



A COMMITTED AND RESPONSIBLE HOUSE OF CREATION

- A house of creation with a distinct style
- The human at the heart of Hermès craftsmanship identity
- An irreproachable quality requirement to create durable objects
- An integrated and responsible production model with ambitious environmental targets
- A long-term commitment to job creation, territorial anchoring and relationships with our partners
- A balanced growth of our métiers and locations around the world







ACTIVITY

- Revenue reached **€9 billion** in 2021, up +42% compared to 2020 at constant exchange rates
- This increase was +33% over two years at constant exchange rates, as in the first half of the year
- The activity generated in the group's stores was outstanding at +44% at constant exchange rates, with a remarkable performance in Asia and America





REVENUE BY GEOGRAPHICAL AREA

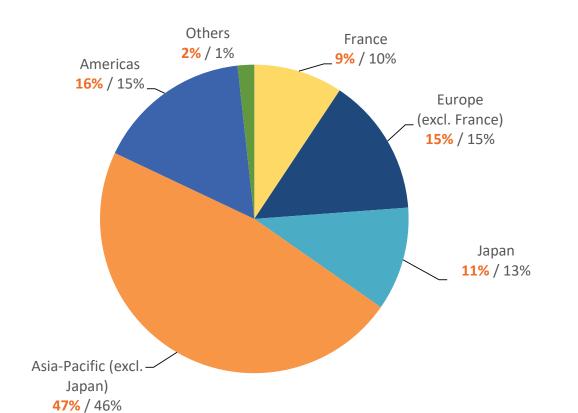


REVENUE BY GEOGRAPHICAL AREA

| | Change at co | nstant rates | |
|----------------------------|--------------|--------------|--------|
| in €M | 2021 | /2020 | /2019 |
| France | 838 | 35.2% | (3.4)% |
| Europe (excl. France) | 1,303 | 36.9% | 9.8% |
| EUROPE | 2,141 | 36.3% | 4.3% |
| Japan | 977 | 24.9% | 20.2% |
| Asia-Pacific (excl. Japan) | 4,251 | 44.6% | 65.4% |
| ASIA | 5,227 | 40.2% | 54.1% |
| Americas | 1,458 | 56.7% | 24.4% |
| Others | 156 | 44.6% | 30.2% |
| TOTAL | 8,982 | 41.8% | 33.4% |



REVENUE BY GEOGRAPHICAL AREA



2021 / 2020



REVENUE BY SECTOR

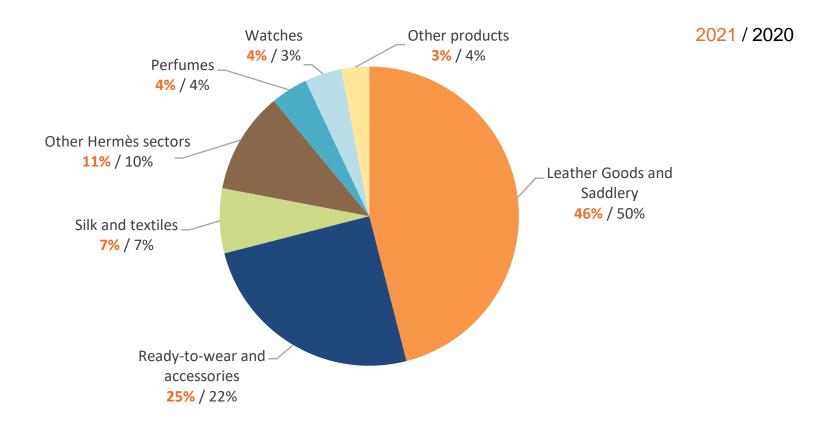


REVENUE BY SECTOR

| | Change at constant ra | | | | |
|-------------------------------|-----------------------|-------|-------|--|--|
| in €M | 2021 | /2020 | /2019 | | |
| Leather Goods and Saddlery | 4,091 | 28.9% | 22.8% | | |
| Ready-to-wear and accessories | 2,219 | 58.8% | 44.3% | | |
| Silk and textiles | 669 | 49.1% | 15.3% | | |
| Other Hermès sectors | 1,001 | 56.7% | 94.5% | | |
| Perfumes | 385 | 46.5% | 18.9% | | |
| Watches | 337 | 72.5% | 76.6% | | |
| Other products | 279 | 29.1% | 9.3% | | |
| TOTAL | 8,982 | 41.8% | 33.4% | | |



REVENUE BY SECTOR









BOLD CREATION

- Enrichment of the leather goods collection with the models Birkin trois en un, Della Cavalleria, Mors de **Bride** and the **R.M.S** suitcase
- Successful women's and men's ready-to-wear collections
- Presentation of the jewellery collection *Kellymorphose*
- Launch of the new men's watch Hermès H08
- Launch of the new men's perfume **H24**
- Opening of new chapters for Beauty with *Rose Hermès* in April and the *Mains Hermès* in October
- Launch of Apple Watch series 7





DEVELOPMENT OF PRODUCTION CAPACITIES

- Development of regional centres of expertise
- Inaugurations of leather goods workshops in Montereau (Seine-et-Marne) in June and Guyenne (Gironde) in September
- Continuation of works at Louviers (Eure) leather goods workshop for an opening scheduled in 2022
- Laying of the foundation stone of the Sormonne (Ardennes) leather goods workshop in September, scheduled for 2023, and continuation of the project in Riom (Auvergne) for 2024
- Opening of a new printing line for the Silk and Textiles business line, as part of the expansion of the Pierre-Bénite site near Lyon





AN INTEGRATED, OMNICHANNEL AND EXCLUSIVE DISTRIBUTION NETWORK (1/2)

- Continued operating investments in the distribution network
- Opening of new stores:
 - Detroit and Aventura Mall in Florida (United-States), Shenzhen Bay (China), Tokyo Omotesando (Japan)
- Expansion and renovation of stores:
 - Rue de Sèvres in Paris, with the permanent setup of petit h and Lyon (France), Milan (Italia) and Zurich (Switzerland)
 - Brisbane (Australia), Shanghai Plaza 66 et Beijing China World (China), Tokyo Shinjuku Isetan (Japan), American Dream (United States)





AN INTEGRATED, OMNICHANNEL AND **EXCLUSIVE DISTRIBUTION NETWORK (2/2)**

- A strong performance of the e-commerce platform worldwide with the extension to new customers (78%)
- An increasingly wide range of products available on the platform
- New omnichannel services adapted to local customers
- Opening of a new digital platform in Thailand in June





A SINGULAR COMMUNICATION

- Combining physical and digital formats
- Celebration of « being together again »
 - with events dedicated to the general public
 - HermèsFit in Chengdu (China), Tokyo, New York, Paris
 - Hermès in the Making in Copenhagen
 - Exhibition Hermès Heritage in Seoul
 - Le Kiosque du Monde d'Hermès in Prague
 - with original client events on a local scale
 - Hotel II Faubourg (Milan)
 - Men universe in Shanghai (China)
 - Women universe in Los Angeles (United-States)
 - Please Check-In Hong Kong and Dubai
- Extension of paid media campaigns
 - Hermès Employeur campaign
 - La Beauté est un geste campaign
 - > Joaillerie cavalière campaign







THE WOMEN AND MEN OF HERMÈS AT THE HEART OF A RESPONSIBLE AND COMMITTED GROWTH

- Responsible employer:
 - Acceleration of job creation: 17,595 employees of which
 10,969 in France, +1,000 persons in 2021
 - Payment of an exceptional bonus to all employees
- A strong dedication to training and protection of unique gestures:
 - The École Hermès des savoir-faire which awards a state diploma in leatherworking skills of excellence
 - > > 420,000 hours of training in 2021
- Integration of talents in their diversity:
 - 60% of managers are women
 - Coming into force of the second Group Handicap agreement





CLOSE TO THE TERRITORIES AND COMMUNITIES

- Regeneration of territories: 52 production sites organised into centres of expertise and located in 9 regions in France
- Supporting and accompanying our suppliers:
 - Reinforcement of the CSR component in the purchasing policy in January 2021
 - Publication of CSR and sector briefs in December
 - 530 suppliers referenced ESS (social and solidarity companies) in France
- A responsible company involved in the lives of communities:
 - New donation to AP-HP in 2021, €7M
 - Fondation d'Entreprise Hermès committed to training in 2021 (Manufacto, Manuterra)





AN ARTISANAL PRODUCTION MODEL RESPECTFUL OF THE PLANET

- New climate commitments towards a below 1.5°C pathway validated by the Science Based Target initiative (SBTi): 50.4% reduction in scopes 1 and 2 (absolute value) and 58.1% in scope 3 (intensity) between 2018 and 2030
- 3rd Livelihoods Carbon fund launched on June 30, 2021
- Biodiversity:
 - Measurement of the Group's footprint using the GBS (Global Biodiversity Score) methodology with WWF and CDC Climate
 - Continuation of Biodiversity studies with the University of Cambridge
- Concrete actions on the circular economy:
 - 100% of *métiers* have a circular economy roadmap



COMMITMENTS RECOGNISED BY CSR RATINGS IN 2021

Global evaluations

«A»

MSCI

2020: BBB

#2

Textiles & Apparel

SUSTAINALYTICS

2020: N/A

« Advanced »

PART OF Moody's ESG Solutions

2020: Limited

Thematic evaluations

« A- »



Climate, water, forest

2020 climate: B

#1



2020:#1

#1

« Diversity Leaders » **FINANCIAL TIMES**

2021:#5







RESULTS AND CASH

- Outstanding performance in 2021
- Operating income amounted to €3.5 billion
- Operating profitability reached 39.3% of sales
- Consolidated net profit (group share) was €2.4 billion, an increase of +77%
- Adjusted free cash flow amounted to €2.7 billion and restated net cash reached €7.1 billion





INCOME STATEMENT



CONSOLIDATED INCOME STATEMENT

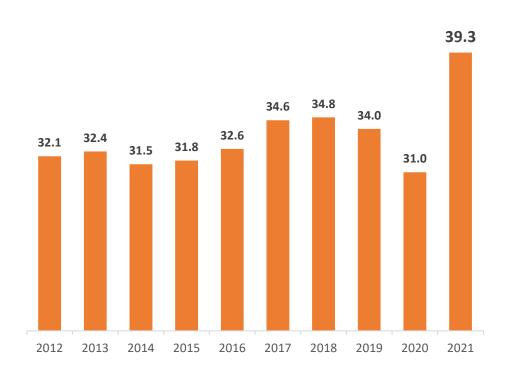
| in €M | 2021 | % revenue | 2020 | % revenue | 2019 | % revenue |
|--|---------|--------------|---------|--------------|---------|--------------|
| Revenue | 8,982 | | 6,389 | | 6,883 | |
| Cost of sales | (2,580) | | (2,013) | | (2,125) | |
| Gross margin | 6,402 | 71.3% | 4,376 | 68.5% | 4,758 | 69.1% |
| Communication | (422) | (4.7)% | (279) | (4.4)% | (357) | (5.2)% |
| Other selling, marketing and administrative expenses | (1,716) | (19.1)% | (1,420) | (22.2)% | (1,459) | (21.2)% |
| Other income and expenses | (734) | (8.2)% | (696) | (10.9)% | (604) | (8.8)% |
| Recurring operating income | 3,530 | 39.3% | 1,981 | 31.0% | 2,339 | 34.0% |
| Other non-recurring income and expenses | | | 91 | | | |
| OPERATING INCOME | 3,530 | 39.3% | 2,073 | 32.4% | 2,339 | 34.0% |
| Change /1 year | 70.3% | | | | | |
| Change /2 year | 50.9% | | | | | |

Recurring operating profitability reached 39% of revenue in 2021, an outstanding level



EVOLUTION OF RECURRING OPERATING PROFITABILITY

In % of revenue







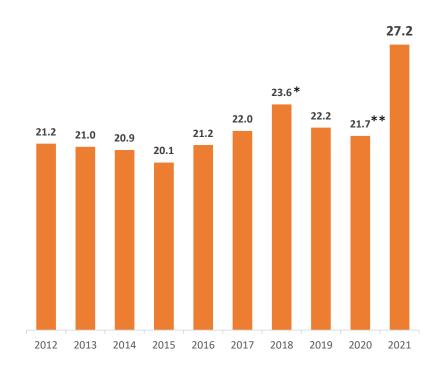
CONSOLIDATED INCOME STATEMENT

| in €M | 2021 | % revenue | 2020 | % revenue | 2019 | % revenue |
|--|-----------------------|--------------|-------|--------------|-------|--------------|
| OPERATING INCOME | 3,530 | 39.3% | 2,073 | 32.4% | 2,339 | 34.0% |
| Net financial income | (96) | | (86) | | (69) | |
| Income tax | (1,015) | | (613) | | (751) | |
| In % of income before tax | 29,5% | | 30.9% | | 33.1% | |
| Net income from associates | 34 | | 16 | | 16 | |
| Net income attributable to non-controlling interests | (8) | | (4) | | (7) | |
| NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT | 2,445 | 27.2% | 1,385 | 21.7% | 1,528 | 22.2% |
| Change /1 year Change /2 year | <i>76.5%</i> 60.0% | | | | | |



EVOLUTION OF NET PROFITABILITY

In % of revenue

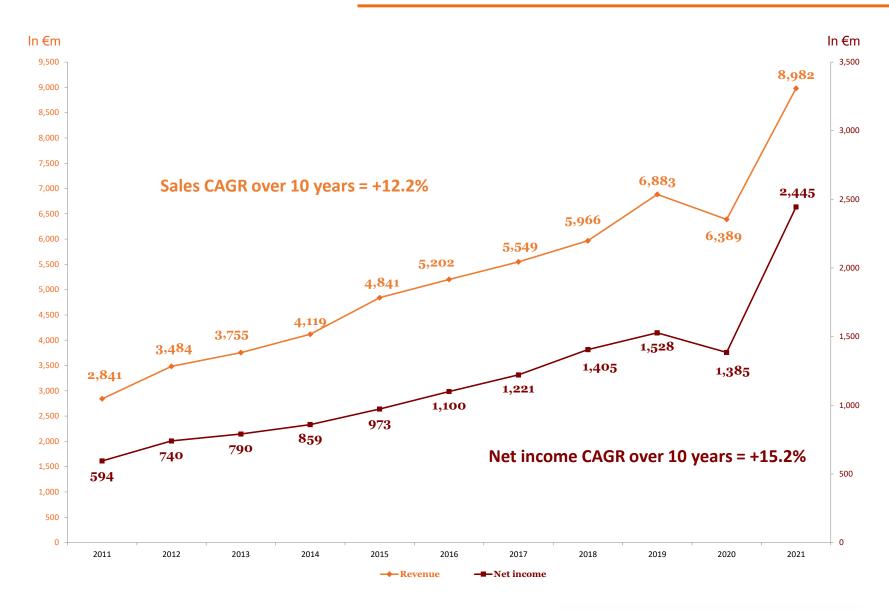


^{(**) 20,3%} after restatement from the non-recurring profit related to the deconsolidation of Shang Xia in 2020



^{(*) 22,7%} after restatement from the capital gains from the sale of the Galleria store in Hong-Kong in 2018

REVENUE AND NET INCOME EVOLUTION







INVESTMENTS AND CASH FLOW



OPERATING INVESTMENTS

| Operating investments | 532 |
|--------------------------------|------|
| Real estate and Group projects | 143 |
| Production and divisions | 169 |
| Stores and distribution | 220 |
| in €M | 2021 |



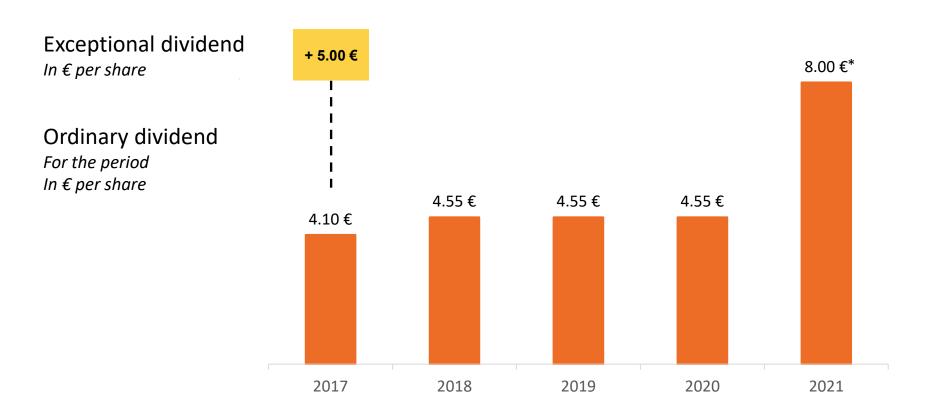


RESTATED CASH FLOW STATEMENT

| in €M | 2021 | 2020 | 2019 |
|--|-------|-------|-------|
| Operating cash flows | 3,060 | 1,993 | 2,063 |
| Change in working capital | 346 | (350) | 24 |
| Cash flows related to operating activities | 3,405 | 1,642 | 2,087 |
| Operating investments | (532) | (448) | (478) |
| Repayment of lease liabilities | (212) | (199) | (203) |
| Adjusted free cash flow | 2,661 | 995 | 1,406 |
| Financial investments | (13) | (93) | (13) |
| Impact of losses of control | - | 81 | - |
| Dividends paid | (490) | (490) | (487) |
| Treasury share buybacks (excl. liquidity contract) | (162) | (122) | (53) |
| Other changes | 170 | (30) | 93 |
| Change in net cash position | 2,166 | 342 | 946 |
| Closing restated net cash position | 7,070 | 4,904 | 4,562 |
| Opening restated net cash position | 4,904 | 4,562 | 3,615 |



EVOLUTION OF THE DIVIDEND PER SHARE



^{*} Ordinary dividend proposed for shareholders' approval at the 20 April 2022 General Meeting, including €2.5 interim dividend paid on 23 February 2022





SIMPLIFIED BALANCE SHEET

SIMPLIFIED BALANCE SHEET









OUTLOOK

- For 2022, the impacts of the Covid-19 pandemic are still difficult to assess due to ongoing developments in different geographical areas
- In the medium-term, despite the economic, geopolitical and monetary uncertainties around the world, the group confirms an ambitious goal for revenue growth at constant exchange rates
- Thanks to its unique business model, Hermès is pursuing its long-term development strategy based on creativity, maintaining control over know-how and singular communication



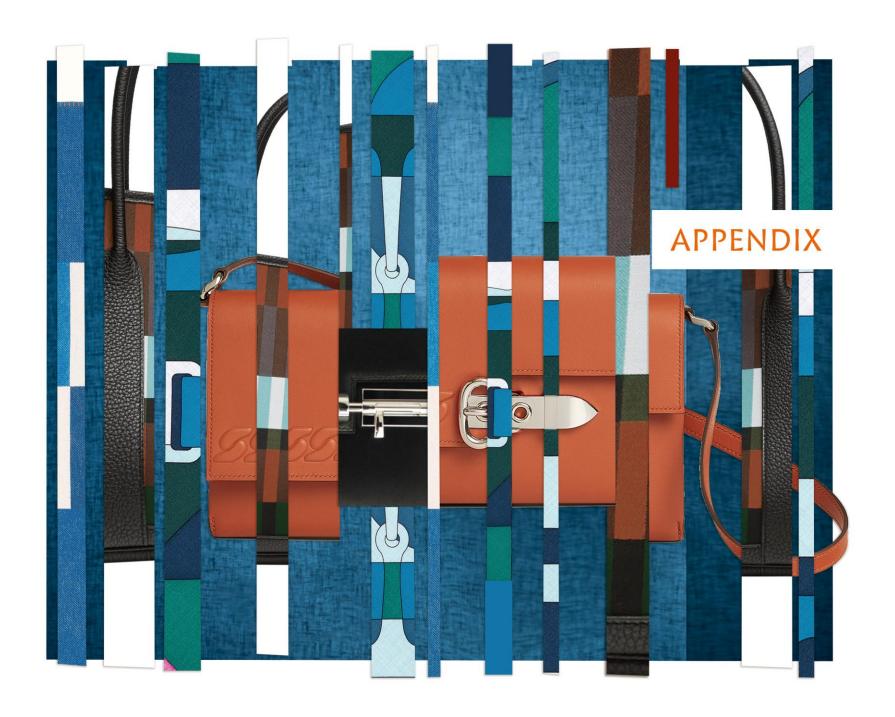


2022: LIGHTHEARTED

- Dynamic job creation in all our métiers and regions
- Continued investments in production capacities
- Reinforcement of CSR commitments
- Store openings and expansions, notably:
 - 706 Madison Flagship in New York (United-States), Saint Petersburg (Russia), Qiantan Taikoo Li in Shanghai (China)
 - Strasbourg (France), Barcelona (Spain), Doha Vendome Mall (Qatar), Wuhan Heartland 66 store (China)
- Launch of the fourth chapter of Beauty dedicated to the complexion, *Hermès Plein Air* in March
- Launch of the Soleil d'Hermès table service
- Launch of HB7, a new haute bijouterie collection in Paris
- Continuation of new programmes by the Fondation d'Entreprise
 Hermès: Manuterra and support to the Massane forest
- 12th edition of the Saut Hermès, at the Grand Palais Éphémère in Paris









Creating jobs

Craftsmanship

École des

Diversity inclusion

5.7%

Gender equality

60%

+ 1,000

+600 in France

Savoir Faire Iobs created in 2021 including

Opening in

September 2021

Employees with disabilities

Women managers group

Local anchoring

78%

Of objects are made in France

Control over the supply chain

2024

Objective of certification of all sectors

Vertical integration

58%

Objects made in in-house and exclusive workshops

Climate



1.5°C

Carbon trajectory commitment validated by SBTi

100%

Green electricity supply in France

Sustainability

160,000

Repairs in workshops

Social responsibility



Foundation budget (5 years)

Community engagement

400

Local actions and partnerships in 2021 Responsible tax policy

29.5%

Group consolidated tax rate in 2021

EVOLUTION OF QUARTERLY SALES BY GEOGRAPHICAL AREA

| Chang | e at | constant rates | /2020 |
|-------|------|----------------|-------|
| | | | |

| Change at constant rates /2020 | | | | | | | | | |
|--------------------------------|--|---|---|---|---|---|--|--|--|
| Q1 | Q2 | H1 | Q3 | End Sept. | Q4 | FY 2021 | | | |
| (9)% | 126% | 35% | 47% | 40% | 26% | 35% | | | |
| (1)% | 159% | 52% | 36% | 45% | 22% | 37% | | | |
| (4)% | 145% | 45% | 40% | 43% | 23% | 36% | | | |
| 20% | 136% | 59% | 4% | 35% | 5% | 25% | | | |
| 94% | 79% | 87% | 29% | 63% | 6% | 45% | | | |
| 74% | 88% | 81% | 23% | 57% | 6% | 40% | | | |
| 23% | 416% | 115% | 48% | 85% | 10% | 57% | | | |
| 40% | 177% | 87% | 17% | 60% | 15% | 45% | | | |
| 44% | 127% | 77% | 31% | 57% | 11% | 42% | | | |
| | | Change at | constant r | ates /2019 | | | | | |
| T1 | T2 | S1 | ТЗ | Fin Sept. | T4 | 2021 | | | |
| (17)% | (15)% | (16)% | 13% | (6)% | 3% | (3)% | | | |
| (12)% | 5% | (3)% | 23% | 7% | 18% | 10% | | | |
| (14)% | (4)% | (8)% | 19% | 2% | 11% | 4% | | | |
| 21% | 24% | 22% | 16% | 20% | 21% | 20% | | | |
| 76% | 63% | 70% | 67% | 69% | 56% | 65% | | | |
| 63% | 54% | 59% | 54% | 57% | 47% | 54% | | | |
| 15% | 35% | 25% | 40% | 30% | 11% | 24% | | | |
| 21% | 35% | 28% | 24% | 27% | 41% | 30% | | | |
| | (9)% (1)% (4)% 20% 94% 74% 23% 40% 44% T1 (17)% (12)% (14)% 21% 76% 63% 15% | (9)% 126% (1)% 159% (4)% 145% 20% 136% 94% 79% 74% 88% 23% 416% 40% 177% 44% 127% T1 T2 (17)% (15)% (12)% 5% (14)% (4)% 21% 24% 76% 63% 54% 15% 35% | Q1 Q2 H1 (9)% 126% 35% (1)% 159% 52% (4)% 145% 45% 20% 136% 59% 94% 79% 87% 74% 88% 81% 23% 416% 115% 40% 177% 87% Change at T1 T2 S1 (17)% (15)% (16)% (12)% 5% (3)% (14)% (4)% (8)% 21% 24% 22% 76% 63% 70% 63% 54% 59% 15% 35% 25% | Q1 Q2 H1 Q3 (9)% 126% 35% 47% (1)% 159% 52% 36% (4)% 145% 45% 40% 20% 136% 59% 4% 94% 79% 87% 29% 74% 88% 81% 23% 23% 416% 115% 48% 40% 177% 87% 17% 44% 127% 77% 31% Change at constant r T1 T2 S1 T3 (17)% (15)% (16)% 13% (12)% 5% (3)% 23% (14)% (4)% (8)% 19% 21% 24% 22% 16% 76% 63% 70% 67% 63% 54% 59% 54% 15% 35% 25% 40% | Q1 Q2 H1 Q3 End Sept. (9)% 126% 35% 47% 40% (1)% 159% 52% 36% 45% (4)% 145% 45% 40% 43% 20% 136% 59% 4% 35% 94% 79% 87% 29% 63% 74% 88% 81% 23% 57% 23% 416% 115% 48% 85% 40% 177% 87% 17% 60% 44% 127% 77% 31% 57% Change at constant rates /2019 T1 T2 S1 T3 Fin Sept. (17)% (15)% (16)% 13% (6)% (12)% 5% (3)% 23% 7% (14)% (4)% (8)% 19% 2% 21% 24% 22% 16% 20% 76% 63% 70% | Q1 Q2 H1 Q3 End Sept. Q4 (9)% 126% 35% 47% 40% 26% (1)% 159% 52% 36% 45% 22% (4)% 145% 45% 40% 43% 23% 20% 136% 59% 4% 35% 5% 94% 79% 87% 29% 63% 6% 74% 88% 81% 23% 57% 6% 23% 416% 115% 48% 85% 10% 40% 177% 87% 17% 60% 15% 44% 127% 77% 31% 57% 11% Change at constant rates /2019 T1 T2 S1 T3 Fin Sept. T4 (17)% (15)% (16)% 13% (6)% 3% (12)% 5% (3)% 23% 7% 18% (14)% (4)% | | | |



33%

40%

33%

33%

TOTAL

33%

28%

35%

EVOLUTION OF QUARTERLY SALES BY MÉTIERS

Change at constant rates /2020

| | Q1 | Q2 | H1 | Q3 | End Sept. | Q4 | FY 2021 |
|-------------------------------|-----|------|------|-----|-----------|------|---------|
| Leather Goods and Saddlery | 34% | 107% | 63% | 22% | 46% | (5)% | 29% |
| Ready-to-wear and accessories | 51% | 170% | 98% | 39% | 71% | 32% | 59% |
| Silk and textiles | 34% | 159% | 72% | 49% | 63% | 29% | 49% |
| Other Hermès sectors | 93% | 109% | 100% | 48% | 77% | 19% | 57% |
| Perfumes | 21% | 179% | 65% | 33% | 51% | 34% | 47% |
| Watches | 97% | 151% | 121% | 54% | 92% | 37% | 73% |
| Other products | 46% | 104% | 69% | 1% | 40% | 11% | 29% |
| TOTAL | 44% | 127% | 77% | 31% | 57% | 11% | 42% |

Change at constant rates /2019

| | T1 | T2 | S1 | Т3 | Fin Sept. | T4 | 2021 |
|-------------------------------|------|-----------|-----------|------|-----------|-----------|------|
| Leather Goods and Saddlery | 26% | 24% | 25% | 32% | 27% | 11% | 23% |
| Ready-to-wear and accessories | 35% | 45% | 40% | 49% | 43% | 48% | 44% |
| Silk and textiles | 9% | 3% | 6% | 19% | 10% | 27% | 15% |
| Other Hermès sectors | 101% | 85% | 92% | 110% | 98% | 85% | 95% |
| Perfumes | 18% | 16% | 17% | 20% | 18% | 22% | 19% |
| Watches | 84% | 76% | 80% | 73% | 77% | 76% | 77% |
| Other products | 23% | 11% | 17% | 0% | 11% | 6% | 9% |
| TOTAL | 33% | 33% | 33% | 40% | 35% | 28% | 33% |



