

LETTER TO SHAREHOLDERS

WHEN THE FAUBOURG IS A REFUGE

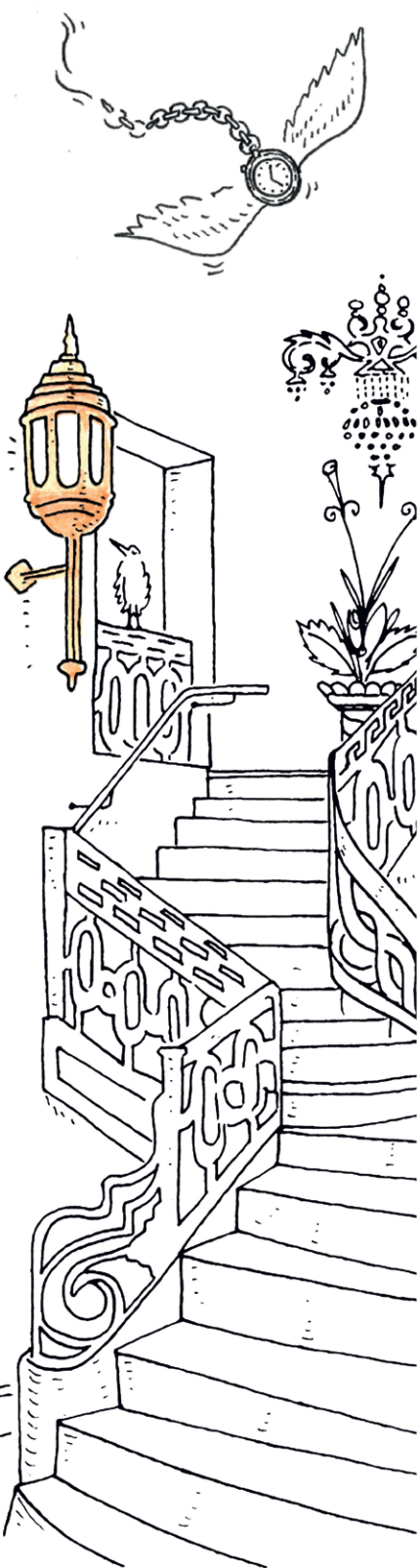
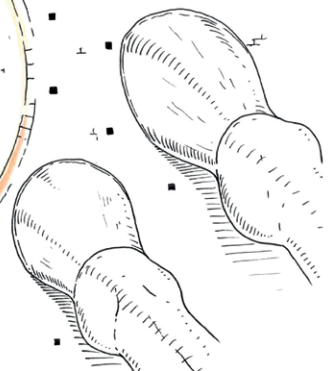
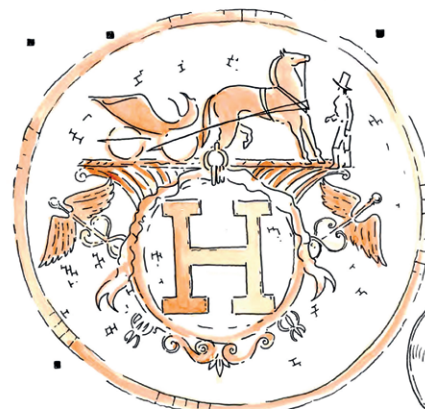
The year 2024 ended with results that bear witness to the robustness of our business model. This is something we can be proud of, and we would like to thank all our employees who have once again contributed to this success.

2024 was also a pivotal year. Today, the news is full of geopolitical complexity and one major climate crisis after another, highlighting the fragility of what we have previously taken for granted.

When times become more uncertain, refuges offer welcome relief. Our customers, both loyal and new, have appreciated the continuity of our approach oriented around creativity, uncompromising quality, and preserving and passing on know-how, all of which provides a guarantee of durability and authenticity.

Hermès' recruitment initiatives – creating 2,300 jobs, around 1,300 of them in France – its commitment to training – with its 10 Écoles Hermès des savoir-faire – and to raising awareness – with the Manufacto programme run by the Fondation d'entreprise Hermès in 96 schools – all contribute to job creation, to safeguarding and promoting craftsmanship, and to regional development.

The house continued to follow its path in 2024, reaffirming the uniqueness of its integrated business model with the opening of the Maroquinerie de Riom leather workshop in September and the laying of foundation stones for future leather workshops in Loupes (Gironde) and L'Isle-d'Espagnac (Charente).





The pace of store openings and the enhancement of the distribution network continued unabated, with new stores in Lille, Atlanta and Shenzhen marking the second half-year, following those in Princeton, Lee Gardens in Hong Kong, and Nantes earlier in the year. The group has also strengthened its vertical integration with the acquisition of the Dubai and Abu Dhabi concessions.

The creative abundance that thrives in all our métiers is testament to the talent and inspiration of our artistic directors. We would like to mention the successful launch of *Barénia*, the new women's perfume by Christine Nagel, as well as the warmly received eighth haute bijouterie collection designed by Pierre Hardy, and the success of the ready-to-wear collections by Nadège Vanhée and Véronique Nichanian. Charlotte Macaux Perelman and Alexis Fabry brought the home universe to life at Milan Design Week and throughout the year at presentations of the *Tressages équestres* dinner service.

2024 also brought success for our partner riders Jessica von Bredow-Werndl, Simon Delestre and Ben Maher in a thrilling competition at Versailles in the summer!

In a world of algorithms driven by technological acceleration, where uses are constantly evolving, emotion endures and humanity resists, imposing its desire for the beautiful, the good and the lighthearted as well as the sustainable. Perhaps this is what we should remember about 2024.

So it is with confidence that we look forward to 2025 and continue on our path, inspired by the theme *Drawn to craft* – a theme that combines the imagination of childhood with the precision of craftsmanship in a language that is resolutely human, timeless and universal.

AXEL DUMAS

Executive Chairman of Hermès



A SOLID PERFORMANCE IN 2024

"In 2024, in a more uncertain economic and geopolitical context, the solid performance of the results attests to the strength of the Hermès model and the agility of the house's teams, whom I thank warmly. While preserving the group's major balances and its responsibility as an employer, the house is staying the course, attached more than ever to its fundamental values of quality, creativity and savoir-faire."

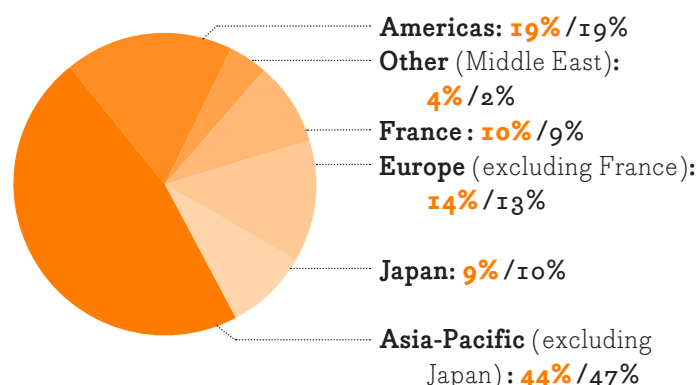
Axel Dumas, Executive Chairman of Hermès

At the end of December 2024, all regions were growing and all métiers, with the exception of watches, were posting solid progress, driven by the house's strategy of value. This performance reflects the high desirability of our creations and the loyalty of our customers all around the world. Hermès continued to invest in both its production capacity and its exclusive distribution network to support the house's dynamic development. Against a more uncertain economic and geopolitical backdrop, the group has entered 2025 with confidence, building on its highly integrated artisanal model, its well-balanced distribution network, the creativity of its collections and the loyalty of its customers. Thanks to its unique business model, Hermès is pursuing a long-term development strategy based on creativity, maintaining control of its know-how, and original communication.

2025 KEY FIGURES IN €M

	2024	2023
Revenue	15,170	13,427
Recurring operating income	6,150	5,650
as a % of revenue	40.5%	42.1%
Net income attributable to owners of the parent	4,603	4,311
Operating cash flows	5,378	5,123
Operating investments	1,067	859
Restated net cash	12,039	11,164
Number of employees	25,185	22,879

REVENUE BY REGION IN 2024/2023



REVENUE BY MÉTIER IN 2024/2023



REVENUE

€15.2 BN
+15% AT CONSTANT
EXCHANGE RATES

RECURRING OPERATING INCOME

€6.2 BN
UP 9%

NET INCOME

€4.6 BN
UP 7%

OPERATING INVESTMENTS

€1.1 BN
OF WHICH NEARLY 60%
IN FRANCE

OPERATING CASH FLOW

€3.8 BN
UP 18%

RESTATED NET CASH

€12 BN
CF: €11.2 BN AT END 2023

VERTICAL INTEGRATION

55%
OF PRODUCTS ARE
MADE IN EXCLUSIVE
IN-HOUSE WORKSHOPS

RESPONSIBLE EMPLOYER

25,200
EMPLOYEES (+2,300)
INCLUDING +1,300 IN FRANCE

LOCAL PRODUCTION

74%
OF OBJECTS
ARE MADE IN FRANCE

HERMÈS, AN ECONOMIC AND SOCIAL STAKEHOLDER

Hermès is continuing to invest in its production capacity – a dynamic that is driving regional development and job creation.

RESPONSIBLE DEVELOPMENT OF LEATHER GOODS PRODUCTION CAPACITY

In September 2024, Hermès inaugurated its twenty-third leather goods workshop, in a fully renovated heritage building in Riom (Puy-de-Dôme). The opening of this second site in the Auvergne region (along with the Maroquinerie de Sayat) will ultimately **create 280 jobs**, including 250 artisans trained locally at the École Hermès des savoir-faire.

As well as contributing to the economic and social vitality of the local community, its location in the heart of Riom also reflects the house's commitment to **environmental responsibility**. This new leather goods workshop gives a new industrial vocation to one of the wings of the Manufacture des Tabacs in Riom, a disused former tobacco factory that has been a listed historic site since 2004. By renovating this building, which had been empty since 1975, Hermès chose a project with a lower carbon footprint over building on an undeveloped site. By making the most of existing buildings and local resources, this redevelopment has helped to limit the artificialisation of land. The project involved local companies and favoured the use of sustainable materials. This operation is aligned with **Harmonie**, the house's internal real estate guidelines. Based on the most demanding external standards, these provide a framework for Hermès' real estate projects with a view to achieving high social and environmental performance, reducing greenhouse gas emissions, involving local stakeholders and expertise, preserving environmental quality and ensuring the health of living things. The Harmonie guidelines can be found [here](#).



The Maroquinerie de Riom, inaugurated in September 2024, was designed with an ambitious approach to eco-responsibility.



250 artisans trained locally at the École Hermès des savoir-faire have joined the Maroquinerie de Riom.

INCREASED INVESTMENT IN OTHER MÉTIERS

The house has continued to invest in capacity, notably with the project in Normandy for the **Perfume and Beauty** métier, with the extension of the warehouse at the historic **Le Vaudreuil** site. The same dynamic is driving the **tableware** métier, with the project to expand the **Beyrand** site. Since 2013, this subsidiary has been designing, developing and reproducing decorations on materials such as ceramic, enamel and leather.

CONTINUED JOB CREATION AND VALUE SHARING

The group's growth is accompanied by an increase in its workforce: **2,300 new employees** joined Hermès in 2024. At 31 December 2024, the group exceeded the milestone of **25,000 employees, of whom 15,556 are in France**. In order to share the fruits of the house's growth with those who contribute to its development on a daily basis, an exceptional bonus of 4,500 euros was distributed to all employees in March 2025 for the year 2024.

CREATIVITY, INNOVATION AND UNIQUENESS AT THE HEART OF STRATEGY

In the second half of 2024, *In the spirit of the Faubourg* continued to inspire the creativity of the métiers, with new collections displaying exceptional craftsmanship and constantly reinvented references to the house's story.

A CREATIVE FORCE THAT PERMEATES ALL THE MÉTIERS

Autumn 2024 saw the launch of *Barénia*, Christine Nagel's new perfume for women, named after an emblematic natural leather. This fragrance, the house's first chypre, combines the delicacy of butterfly lily with a surprising miracle berry. The leather goods métier continues to explore its icons, including the *Della Cavalleria Élan*, *Arçon* and *Haut à courroies HAC en selle* bags, which feature various embossed saddle-inspired inserts using techniques such as appliqué-piqué or moulding.

With his eighth haute bijouterie collection, entitled *Les Formes de la couleur*, Pierre Hardy explored the perception of light.

His creations include a reinterpretation of the *Galop* bracelet, set with exceptional stones of multifaceted sparkle.

In the spirit of the Faubourg also permeates silk, as demonstrated by the 18-3-7 90 cm scarf, designed by Canadian artist Geoff McFetridge. This scarf features three jockeys on their mounts, forming a winning trio whose numbers correspond to the year of the house's creation: 1837.

The Maison universe was brought to life with the launch of the new *Tressages équestres* dinner service in acidic colours, whose inspiration was drawn from the house's equestrian roots.

Finally, with the launch of the *Apple Watch Series 10*, Hermès celebrated the tenth anniversary of its partnership with Apple.



Entitled *Les Formes de la couleur*, the eighth haute bijouterie collection is a bold exploration of the perception of light.

EVENTS THAT CELEBRATE THE UNIQUENESS OF THE HOUSE

In October, at the *Hermès Ginza Calling* event in Tokyo (Japan), the house presented the **men's winter 2024 ready-to-wear collection** designed by Véronique Nichanian. The show was spread across the store's four floors, highlighting the resonance between the effects of transparency featured in the collection and the glass architecture of the Maison Ginza. One month earlier, the **women's spring-summer 2025 ready-to-wear** runway show took place at the headquarters of the Garde républicaine in Paris (France). The collection designed by Nadège Vanhée revealed a free and daring form of femininity.

In New York (USA), *petit h* made a stopover at the Maison Madison, where the workshop for creation in reverse presented its bold and imaginative take on the urban symbols of the American metropolis.

The second half of 2024 was punctuated with a host of events that put *In the spirit of the Faubourg* into perspective. *Mystery at the Grooms*, presented for the first time in Shanghai (China), is an immersive investigation that involves finding missing horses by collecting clues along an interactive trail through the sixteen Hermès métiers.

The National Museum of Qatar in Doha played host to *In Motion*, the third in the *Hermès Heritage* series of exhibitions. The event drew over 14,000 visitors, who discovered a selection of objects from the Émile Hermès collection and the house's archives and contemporary collections evoking movement and travel.

Open to all, *Hermès in the Making* continued its journey, visiting Mexico City (Mexico), Seoul (South Korea) and Zurich (Switzerland) and attracting a total of nearly 60,000 visitors to meet Hermès' artisans and discover their know-how.

Also in the second half-year, the joyous and playful *Le Monde d'Hermès Kiosques* stopped off in Aspen (United States), Barcelona (Spain), Shanghai (China), Tokyo (Japan) and Bahrain.

A HOUSE OF ARTISANS WITH HUMAN VALUES

As a responsible company, Hermès deploys its growth model with strong social and environmental ambitions.

RECOGNISED PERFORMANCE IN ENVIRONMENTAL PROTECTION

Hermès is committed to the fight against climate change and has continued to take action in line with its 2030 targets, as validated by the **Science Based Targets initiative (SBTi)**. Since 2018, it has reduced its scope 1 and 2 emissions by 63.7% in absolute terms, exceeding its initial target of 50.4% by 2030, and its scope 3 emissions by 50.5% in intensity. As part of its commitment to preserving resources, the group has reduced its industrial water consumption by 65.4% in ten years. Lastly, Hermès continues to work with the **Science Based Targets for Nature (SBTN)** initiative to combat climate change and help protect the living world. Hermès has made further progress in its extra-financial performance. Since 2022, the house has appeared in the **CDP's A-list** of businesses considered to be the best performing on environmental issues at a global level. For the third year in a row, Hermès received an AA rating from **MSCI**, an agency that measures the resilience of companies to environmental, social and governance risks. **Standard & Poor's (S&P) ESG rating**, which assesses ESG performance in relation to a company's risks, opportunities and activities, gave Hermès a score of 65/100 in 2024, reflecting a steady improvement over the past four years. ISS ESG, which rates Hermès among the best companies in its sector with a B-rating, will now be the benchmark for the CAC 40 ESG stock market index.



The Manuterra programme run by the Fondation d'entreprise Hermès introduces young people to the world of preserving biodiversity.

GREATER COMMITMENT TO INCLUSION

Hermès remains committed to diversity and inclusion, as demonstrated by its **direct employment rate of people with disabilities**. In 2023, this rate stood at 7.12% in France – above the legal threshold of 6% – higher again than the previous year's rate of 6.85%. In six years, this rate has more than doubled. The group is committed to creating an inclusive and respectful working environment for all in which everyone can flourish.

In December, the Humpact rating agency – which measures the impact of the social and societal contribution of 300 companies – singled out Hermès in two areas. For the fourth time, the house was awarded the **Grand Prix Emploi France** for the most employment-friendly company in France in 2024. For the first time, Hermès was also awarded the **Prix Emploi des personnes en situation de handicap**, which recognises initiatives to promote the employment, integration and retention of people with disabilities.

EDUCATIONAL PROGRAMMES FOR SCHOOLS

Since its creation in 2008, the Fondation d'entreprise Hermès has been developing its own programmes that support creation, transmission, solidarity and the preservation of biodiversity. To leverage the value of teaching, in partnership with the French Ministry of Education, the Fondation is piloting two educational programmes for pupils aged 9 to 15, which take place during the school day.

Launched in 2016, **Manufacto, the Skills Factory** is a programme that gives schoolchildren the chance to discover craft techniques and skills through the meticulous manufacture of an object. Since the start of the 2024 academic year, 2,400 pupils from ninety-six classes have been taking part in this programme in the sixteen partner education authorities.

Launched in 2021, the **Manuterra, learn from the living world** programme aims to raise awareness among young people of the importance of preserving biodiversity through the acquisition of gardening skills. Accompanied by a professional gardener, students develop and cultivate a plot of land using permaculture techniques. Since the start of the 2024 academic year, eleven education authorities taken part in this scheme, which involves 800 pupils from thirty-five schools.

HERMÈS AROUND THE WORLD

With an identity that combines Hermès references with local characteristics, each store offers a unique showcase for the house's collections.

In August, Hermès celebrated the reopening of its **Melbourne** store after renovation and expansion, in a building listed on the State of Victoria's heritage register. The house has had a presence in Australia for almost four decades, and now receives its customers in six locations.

Hermès transformed two of its thirty-four stores in China this autumn. Firstly, in the store in the MixC mall, located in the dynamic Luohu business district of **Shenzhen**, the house's sixteen métiers are now presented in a light-filled setting inspired by nature. And secondly, the expanded store in **Shenyang** is decorated with soft tones and sensory textures that evoke the cycle of the seasons.

In India, Hermès opened a store in the Jio World Plaza in **Mumbai**.



The Shenzhen store in China reopened in autumn 2024 after renovation and expansion.



In Lille, Hermès inaugurated a new store in a listed Renaissance building.

The colours and shapes of nature are also a feature of the Takashimaya store in **Singapore**. Opened in 1993, this sixth address in the city-state showcases the house's collections in an atmosphere inspired by the region's lush vegetation. In the United States, the second half-year was marked by the reopening of the store in **Atlanta**, Georgia. Among Hermès' forty-one American addresses, this reopening confirms the house's roots in a city well known for its cultural traditions and its contribution to artistic creation. In Europe, the end of the year featured two reopenings, the first of which, in **Lille**, testifies to Hermès' confidence in the French market. The house has moved to a new address on rue des Chats-Bossus, just a stone's throw from its original store, which opened almost half a century ago. Hermès customers are now welcomed into a listed architectural complex dating back to the 15th and 16th centuries. The atmosphere, inspired by the Flemish Renaissance, provides the perfect backdrop for the house's sixteen métiers. In **Naples** (Italy), an art nouveau façade distinguishes the store on via Filangieri, whose interior decor evokes the mythological history of the city. After expansion, this store – one of twelve on the peninsula – reopened on 12 December, in time to help local customers and visitors prepare for the festive season.

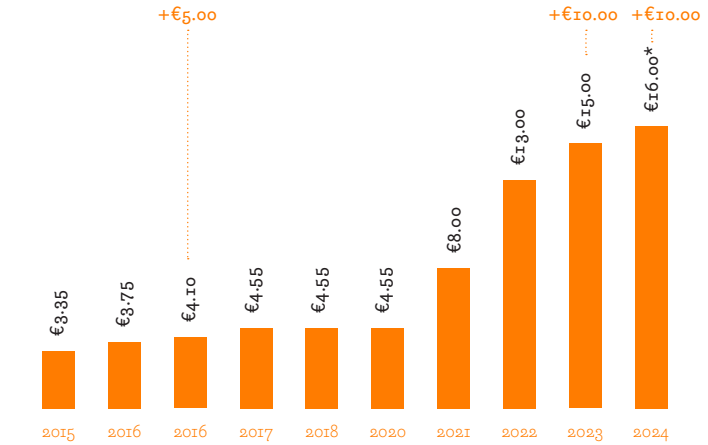
THE HERMÈS SHARE

THE HERMÈS SHARE PRICE IN EUROS IN 2024



• Over 2024, the Hermès share price rose by 21%, bringing the group’s market capitalisation to €245 billion at the end of December 2024.
• In 2024, the average daily volume of Hermès shares traded was 255,000, including 55,000 shares on Euronext.

DIVIDEND PER SHARE IN 2024 (IN € PER SHARE)



*Subject to approval by the General Meeting of 30 April 2025, including the €3.50 interim dividend paid on 19 February 2025.

KEY STOCK MARKET DATA IN 2024

SHARE PRICE AS AT 31 DECEMBER

€2,322

12-MONTH AVERAGE SHARE PRICE

€2,140

NUMBER OF SHARES AS AT 31 DECEMBER

105,569,412

AVERAGE DAILY VOLUME (EURONEXT)

55,445

PROPOSED DIVIDEND

A proposal will be submitted to the General Meeting on 30 April 2025 to set the dividend at €16.00 per share. The interim dividend of €3.50, paid on 19 February 2025, will be deducted from the dividend to be approved by the General Meeting. Moreover, the payment of an exceptional dividend of €10.00 per share will be proposed at the General Meeting.

GENERAL MEETING OF 30 APRIL 2025 AT 9.30AM

Salle Pleyel, 252, rue du Faubourg-Saint-Honoré, 75008 Paris (welcome and sign-in from 8.00am)
This general meeting is called to approve the accounts for the financial year ending 31 December 2024. The procedure for participating in the general meeting is specified in the notice of public meeting published in the *BALO* (*Bulletin des Annonces Légales Obligatoires* – France’s gazette of public notices) on **24 March 2025**, and on <https://finance.hermes.com>. The notice to attend the meeting will be published in the *BALO* on **11 April 2025**. Other documents and information relating to this general meeting will be available for viewing by shareholders on <https://finance.hermes.com>, in compliance with regulatory and legal requirements, at the latest on **9 April 2025**. The General Meeting will be broadcast live and on replay on the company’s website.

CONTACTS

HERMÈS INTERNATIONAL

Service Actionnaires
13-15, rue de La Ville-l’Évêque – 75008 Paris
Email: contact@finance.hermes.com

UPTEVIA

Services aux émetteurs
Les Grands Moulins de Pantin
9, rue du Débarcadère – 93761 Pantin cedex
Tel. 0826 10 91 19

DIARY

17 APRIL 2025

Publication of Q1 2025 revenue

30 APRIL 2025

General Meeting of shareholders

30 JULY 2025

Publication of 2025 half-year results