

A SUSTAINABLE INTEGRATED VALUE-CREATING FRENCH CRAFTSMANSHIP MODEL

Issues and trends

Limited natural resources
and adaptation to climate change

CAPITAL AND RESOURCES

Committed workforce

25,185 employees of whom **15,556** in France:
46% in production, **39%** in sales,
and **15%** in support

7.12% employees with disabilities
in France in 2023

Gender equality index: **92/100** (France)

Exceptional savoir-faire craftsmanship

10 Écoles Hermès des Savoir-Faire
(EHSF) in France

Long-term partners

Average relationship length of **19** years
with top **50** direct suppliers

Natural resources and responsible materials

More than **90** animal & vegetal
supply chains

Controlled water withdrawal,
decoupled from the Group's growth

97.9% renewable electricity

100% non-mined gold and silver
used in the jewellery workshops

Raw materials used with care
and responsibly

Local Involvement

Strong local presence: regional
craftsmanship presence and exclusive
stores in **11** out of 13 French regions

60 production and training sites
in France

Financial independence

Shareholder stability : **66.7%** of the share
capital held by the Hermès family group

€3.8 billion adjusted free cash flow

€17.3 billion in equity

€12.0 billion in restated
net cash position



**An independent creative house since 1837,
guided by the skills of the craftspeople**

16 métiers

Leather goods and Saddlery	Women's ready-to-wear	Men's ready-to-wear	Belts
Hats	Gloves	Shoes	Women's silk
Men's silk	Jewellery	Furniture and Art of Living	Tableware
Perfume	Beauty	Watches	petit h

Creative freedom

More than **50,000** references produced

Constant **creative renewal**

Material and process **innovations**

Unique and responsible communication

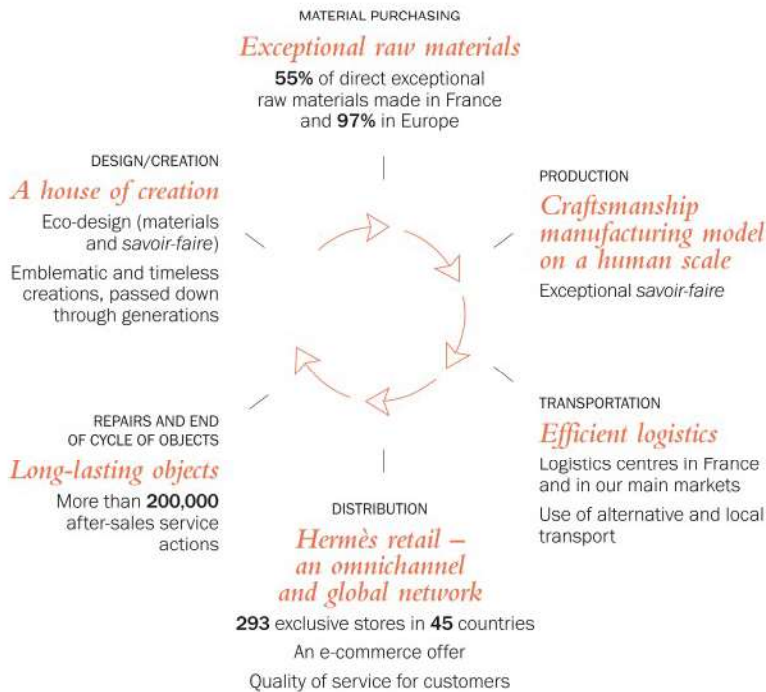
Unique heritages: creation, materials, savoir-faire and retail

A humanist approach to employee management. A rich selection
of useful and long-lasting objects. A loyal and local customer base.

A resilient
luxury market

Circular economy regulations
and innovations

Consumer expectations
in terms of sustainability



Purchasing freedom

Main markets:
(in consolidated revenue mix)
Asia-Pacific (excl. Japan) 44%
Americas 19% – Europe (excl. France) 14%
France 10% – Japan 9%

Strong vertical integration

55% of objects made in exclusive and in-house workshops –
74% of production is in France – Securing value chains

VALUE CREATION AND SHARING

For employees

€1.9 billion payroll costs
€4,500 exceptional bonus
€235 million profit-sharing and incentives
73% employee shareholders

Transmission and longevity of savoir-faire

École Hermès des Savoir-Faire : nearly 700 learners accompanied
23 hours of training per employee on average

Support for our partners

Support towards reaching the highest standards
Payment terms of 27 days on average in France

Reduction of a moderate environmental footprint

Decrease of 63.7% in scopes 1 and 2 emissions in absolute value and 50.5% in scope 3 in intensity since 2018
65.4% reduction in water withdrawals in intensity in the last 10 years
Adoption of the SBTN approach throughout the Group to limit pressure on nature
Pursuit of certification and label awards to the highest standards in supply chains

Societal value

28.7% consolidated tax rate
2,300 jobs created including 1,300 in France

Financial value

€15.2 billion consolidated revenue
€245 billion market capitalisation at end-2024
€2.7 billion total dividends paid to shareholders
€1.1 billion in operating investments