets	0	0	0	0	85	8						
Restructuring Reversals	0	0	0	0	35	47						
Impairment of Goodwill and Other Non-Current Assets	-95	-447	-69	-41	-120	-111						
Capital Gain on PUMA shares	0	705	0	0	0	0						
Net Gains/Losses on Financial Assets	-0	12	2	-3	15	2						
Net Foreign Exchange Gains/Losses	-11	-32	1	-28	-64	-30						
Ineffective Portion of Cash Flow and Fair Value Hedges	-134	-114	-83	-154	-95	-37						
Net Gains/Losses on Derivative Instruments Not Qualifying For H	1	-32	-32	111	9	-9						
Share in Earnings/Losses of Equity-Accounted Companies	42	-8	1	2	4	-10						
<b>NON-CASH CHARGES - OTHER COMPREHENSIVE INCOME</b>												
Change in Currency Translation Adjustments Relating to Consolid	34	-125	220	-69	-75	84						
Change in Foreign Currency Cash Flow Hedges	18	152	-280	246	-4	-124						
Change in Other Comprehensive Income/Loss of Equity-Accounte	-7	4	0	0	0	0						
Change in Provisions for Pensions and Other Post-Employment Br	-16	1	16	24	1	-9						
Change in Financial Assets Measured at Fair Value	-0	290	83	-225	-23	11						
<b>NON-CASH CHARGES - STATEMENT OF CHANGES IN EQUITY</b>												
Change in Equity of Kering	0	0	0	38	0	0						
Change in Equity of Subsidiaries	1	25	95	346	9	0						
Expense Related to Share-Based Payments	0	9	21	45	25	7						
Other Changes (in Scope & Transactions With Minority Interests)	-73	-6	-25	-375	-46	-71						
First-Time Application of IFRIC 23	-166	0	0	0	0	0						
Adjustment Relating to Leases		-553	-1 193	-1 555	-1 043	-1 761						
Kering Interim Dividend Payable	442	313	436	558	552	245						

\*Not forecasted because the items are not relevant for valuation purposes

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author.

### Exhibit 37: Reformulated Consolidated Statement of Cash Flows

KERING SA											
Reformulated Consolidated Statement of Cash Flows											
CURRENTLY RUNNING: BASE CASE SCENARIO	Actual	Actual	Actual	Actual	Actual	Actual/Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
EUR millions	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025	Dec. 2026	Dec. 2027	Dec. 2028	Dec. 2029	Dec. 2030
After-Tax Operating Profit - NOPLAT	1 752	3 439	3 908	3 311	1 687	915	1 405	1 903	2 401	2 794	3 167
Depreciation, amortization and provisions	1 439	1 453	1 666	1 823	2 113	2 465	2 378	2 426	2 475	2 524	2 574
Other Non-Cash Charges	-17	382	145	130	160	<i>*Not forecasted because this item is not relevant for valuation purposes</i>					
<b>Gross Cash Flow</b>	<b>3 174</b>	<b>5 274</b>	<b>5 719</b>	<b>5 264</b>	<b>3 960</b>	<b>3 380</b>	<b>3 783</b>	<b>4 329</b>	<b>4 875</b>	<b>5 318</b>	<b>5 741</b>
ΔNWC	-1 069	135	-1 176	-685	740	-100	25	-20	-1	-72	259
Δ Goodwill	-373	-508	-1 203	-3 179	724	50	0	0	0	0	0
Capex	-373	-1 083	-1 476	-3 461	-3 232	-1 708	-2 792	-2 848	-2 905	-2 963	-3 022
<i>o/w Brands and Other Intangible Assets</i>	275	-46	-325	-821	-1 109	<i>*Capex forecasted as a single line-item</i>					
<i>o/w Lease Right-of-Use Assets</i>	842	848	928	988	1 130						
<i>o/w Property, Plant and Equipment</i>	-51	-432	-413	-1 805	-1 140						
<i>o/w Depreciation</i>	-1 439	-1 453	-1 666	-1 823	-2 113						
Δ Provisions exc. Disputes and Other Contingencies	-16	-47	23	11	6	-24	0	0	0	0	0
Δ Other Non-Current Assets & Liabilities	44	26	28	75	-44	-94	0	0	0	0	0
<b>Operating Unlevered Free Cash Flow</b>	<b>1 387</b>	<b>3 797</b>	<b>1 915</b>	<b>-1 975</b>	<b>2 154</b>	<b>1 504</b>	<b>1 016</b>	<b>1 461</b>	<b>1 970</b>	<b>2 284</b>	<b>2 978</b>
After-Tax Non-Operating Profit	544	-91	-64	-45	-71	<i>*Not forecasted because the items are not relevant for valuation purposes</i>					
Δ Investments in Equity-Accounted Companies	1 065	6	-16	-1 697	-22						
Δ Deferred Tax Assets & Liabilities	145	-208	-168	324	78						
Δ Assets & Liabilities Associated With Assets Held for Sale	5	31	-30	0	-1 075						
Δ Provisions on Pensions and Assorted Disputes	14	-45	0	-22	50						
Δ Other Financial Assets & Liabilities	-487	653	-189	149	30	563	0	0	0	0	0
<b>Non-Operating Unlevered Free Cash Flow</b>	<b>1 286</b>	<b>346</b>	<b>-467</b>	<b>-1 291</b>	<b>-1 010</b>	<b>563</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Unlevered Free Cash Flow</b>	<b>2 672</b>	<b>4 144</b>	<b>1 448</b>	<b>-3 266</b>	<b>1 144</b>	<b>2 067</b>	<b>1 016</b>	<b>1 461</b>	<b>1 970</b>	<b>2 284</b>	<b>2 978</b>
After-Tax Financial Expenses	-106	-103	-127	-192	-389	-458	-462	-496	-518	-526	-526
Δ Net Financial Debt	-1 462	-2 526	1 232	5 226	1 031	142	1 196	785	298	-7	-702
Transactions with Shareholders and Minority Interests	-1 133	-1 606	-2 607	-1 756	-1 722	-1 750	-1 750	-1 750	-1 750	-1 750	-1 750
Non-Cash Movements in Equity	29	91	54	-12	-64	<i>*Not forecasted because this item is not relevant for valuation purposes</i>					
<b>Total Cash Flow From Financing Parties</b>	<b>-2 672</b>	<b>-4 144</b>	<b>-1 448</b>	<b>3 266</b>	<b>-1 144</b>	<b>-2 067</b>	<b>-1 016</b>	<b>-1 461</b>	<b>-1 970</b>	<b>-2 284</b>	<b>-2 978</b>

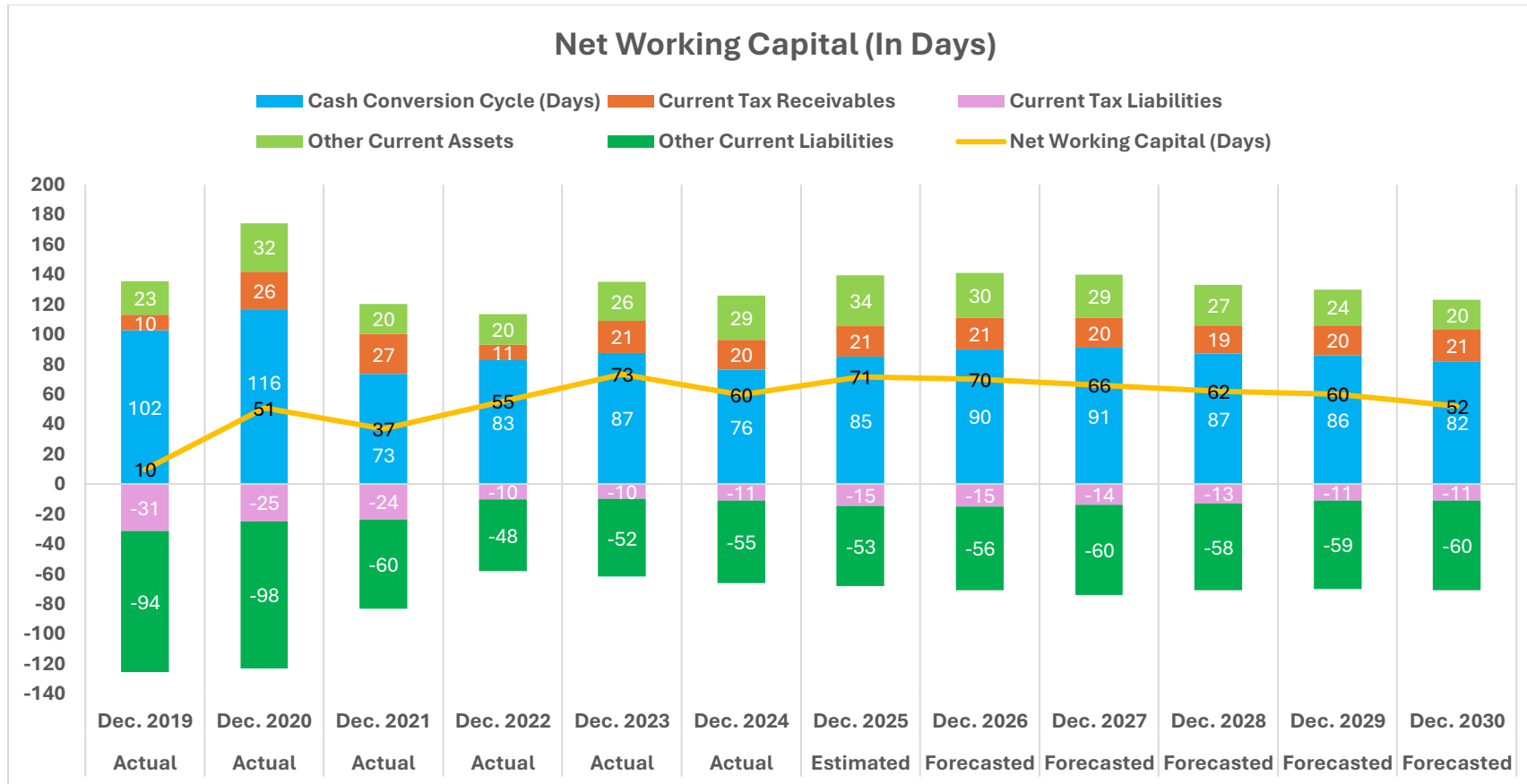
Sources: Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

## Exhibit 38: Working Capital – In Days

<b>Working Capital (In Days)</b>	Actual	Actual	Actual	Actual	Actual	Actual	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Dec. 2019	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025	Dec. 2026	Dec. 2027	Dec. 2028	Dec. 2029	Dec. 2030
<b>Inventories</b> (Inventories / Rec. Oper. Exp.) x 365 Days	110	122	110	124	128	116	127	124	122	117	113	108
<b>Accounts Receivables</b> (Receivables / Sales) x 365 Days	23	23	20	21	21	21	23	22	23	22	23	22
<b>Accounts Payables</b> (Payables / Rec. Oper. Exp.) x 365 Days	-30	-29	-57	-63	-62	-61	-65	-56	-54	-52	-50	-48
<b>Cash Conversion Cycle (Days)</b>	102	116	73	83	87	76	85	90	91	87	86	82
<b>Current Tax Receivables</b> (Tax Receiv. / Rec. Oper. Exp.) x 365 Days	10	26	27	11	21	20	21	21	20	19	20	21
<b>Current Tax Liabilities</b> (Tax Liab. / Sales) x 365 Days	-31	-25	-24	-10	-10	-11	-15	-15	-14	-13	-11	-11
<b>Other Current Assets</b> (Other Current Assets / Sales) x 365 Days	23	32	20	20	26	29	34	30	29	27	24	20
<b>Other Current Liabilities</b> (Other Current Liab. / Rec. Oper. Exp.) x 365 Days	-94	-98	-60	-48	-52	-55	-53	-56	-60	-58	-59	-60
<b>Net Working Capital (Days)</b>	10	51	37	55	73	60	71	70	66	62	60	52
<b>Adjusted Net Working Capital (Days)</b>	11	44	30	47	61	54	64	61	57	53	52	45

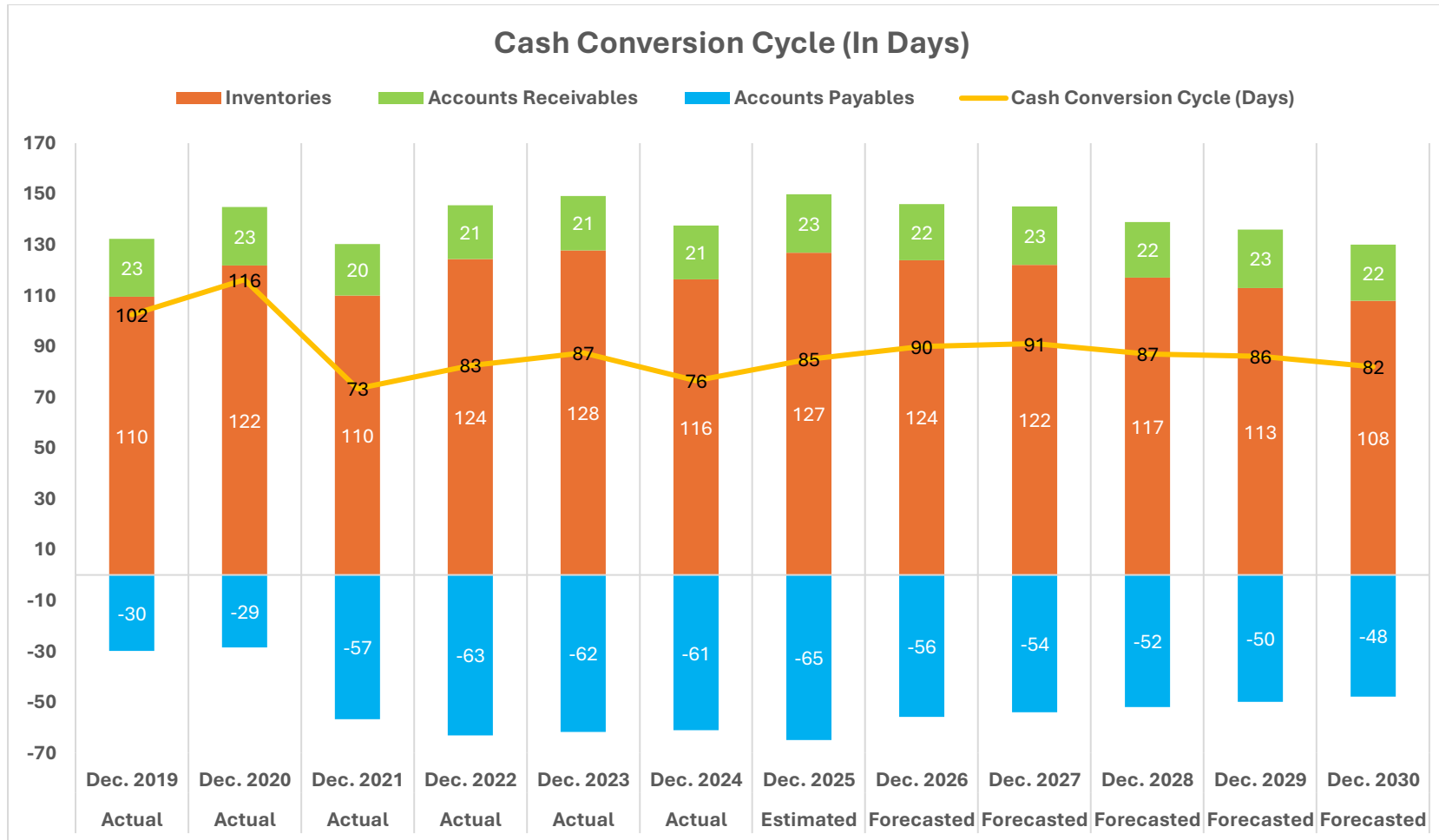
**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

**Exhibit 39: Net Working Capital (In Days) – Graphical Representation**



Source: Prepared by the author based on Exhibit 38.

**Exhibit 40: Cash Conversion Cycle (In Days)**



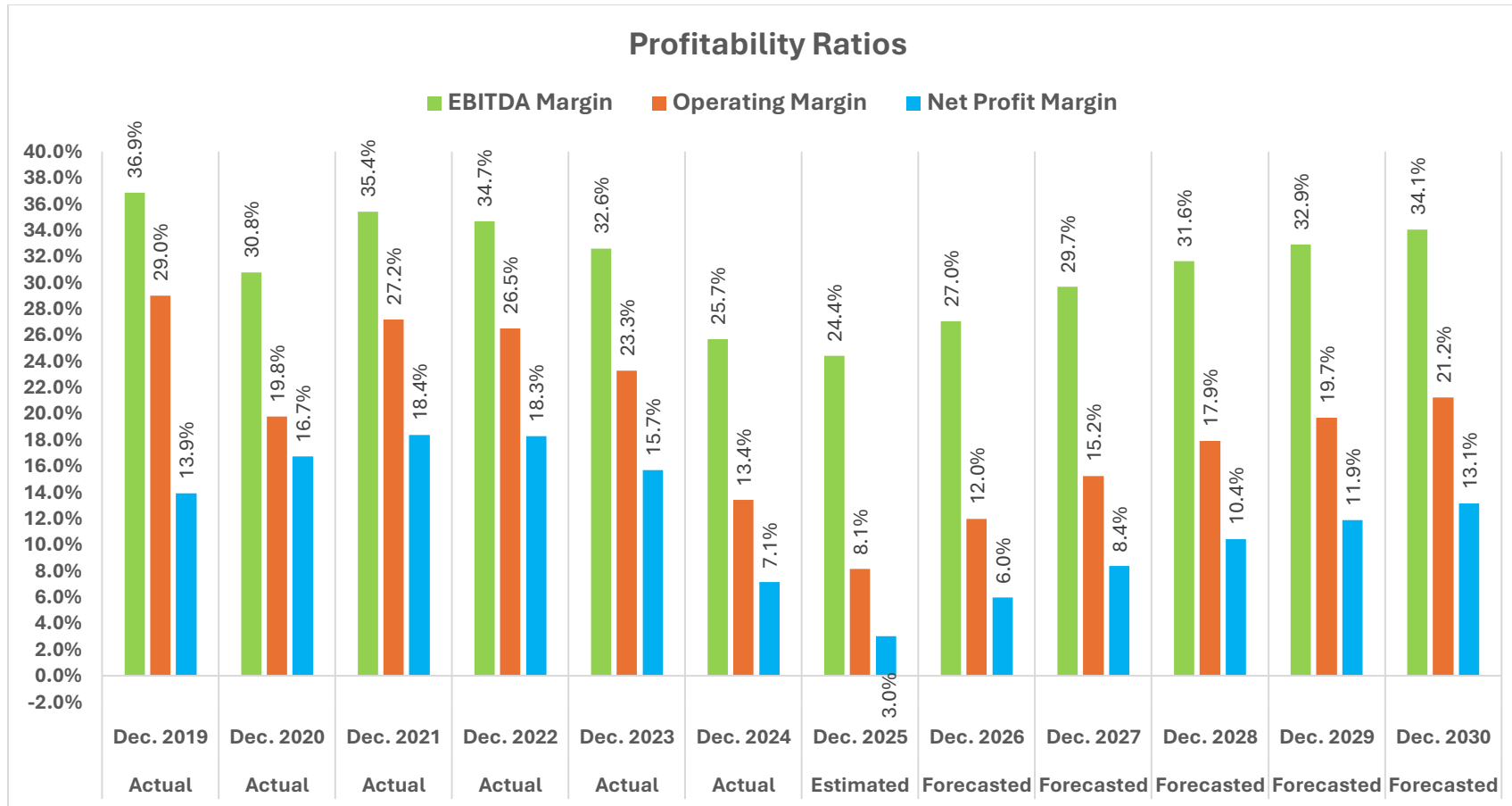
Source: Prepared by the author based on Exhibit 38.

## Exhibit 41: Profitability Ratios

<b>Profitability</b>	Actual	Actual	Actual	Actual	Actual	Actual	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Dec. 2019	Dec. 2020	Dec. 2021	Dec. 2022	Dec. 2023	Dec. 2024	Dec. 2025	Dec. 2026	Dec. 2027	Dec. 2028	Dec. 2029	Dec. 2030
<b>Gross Margin</b> (Sales - COGS) / Sales	74,1%	72,6%	74,1%	74,7%	76,3%	73,8%	<i>*Not Applicable, as EBITDA Margin was fixed in Schedules</i>					
<b>EBITDA Margin</b> (Sales - Total Expenses exc. Deprec.) / Sales	36,9%	30,8%	35,4%	34,7%	32,6%	25,7%	24,4%	27,0%	29,7%	31,6%	32,9%	34,1%
<b>Operating Margin</b> (Sales - Total Expenses) / Sales	29,0%	19,8%	27,2%	26,5%	23,3%	13,4%	8,1%	12,0%	15,2%	17,9%	19,7%	21,2%
<b>Net Profit Margin</b> Net Income / Sales	13,9%	16,7%	18,4%	18,3%	15,7%	7,1%	3,0%	6,0%	8,4%	10,4%	11,9%	13,1%

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

**Exhibit 42: Profitability Ratios – Graphical Representation**



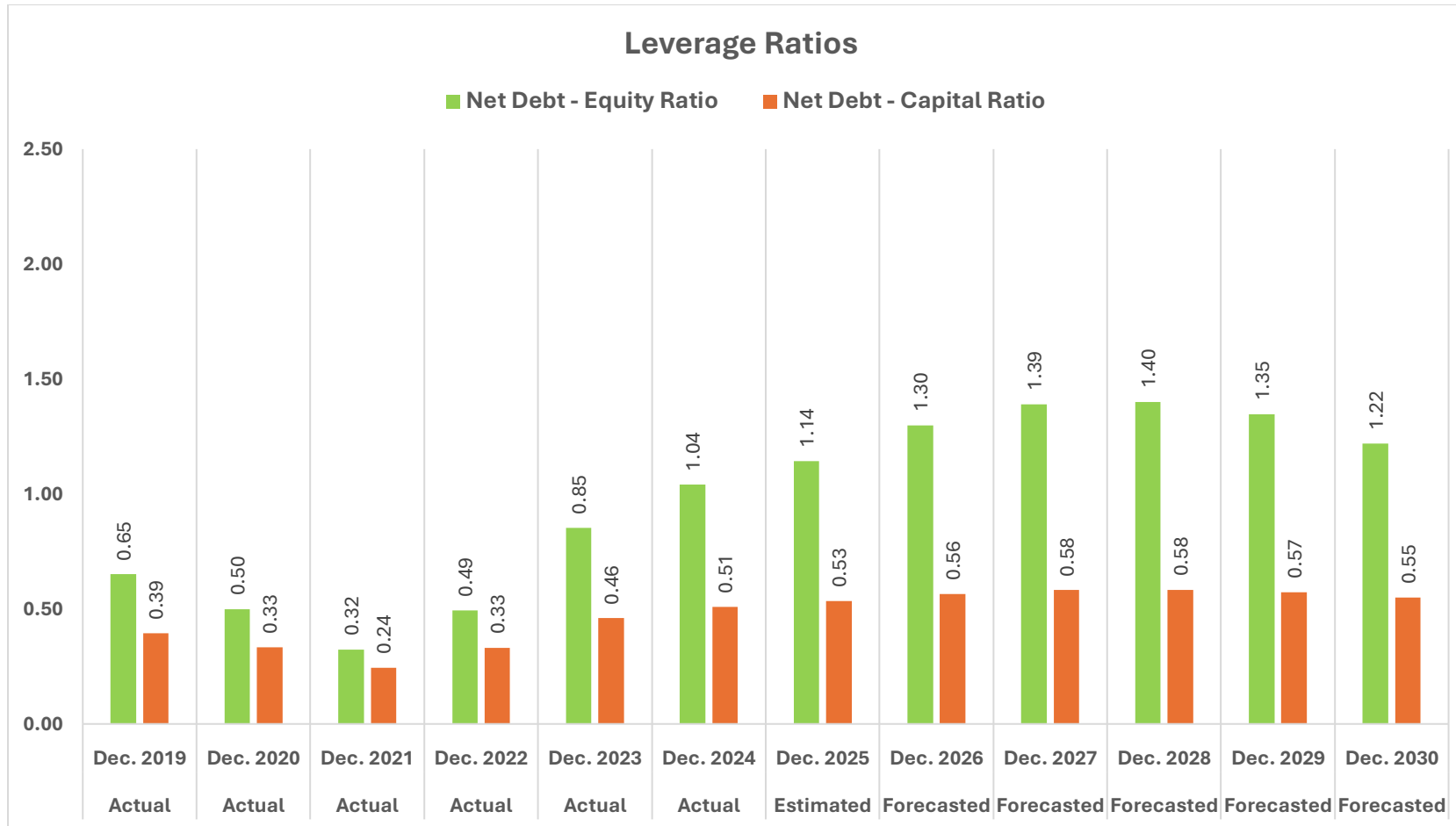
Source: Prepared by the author based on Exhibit 41.

### Exhibit 43: Leverage Ratios

<b>Leverage</b>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
<b>Net Debt - Equity Ratio</b> Net Financial Debt / Equity (BV)	0,65	0,50	0,32	0,49	0,85	1,04	1,14	1,30	1,39	1,40	1,35	1,22
<b>Net Debt - Capital Ratio</b> Net Financial Debt / (Net Debt + Equity BV)	0,39	0,33	0,24	0,33	0,46	0,51	0,53	0,56	0,58	0,58	0,57	0,55

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

**Exhibit 44: Leverage Ratios – Graphical Representation**



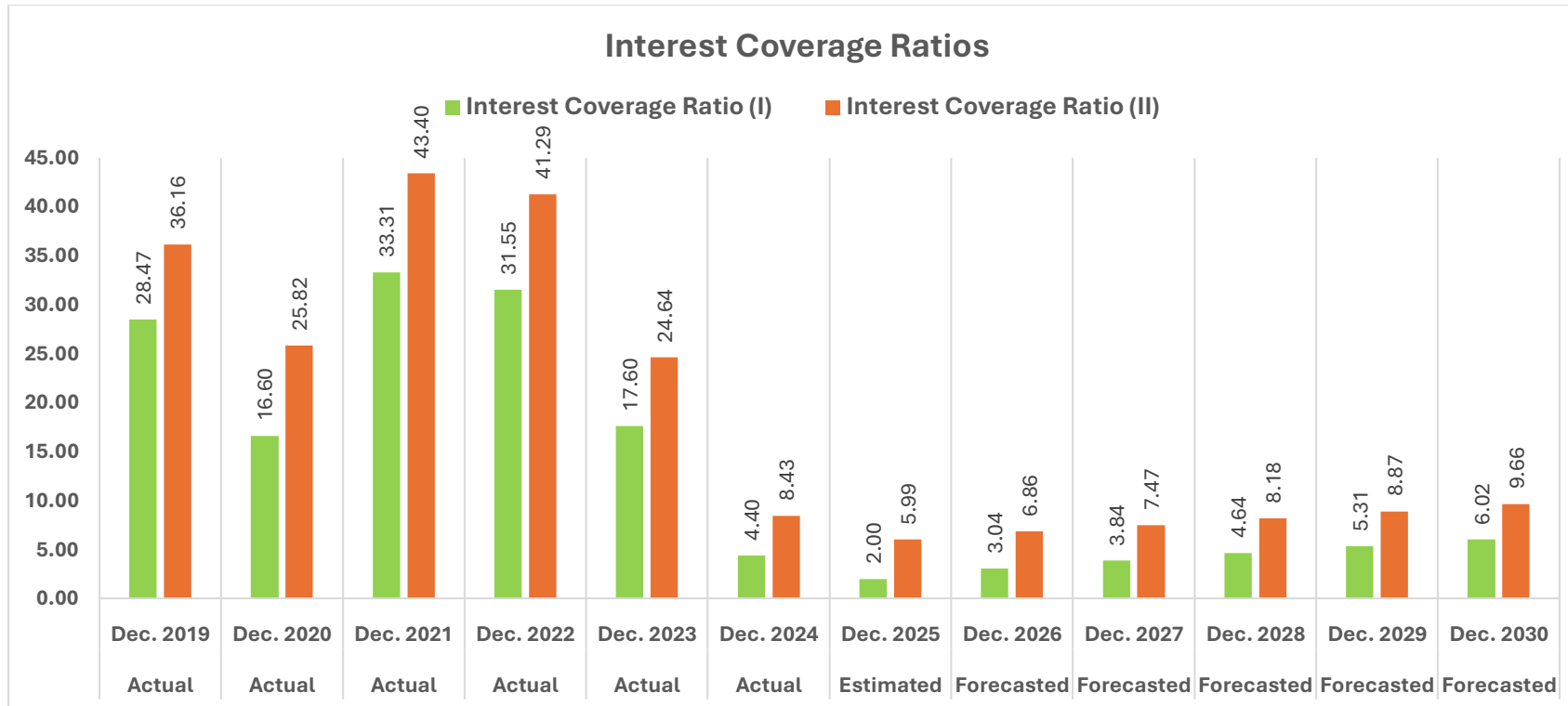
Source: Prepared by the author based on Exhibit 43.

## Exhibit 45: Interest Coverage Ratios

<b>Interest Coverage</b>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
<b>Interest Coverage Ratio (I)</b> EBIT / Interest Expense	28,47	16,60	33,31	31,55	17,60	4,40	2,00	3,04	3,84	4,64	5,31	6,02
<b>Interest Coverage Ratio (II)</b> EBITDA / Interest Expense	36,16	25,82	43,40	41,29	24,64	8,43	5,99	6,86	7,47	8,18	8,87	9,66

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

**Exhibit 46: Interest Coverage Ratios – Graphical Representation**



**Source:** Prepared by the author based on Exhibit 45.

## Exhibit 47: Return on Invested Capital - ROIC

<b>Operating Returns - ROIC</b>												
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
After-Tax Operating Profit (NOPLAT)	2370	1752	3439	3908	3311	1687	915	1405	1903	2401	2794	3167
Operating Invested Capital	16907	17361	18374	22034	28521	29920	29331	29719	30161	30592	31103	31292
<b>Oper. Return on Invested Capital (ROIC)</b>	<b>14,0%</b>	<b>10,1%</b>	<b>18,7%</b>	<b>17,7%</b>	<b>11,6%</b>	<b>5,6%</b>	<b>3,1%</b>	<b>4,7%</b>	<b>6,3%</b>	<b>7,8%</b>	<b>9,0%</b>	<b>10,1%</b>

*Note: Invested Capital at Book Value, as Opposed to Market Value*

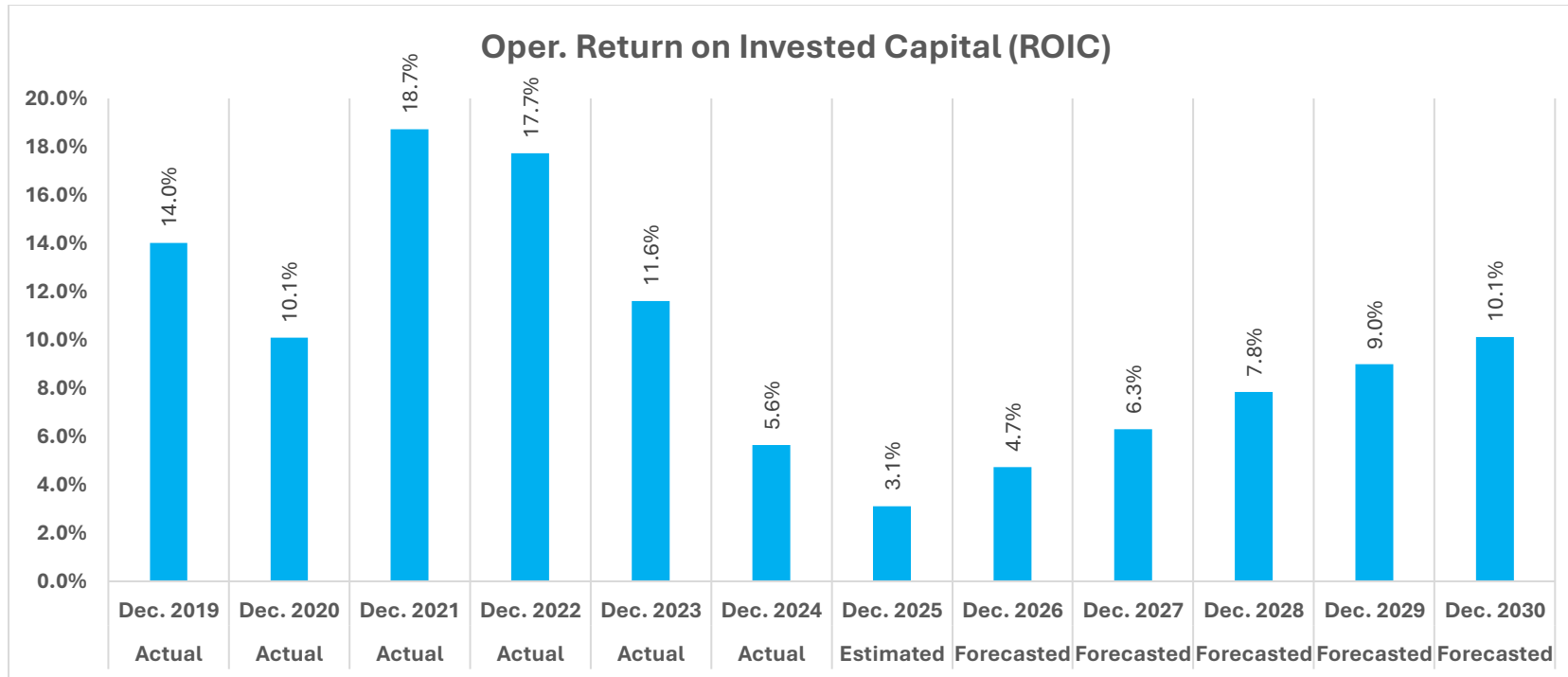
**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

## Exhibit 48: Return on Invested Capital – ROIC Decomposition

<b>Operating Returns - ROIC - Decomposition</b>												
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
Rec Oper Expenses exc. Depreciation, Amort., and Provisions / Sales	62,1%	65,1%	63,3%	64,4%	66,4%	72,9%	73,8%	71,5%	69,1%	67,2%	66,0%	64,9%
Depreciation, Amortization and Provisions / Sales	7,8%	11,0%	8,2%	8,2%	9,3%	12,3%	16,3%	15,1%	14,4%	13,7%	13,2%	12,8%
Other Non-Recurring Operating Income and Expenses / Sales	1,1%	4,1%	1,2%	1,0%	1,0%	1,5%	1,8%	1,5%	1,3%	1,2%	1,1%	1,0%
<b>Operating Margin</b>	<b>29,0%</b>	<b>19,8%</b>	<b>27,2%</b>	<b>26,5%</b>	<b>23,3%</b>	<b>13,4%</b>	<b>8,1%</b>	<b>12,0%</b>	<b>15,2%</b>	<b>17,9%</b>	<b>19,7%</b>	<b>21,2%</b>
Net Working Capital / Sales	3,1%	11,9%	8,1%	12,8%	16,8%	14,8%	17,5%	16,6%	15,7%	14,6%	14,2%	12,2%
Goodwill / Sales	15,9%	18,7%	16,4%	19,9%	36,3%	36,5%	41,1%	39,4%	37,0%	34,5%	32,6%	31,0%
Long-Term Operating Assets / Sales	88,9%	103,9%	81,0%	77,0%	94,6%	124,7%	136,5%	133,5%	127,9%	121,6%	117,1%	113,7%
Provisions exc. Disputes and Other Contingencies / Sales	-0,7%	-0,8%	-0,3%	-0,4%	-0,4%	-0,5%	-0,5%	-0,4%	-0,4%	-0,4%	-0,4%	-0,3%
Other Non-Current Assets / Sales	0,1%	0,1%	0,0%	0,0%	0,1%	0,2%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
Other Non-Current Liabilities / Sales	-0,9%	-1,4%	-1,1%	-1,1%	-1,6%	-1,6%	-1,2%	-1,1%	-1,1%	-1,0%	-0,9%	-0,9%
<b>Operating Invested Capital / Sales</b>	<b>106,4%</b>	<b>132,5%</b>	<b>104,1%</b>	<b>108,3%</b>	<b>145,8%</b>	<b>174,0%</b>	<b>193,6%</b>	<b>188,1%</b>	<b>179,3%</b>	<b>169,5%</b>	<b>162,7%</b>	<b>155,8%</b>
<b>Pre-Tax ROIC</b>	<b>27,3%</b>	<b>14,9%</b>	<b>26,1%</b>	<b>24,5%</b>	<b>16,0%</b>	<b>7,7%</b>	<b>4,2%</b>	<b>6,4%</b>	<b>8,5%</b>	<b>10,6%</b>	<b>12,1%</b>	<b>13,6%</b>
Corporate Taxes	48,6%	32,4%	28,3%	27,6%	27,4%	26,8%	25,8%	25,8%	25,8%	25,8%	25,8%	25,8%
<b>After-Tax ROIC</b>	<b>14,0%</b>	<b>10,1%</b>	<b>18,7%</b>	<b>17,7%</b>	<b>11,6%</b>	<b>5,6%</b>	<b>3,1%</b>	<b>4,7%</b>	<b>6,3%</b>	<b>7,8%</b>	<b>9,0%</b>	<b>10,1%</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

**Exhibit 49:** Return on Invested Capital – ROIC – Graphical Representation



**Source:** Prepared by the author based on Exhibit 47.

## Exhibit 50: Return on Equity

<b>Operating Returns - ROE</b>												
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
Net Income	2208	2190	3245	3717	3074	1227	456	943	1407	1883	2268	2641
Equity	10439	12035	13736	14783	16010	15730	14436	13629	13286	13419	13938	14829
<b>Return on Equity (ROE)</b>	<b>21,2%</b>	<b>18,2%</b>	<b>23,6%</b>	<b>25,1%</b>	<b>19,2%</b>	<b>7,8%</b>	<b>3,2%</b>	<b>6,9%</b>	<b>10,6%</b>	<b>14,0%</b>	<b>16,3%</b>	<b>17,8%</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

## Exhibit 51: Return on Equity – DuPont Analysis

<b>Operating Returns - ROE - DuPont Analysis</b>												
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Estimated</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>	<i>Forecasted</i>
	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2021</b>	<b>Dec. 2022</b>	<b>Dec. 2023</b>	<b>Dec. 2024</b>	<b>Dec. 2025</b>	<b>Dec. 2026</b>	<b>Dec. 2027</b>	<b>Dec. 2028</b>	<b>Dec. 2029</b>	<b>Dec. 2030</b>
Tax Burden (Net Income / EBT)	50,9%	74,3%	71,7%	72,4%	72,6%	72,7%	74,2%	74,2%	74,2%	74,2%	74,2%	74,2%
Interest Burden (EBT / EBIT)	96,4%	95,0%	96,9%	96,8%	94,2%	76,3%	49,9%	67,1%	73,9%	78,4%	81,2%	83,4%
EBIT Margin (EBIT / Revenue)	28,4%	23,7%	26,5%	26,1%	23,0%	12,9%	8,1%	12,0%	15,2%	17,9%	19,7%	21,2%
Asset Turnover (Revenue / Total Assets)	58,5%	46,8%	56,8%	60,0%	47,3%	39,7%	40,0%	41,4%	43,4%	46,0%	48,1%	50,1%
Leverage (Total Assets / Equity)	260,1%	232,7%	226,2%	229,6%	258,4%	275,6%	262,4%	279,9%	291,6%	292,1%	285,2%	270,2%
<b>Return on Equity (ROE)</b>	<b>21,2%</b>	<b>18,2%</b>	<b>23,6%</b>	<b>25,1%</b>	<b>19,2%</b>	<b>7,8%</b>	<b>3,2%</b>	<b>6,9%</b>	<b>10,6%</b>	<b>14,0%</b>	<b>16,3%</b>	<b>17,8%</b>

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

## Exhibit 52: Reinvestment Rate

<b>Reinvestment Rate</b>	<i>Actual</i> <b>Dec. 2019</b>	<i>Actual</i> <b>Dec. 2020</b>	<i>Actual</i> <b>Dec. 2021</b>	<i>Actual</i> <b>Dec. 2022</b>	<i>Actual</i> <b>Dec. 2023</b>	<i>Actual</i> <b>Dec. 2024</b>	<i>Estimated</i> <b>Dec. 2025</b>	<i>Forecasted</i> <b>Dec. 2026</b>	<i>Forecasted</i> <b>Dec. 2027</b>	<i>Forecasted</i> <b>Dec. 2028</b>	<i>Forecasted</i> <b>Dec. 2029</b>	<i>Forecasted</i> <b>Dec. 2030</b>
<b>Reinvestment Rate</b>		20,9%	-10,4%	51,0%	159,6%	-27,7%	-64,4%	27,6%	23,2%	18,0%	18,3%	6,0%
1 - (Operating CF / NOPLAT)												

**Sources:** Data compiled from Kering, *Universal Registration Documents* (2019–2024) and *Half-Year Financial Report 2025*. Paris: Kering Group. Accessed on October 15, 2025, <https://www.kering.com/en/finance>. Prepared by the author, with own projections.

### Exhibit 53: Discount Rate Assumptions

#### Assumptions Discount Rates:

Risk Free Rate (Rf)	2,6%
Debt Default Spread	1,2%
Opportunity Cost of Debt (Rd)	3,8%
(Implicit) Debt Beta (Bd)	0,24
Corporate Tax Rate	25,8%
Equity Risk Premium (ERP)	5,0%
Levered Equity Beta (Be)	1,18
Unlevered Equity Beta (Bu)	0,90
Net Debt / EV	29,7%
Equity / EV	70,3%
<b>Opportunity Cost of Unlevered Equity (Ru)</b>	<b>7,1%</b>
Opportunity Cost of Levered Equity (Re)	8,5%
<b>WACC</b>	<b>6,8%</b>
<b>Kering's Market Cap (15/10/2025) (€m)</b>	<b>39016</b>
Perpetual RONIC	10,0%
Perpetual Reinvestment Rate	15,0%
<b>Perpetual Growth Rate</b>	<b>1,50%</b>

**Sources:** Risk-free rate from *MarketWatch*, “Germany 10-Year Government Bond”, accessed on October 15, 2025, <https://www.marketwatch.com/investing/bond/tmbmkde-10y?countrycode=bx> ; equity risk premium and debt default spread from Aswath Damodaran, *Equity Risk Premiums (ERP): Determinants, Estimation, and Implications – The 2024 Edition, updated March 5, 2024, NYU Stern School of Business*, <https://pages.stern.nyu.edu/~adamodar/> (page 52) and *Ratings, Interest Coverage Ratios and Default Spread*, accessed on October 15, 2025, [https://pages.stern.nyu.edu/~adamodar/New\\_Home\\_Page/datafile/ratings.html](https://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ratings.html) ; Corporate tax rate from Kering, *Universal Registration Document (2024)*. Paris: Kering Group, accessed on October 15, 2025, <https://www.kering.com/en/finance> ; Beta Levered from Yahoo Finance, “KER.PA – Kering SA”, accessed on October 15, 2025, <https://finance.yahoo.com/quote/KER.PA/>.

**Note:** The corporate tax rate assumed is the marginal tax rate in France, as stated in Kering’s 2024 *Universal Registration Document*, accessed on October 15, 2025. The Net Debt to EV ratio assumed implies the use of book value of net financial debt and market value of equity on 15 October 2025. Perpetual RONIC and Reinvestment Rate are the author’s own assumptions.

## Exhibit 54: Valuation

Valuation (€m)	Oct/15							Perpetual 2031 E
	2025	2 025	2 026	2 027	2 028	2 029	2 030	
Operating Unlevered Free Cash Flows		1 504	1 016	1 461	1 970	2 284	2 978	
Tax Shield		159	161	172	180	183	183	2796
<b>DCF</b>								
Operating Enterprise Value	44 321	45 826	47 921	49 713	51 118	52 305	52 878	
Value of Non-Operating Assets exc. Valentino	-320	-320	-320	-320	-320	-320	-320	
Valentino	1 927	1 927	1 927	1 927	1 927	1 927	1 927	
<b>Total Enterprise Value</b>	<b>45 928</b>	<b>47 433</b>	<b>49 528</b>	<b>51 320</b>	<b>52 725</b>	<b>53 912</b>	<b>54 485</b>	
Net Debt	-16 502	-16 502	-17 697	-18 482	-18 780	-18 773	-18 071	
<b>Fair Value of Equity - DCF</b>	<b>29 427</b>	<b>30 932</b>	<b>31 830</b>	<b>32 838</b>	<b>33 945</b>	<b>35 139</b>	<b>36 414</b>	
Attributable to Minority Interests		5,4%						
Attributable to Minority Interests		1 585						
Attributable to Shareholders of Kering		94,6%						
Attributable to Shareholders of Kering		27 841						
<b>APV</b>								
Operating Unlevered Enterprise Value	41 837	43 295	45 343	47 091	48 455	49 601	50 133	
Value of Tax Shields	2 638	2 666	2 694	2 712	2 724	2 734	2 744	
Operating Enterprise Value	44 475	45 960	48 036	49 803	51 178	52 334	52 878	
Value of Non-Operating Assets exc. Valentino	-320	-320	-320	-320	-320	-320	-320	
Valentino	1 927	1 927	1 927	1 927	1 927	1 927	1 927	
<b>Total Enterprise Value</b>	<b>46 082</b>	<b>47 567</b>	<b>49 643</b>	<b>51 410</b>	<b>52 785</b>	<b>53 941</b>	<b>54 485</b>	
Net Debt	-16 502	-16 502	-17 697	-18 482	-18 780	-18 773	-18 071	
<b>Fair Value of Equity - APV</b>	<b>29 581</b>	<b>31 066</b>	<b>31 946</b>	<b>32 928</b>	<b>34 005</b>	<b>35 168</b>	<b>36 414</b>	
Attributable to Minority Interests		5,4%						
Attributable to Minority Interests		1 594						
Attributable to Shareholders of Kering		94,6%						
Attributable to Shareholders of Kering		27 987						
Number of Shares	122 599 549							
Fair Value per Share (in EUR) - DCF	227,09							
Fair Value per Share (in EUR) - APV	228,28							
Average Fair Value per Share (in EUR)	227,68							
Kering's Current Share Price (15/10/2025)	313,15							

**Source:** “Kering’s Current Share Price” from Yahoo Finance, “KER.PA – Kering SA”, accessed on October 15, 2025, <https://finance.yahoo.com/quote/KER.PA/>

Prepared by the author based on Exhibits 33, 34, 37, 53. Author’s own computations and assumptions.

## Exhibit 55: Sales Scenarios

### Fair Value Analysis of Kering SA

#### Sales Scenarios

SCENARIO SWITCH:	Base Case	2025	2026	2027	2028	2029	2030
<b>SALES SCENARIOS</b>							
<b>Gucci</b>							
<b>Real Organic Revenue Growth</b>		<b>-25,0%</b>	<b>2,0%</b>	<b>5,0%</b>	<b>6,0%</b>	<b>4,0%</b>	<b>3,0%</b>
Base Case		-25,0%	2,0%	5,0%	6,0%	4,0%	3,0%
Best Case	35%	-16,3%	2,7%	6,8%	8,1%	5,4%	4,1%
Worst Case	-15%	-28,8%	1,7%	4,3%	5,1%	3,4%	2,6%
<b>Yves Saint Laurent</b>							
<b>Real Organic Revenue Growth</b>		<b>-10,0%</b>	<b>2,5%</b>	<b>4,5%</b>	<b>5,5%</b>	<b>4,0%</b>	<b>3,0%</b>
Base Case		-10,0%	2,5%	4,5%	5,5%	4,0%	3,0%
Best Case	35%	-6,5%	3,4%	6,1%	7,4%	5,4%	4,1%
Worst Case	-15%	-11,5%	2,1%	3,8%	4,7%	3,4%	2,6%
<b>Bottega Veneta</b>							
<b>Real Organic Revenue Growth</b>		<b>2,0%</b>	<b>3,0%</b>	<b>4,0%</b>	<b>4,5%</b>	<b>4,0%</b>	<b>3,5%</b>
Base Case		2,0%	3,0%	4,0%	4,5%	4,0%	3,5%
Best Case	25%	2,5%	3,8%	5,0%	5,6%	5,0%	4,4%
Worst Case	-15%	1,7%	2,6%	3,4%	3,8%	3,4%	3,0%
<b>Other Houses</b>							
<b>Real Organic Revenue Growth</b>		<b>-14,0%</b>	<b>1,0%</b>	<b>2,5%</b>	<b>3,5%</b>	<b>3,0%</b>	<b>2,5%</b>
Base Case		-14,0%	1,0%	2,5%	3,5%	3,0%	2,5%
Best Case	35%	-9,1%	1,4%	3,4%	4,7%	4,1%	3,4%
Worst Case	-15%	-16,1%	0,9%	2,1%	3,0%	2,6%	2,1%
<b>Kering Eyewear and Corporate</b>							
<b>Real Organic Revenue Growth</b>		<b>3,0%</b>	<b>4,0%</b>	<b>5,0%</b>	<b>5,0%</b>	<b>4,0%</b>	<b>3,0%</b>
Base Case		3,0%	4,0%	5,0%	5,0%	4,0%	3,0%
Best Case	40%	4,2%	5,6%	7,0%	7,0%	5,6%	4,2%
Worst Case	-10%	2,7%	3,6%	4,5%	4,5%	3,6%	2,7%

Source: Prepared by the author. Author's own computations and assumptions.

## Exhibit 56: Cost and Margin Scenarios

### Cost and Margin Scenarios

	2025	2026	2027	2028	2029	2030
<b>COST AND MARGIN SCENARIOS</b>						
<b>Gucci</b>						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisions as a % of Revenue</b>	<b>71,8%</b>	<b>69,0%</b>	<b>66,0%</b>	<b>64,0%</b>	<b>63,0%</b>	<b>62,0%</b>
Base Case	71,8%	69,0%	66,0%	64,0%	63,0%	62,0%
Best Case	-5%	68,2%	65,6%	62,7%	60,8%	58,9%
Worst Case	5%	75,3%	72,5%	69,3%	67,2%	65,1%
<b>Yves Saint Laurent</b>						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisions as a % of Revenue</b>	<b>66,3%</b>	<b>65,5%</b>	<b>64,5%</b>	<b>63,5%</b>	<b>62,7%</b>	<b>62,0%</b>
Base Case	66,3%	65,5%	64,5%	63,5%	62,7%	62,0%
Best Case	-5%	63,0%	62,2%	61,3%	60,3%	58,9%
Worst Case	5%	69,6%	68,8%	67,7%	66,7%	65,1%
<b>Bottega Veneta</b>						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisions as a % of Revenue</b>	<b>71,8%</b>	<b>70,5%</b>	<b>69,0%</b>	<b>67,5%</b>	<b>66,5%</b>	<b>65,5%</b>
Base Case	71,8%	70,5%	69,0%	67,5%	66,5%	65,5%
Best Case	-5%	68,2%	67,0%	65,6%	64,1%	62,2%
Worst Case	5%	75,3%	74,0%	72,5%	70,9%	68,8%
<b>Other Houses</b>						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisions as a % of Revenue</b>	<b>87,3%</b>	<b>84,0%</b>	<b>81,0%</b>	<b>78,0%</b>	<b>76,0%</b>	<b>74,0%</b>
Base Case	87,3%	84,0%	81,0%	78,0%	76,0%	74,0%
Best Case	-5%	82,9%	79,8%	77,0%	74,1%	70,3%
Worst Case	5%	91,6%	88,2%	85,1%	81,9%	77,7%
<b>Kering Eyewear and Corporate</b>						
<b>Recurring Operating Expenses exc. Depreciation, Amort., and Provisions as a % of Revenue</b>	<b>72,5%</b>	<b>70,0%</b>	<b>68,0%</b>	<b>66,5%</b>	<b>65,5%</b>	<b>65,0%</b>
Base Case	72,5%	70,0%	68,0%	66,5%	65,5%	65,0%
Best Case	-5%	68,9%	66,5%	64,6%	63,2%	61,8%
Worst Case	5%	76,2%	73,5%	71,4%	69,8%	68,3%

Source: Prepared by the author. Author's own computations and assumptions.

**Exhibit 57:** Fair Value of Kering per Share (in EUR) under a Scenario Analysis

	Share Price	Weights
Base Case Price per Share Output (in EUR)	227,68	50,0%
Best Case Price per Share Output (in EUR)	261,97	37,5%
Worst Case Price per Share Output (in EUR)	204,81	12,5%
<b>Fair Value of Kering per Share (in EUR)</b>	<b>237,68</b>	<b>100%</b>

**Source:** Prepared by the author. Author's own computations and assumptions.

**Exhibit 58:** Sensitivity Analysis – WACC vs Growth Rate, Impact on Fair Value per Share

**WACC vs Growth Rate**

		Growth Rate				
		0,80%	1,13%	1,50%	1,93%	2,40%
WACC	5,8%	€ 207,57	€ 250,29	€ 301,36	€ 365,17	€ 449,31
	6,3%	€ 180,77	€ 217,39	€ 260,28	€ 312,54	€ 379,23
	6,8%	€ 158,92	€ 190,87	€ 227,68	€ 271,61	€ 326,23
	7,3%	€ 139,57	€ 167,62	€ 199,47	€ 236,77	€ 282,10
	7,8%	€ 123,39	€ 148,36	€ 176,33	€ 208,61	€ 247,09
RONIC	8,0%	9,0%	10,0%	11,0%	12,0%	
RR	10,0%	12,5%	15,0%	17,5%	20,0%	
g	0,80%	1,13%	1,50%	1,93%	2,40%	

**Source:** Prepared by the author. Author's own computations and assumptions.

**Exhibit 59:** Sensitivity Analysis – Variation in Value of 30% Equity Stake in Valentino, Impact on Fair Value per Share

**Value of 30% Equity Stake in Valentino**

	Value of 30% Equity Stake in Valentino Valentino (Mil €)				
	€ 963,50	€ 1 445,25	€ 1 927,00	€ 2 408,75	€ 2 890,50
Fair Value per Share (€)	€ 220,85	€ 223,97	€ 227,68	€ 231,40	€ 235,12

**Source:** Prepared by the author. Author's own computations and assumptions.

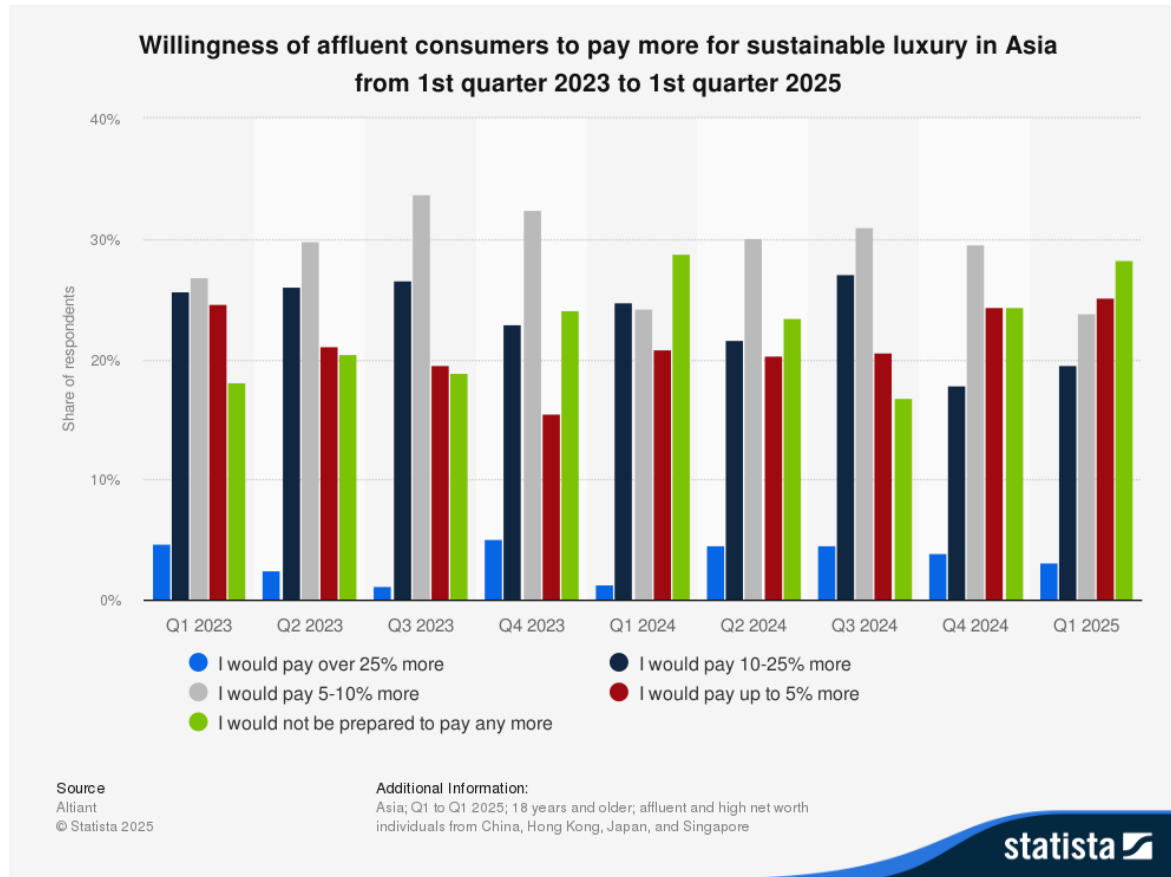
**Exhibit 60: Multiples of Industry Comparables**

Company	Multiples		
	Forward P/E	P/Sales	EV/EBITDA
<b>KERING SA</b>	<b>30,58</b>	<b>2,32</b>	<b>13,21</b>
LVMH SE	22,57	3,33	11,83
Hermès Intl.	42,92	14,45	28,73
Richemont SA	28,01	4,58	14,43
Prada SpA	13,72	2,37	7,48
Moncler SpA	20,33	4,45	11,3
Burberry Group PLC	60,61	1,77	12,83
Brunello Cucinelli SpA	37,74	4,62	18,22
Hugo Boss AG	10,32	0,66	4,95
<i>Average</i>	<i>29,6</i>	<i>4,3</i>	<i>13,7</i>

**DATA FROM YAHOO FINANCE**

**Source:** Yahoo Finance. Company data retrieved from individual listings (*KER.PA*, *MC.PA*, *RMS.PA*, *CFR.SW*, *PRP.F*, *MONC.MI*, *BRBYL*, *BC.MI*, *BOSS.DE*), <https://finance.yahoo.com/>, accessed on October 15, 2025, author's own computations.

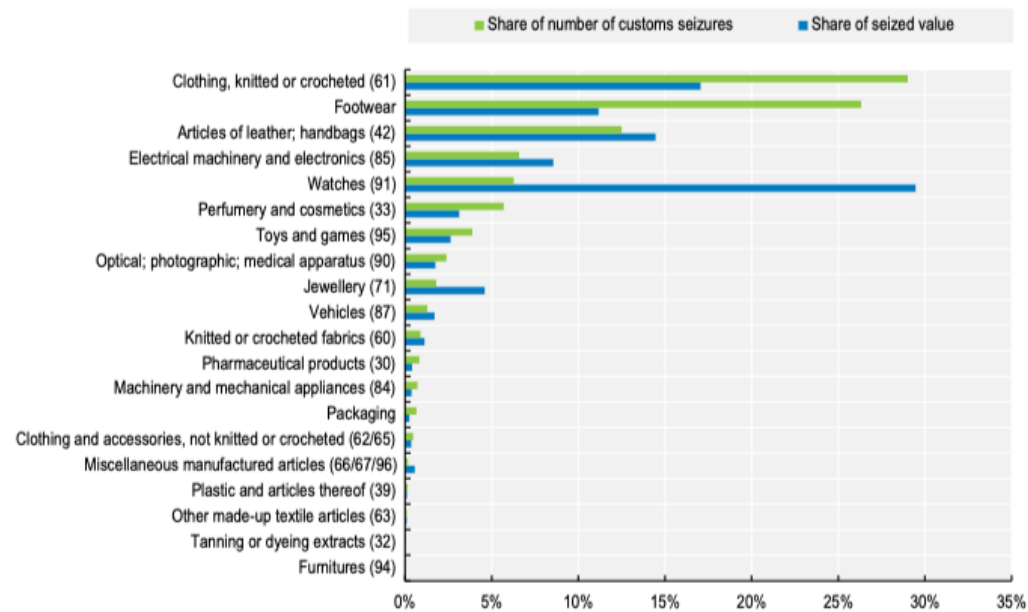
**Exhibit 61:** Willingness of affluent consumers to pay more for sustainable luxury in Asia



**Source:** Altiant. “Willingness of Affluent Consumers to Pay More for Sustainable Luxury in Asia from 1st Quarter 2023 to 1st Quarter 2025.” Chart. March 1, 2025. Statista. Accessed October 15, 2025. <https://www.statista.com/statistics/1311323/asia-willingness-of-consumers-to-pay-more-for-sustainable-luxury/>

**Exhibit 62:** Top product categories for imports of fakes into the European Union, 2020-21

**Figure 4.3. Top product categories for imports of fakes into the European Union, 2020-21**



Source: OECD global customs seizures database.

**Source:** OECD and EUIPO, *Mapping the Real Routes of Trade in Fake Goods* (Paris: OECD Publishing, 2021), Figure 4.3.

## References

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<sup>i</sup> Breakdown of Kering's share capital, December 31, 2024:

<https://www.kering.com/en/finance/about-kering/breakdown-of-share-capital/>

<sup>ii</sup> Group history – Kering:

<https://www.kering.com/en/group/culture-and-heritage/group-history>

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