

IES



COMBINED  
GENERAL MEETING  
30 APRIL 2025



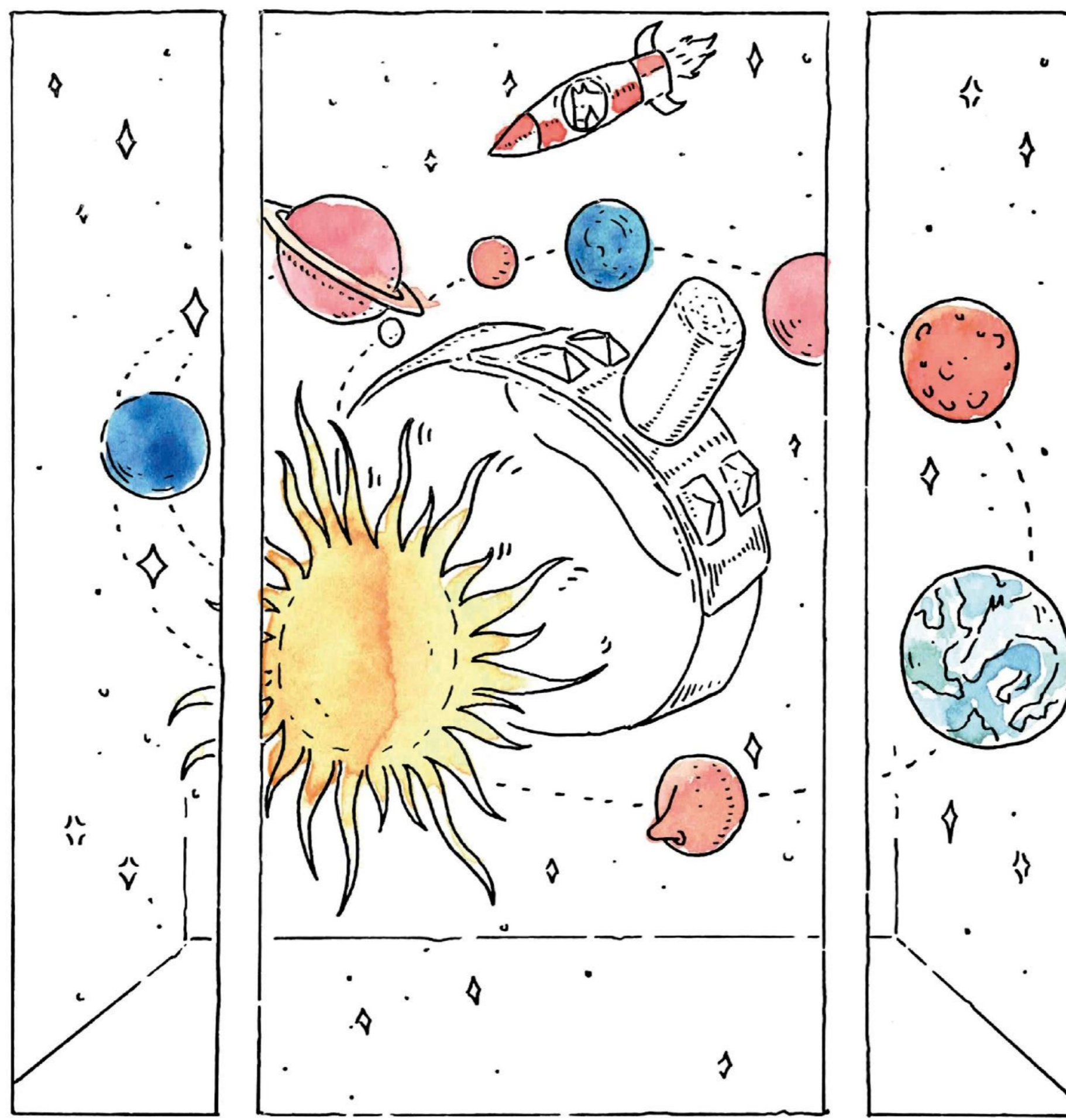
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MES



## 2024 HIGHLIGHTS AND STRATEGY



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# Strength of Hermès' craftsmanship model in a more uncertain context

## Employment and responsibility

### Regional revitalisation

60 production and training sites in France

### Sharing value

Exceptional bonus of €4,500  
More than 16,000 employee shareholders



## Integration and exclusivity

### Strong vertical integration

55% of objects made in exclusive and in-house workshops

### Geographical balance

293 stores in 45 countries: a multilocal and exclusive distribution network



### Revenue

**€15.2bn**

+15% at constant exchange rates

### Employees

**> 25,000**

employees  
> 60% in France

### Local anchoring

**74%**

of objects made in France

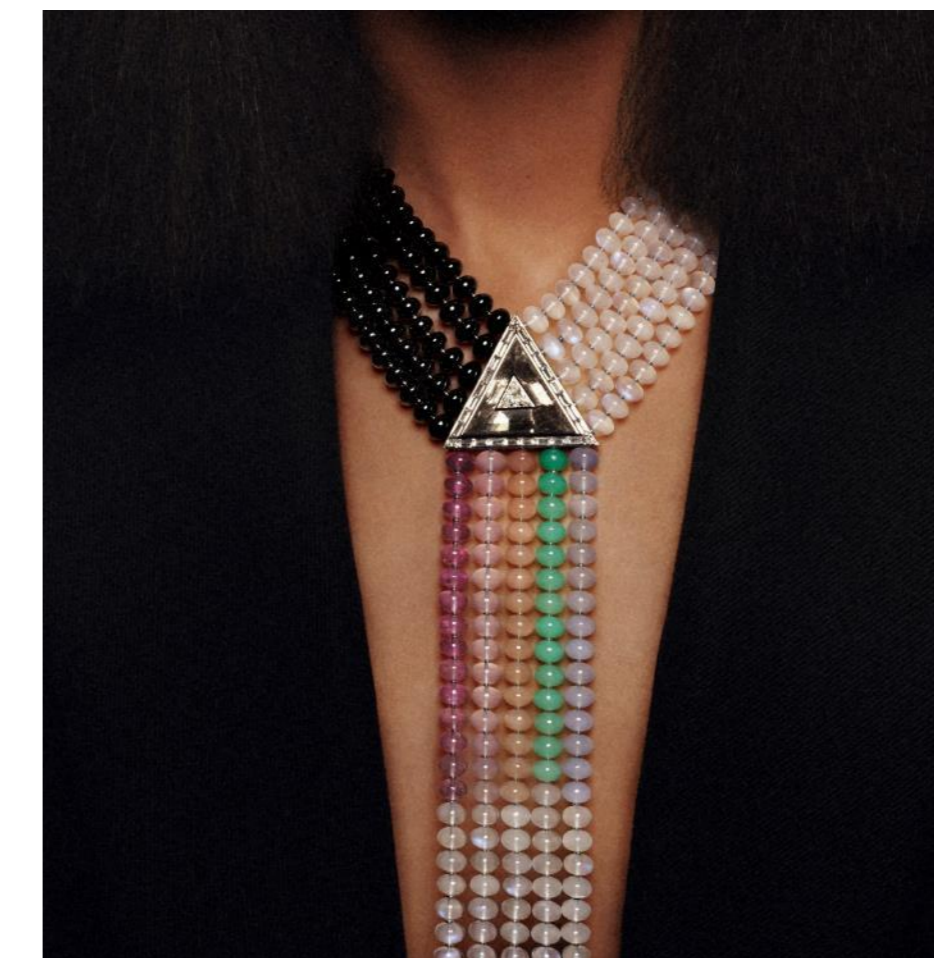


## Quality and durability

### Exceptional materials

Products designed to last

**Repairing objects everywhere in the world**



## Creativity and savoir-faire

### A bold creation

A unique style  
> 50,000 references

### Unique savoir-faire

10 regional Écoles Hermès des savoir-faire in France



## 2024 HIGHLIGHTS AND STRATEGY

### Bold creation

- Enrichment of the leather goods collection with the models ***Haut à Courroies en selle***, ***Della Cavalleria Élan*** and ***Arçon***
- Successful **women's** and **men's ready-to-wear** collections
- Dynamic formats and designs of the **silk collections**
- Successful launch of the new women's perfume, ***Barénia***
- A warm welcome for the eighth Haute Bijouterie collection, ***Les formes de la couleur***
- New table service, ***Tressages équestres***
- Launch of the ***Apple Watch Series 10***



## 2024 HIGHLIGHTS AND STRATEGY

# Development of production capacities

**Leather goods workshop projects**

**4**

ongoing  
2025 to 2028

- **Leather goods workshop openings:**
  - › Riom (Puy-de-Dôme) in September 2024
  - › 3 ongoing leather goods workshop projects: L'Isle-d'Espagnac (Charente) scheduled in 2025, Loupes (Gironde) scheduled in 2026 and Charleville-Mézières (Ardennes) scheduled in 2027
  - › Announcement of the creation of a 10th hub in Calvados, with a 4th leather goods project in 2028
- **Strengthening of capacity investments in all the métiers:**
  - › Perfume & Beauty: expansion of the Hermès site in Le Vaudreuil (Normandie)
  - › Tableware: Beyrand (Haute-Vienne) site expansion project
- **Strengthening of the supply chain and IT investments**
- **Continuation of the securing of supplies**

# Strong vertical integration and local anchoring



**Production and training sites**

**60**

in France

**Local production**

**74%**

of objects are made in France

**Vertical integration**

**55%**

of objects made in exclusive and in-house workshops



## 2024 HIGHLIGHTS AND STRATEGY

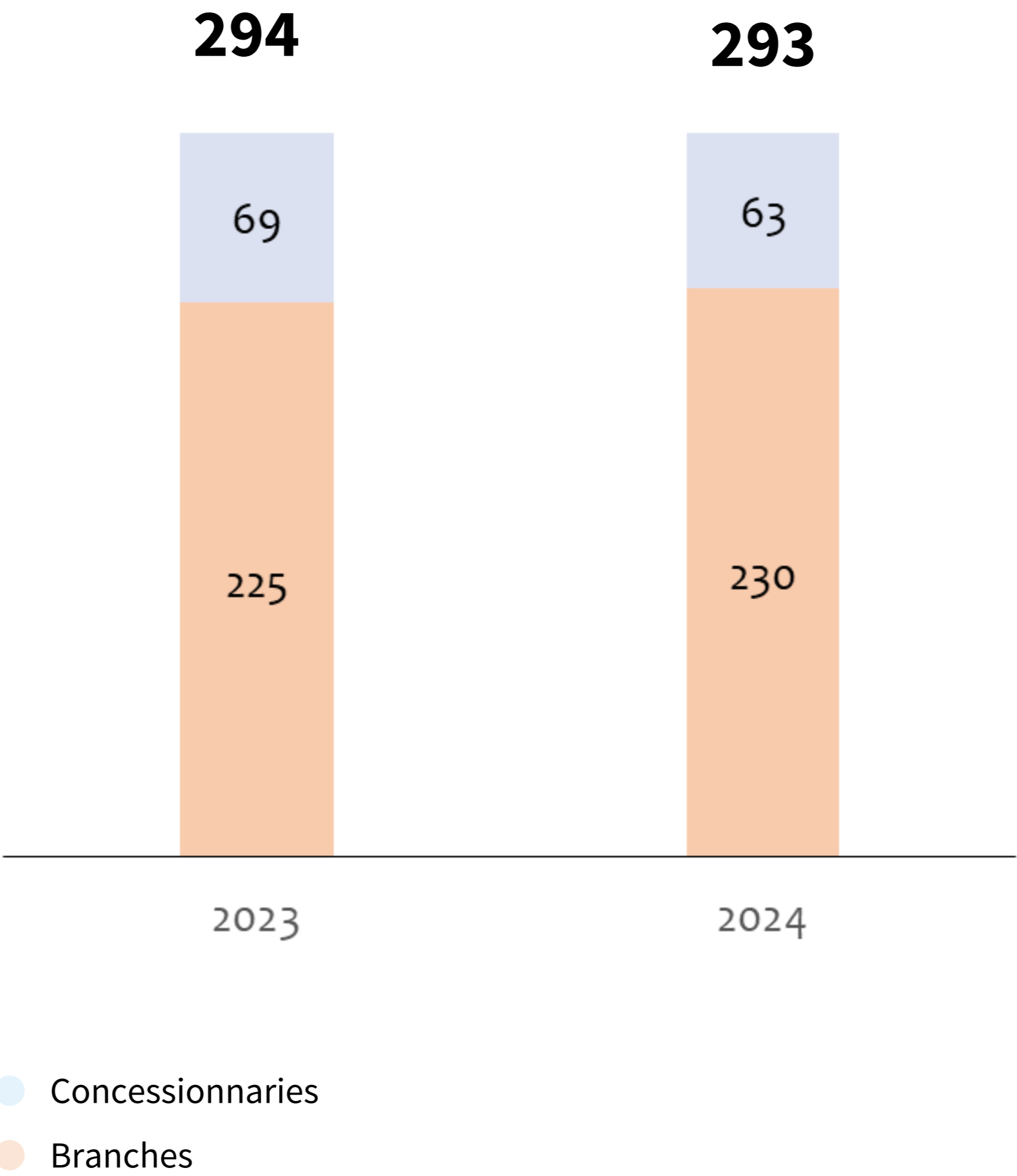
# An exclusive and integrated distribution network

- **Strengthening of the multilocal and omnichannel distribution network**
- **Opening of new stores:**
  - › Princeton (United States)
  - › Wuxi (China)
  - › Tokyo Toranomom Azabudai and Ginza Mitsukoshi (Japan)
- **Expansion and renovation of stores, notably:**
  - › Lille, Nantes (France) and Naples (Italy)
  - › Atlanta (United States)
  - › Shenyang MixC, Shenzhen MixC and Beijing SKP (China), Takashimaya (Singapore)



2024 HIGHLIGHTS AND STRATEGY

# Evolution of the number of stores



**Expansions and renovations**  
**15-20**  
on average per year

**Strengthening the network**  
**Omnichannel and multilocal**

## A singular communication

- Presenting Hermès in an authentic and unconventional manner:
  - › ***Mystery at the Grooms'*** in Shanghai
  - › The ***Kiosque du Monde d'Hermès*** notably in Aspen, Barcelona, Shanghai and Tokyo
  - › ***Hermès in the Making*** in Mexico City, Seoul and Zurich
  - › ***On the Wings of Hermès*** in Singapore
  - › ***Saut Hermès*** at the Grand Palais éphémère in Paris
  - › ***Hermès Heritage: In Motion*** in Doha
- Rediscovering the 16 métiers of the house:
  - › **Haute Bijouterie** event, ***Les formes de la couleur***, in Paris and Beijing
  - › **Men's ready-to-wear** shows in Paris, Shanghai and Tokyo, and **women's ready-to-wear** shows in Paris and New York
  - › **petit h** in Hong Kong and New York
  - › Silk event, ***Brides de Galaxy***, in Seoul



**MYSTERY AT THE**  
7-15 DEC. 2024 **GROOMS'**

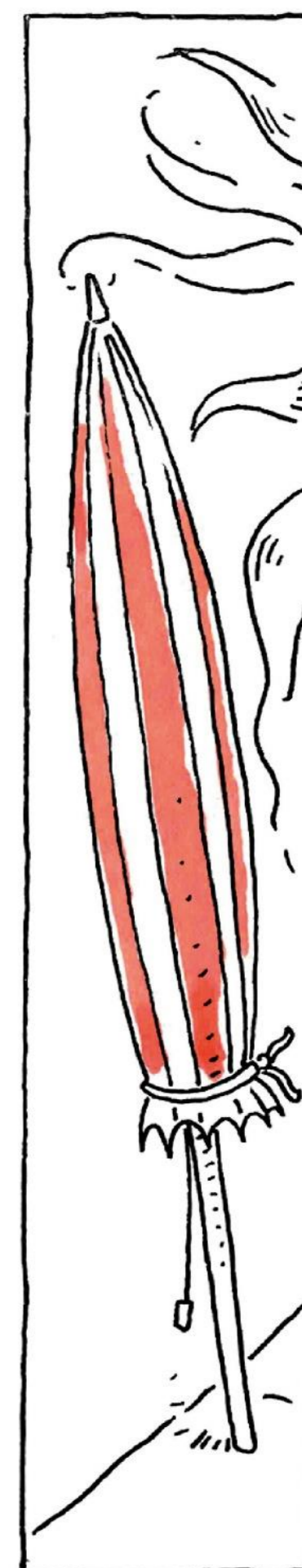
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# RESPONSIBLE AND SUSTAINABLE DEVELOPMENT



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# A sustainable and responsible business model



## SHARING VALUE

**> €500m**  
*of which*

**€235m**  
incentive schemes  
and profit-sharing  
in France  
(vs €207m in 2023)

**€4,500**  
exceptional bonus  
for all employees



## CLIMATE COMMITMENT

**-63.7%**  
of scopes 1 and 2  
emissions  
in absolute terms vs 2018

**-50.5%**  
of scope 3  
emissions  
in intensity vs 2018

**71%**  
of renewable  
energy



## CREATION OF LOCAL JOBS

**+7,000**  
jobs created in 3 years  
of which **+4,300** in France

Presence in  
**11 out of 13**  
French regions

## COMMITMENT TO DIVERSITY AND INCLUSION

**48%**  
of women in the top 100 with  
the highest levels of  
responsibility

**7.90%**  
of employees with  
disabilities in France  
above the 6% legal threshold

## PRESERVATION OF RESOURCES

**-65.4%**  
of industrial water  
withdrawals in intensity  
over the past 10 years

**SBTN**  
Pursuing the initiative and  
completing the first two  
stages

## TRANSMISSION OF SAVOIR-FAIRE

**4**  
Professional training  
certificates including 1 CAP  
in leather goods

**60**  
Production and training  
sites in France



## RESPONSIBLE AND SUSTAINABLE DEVELOPMENT

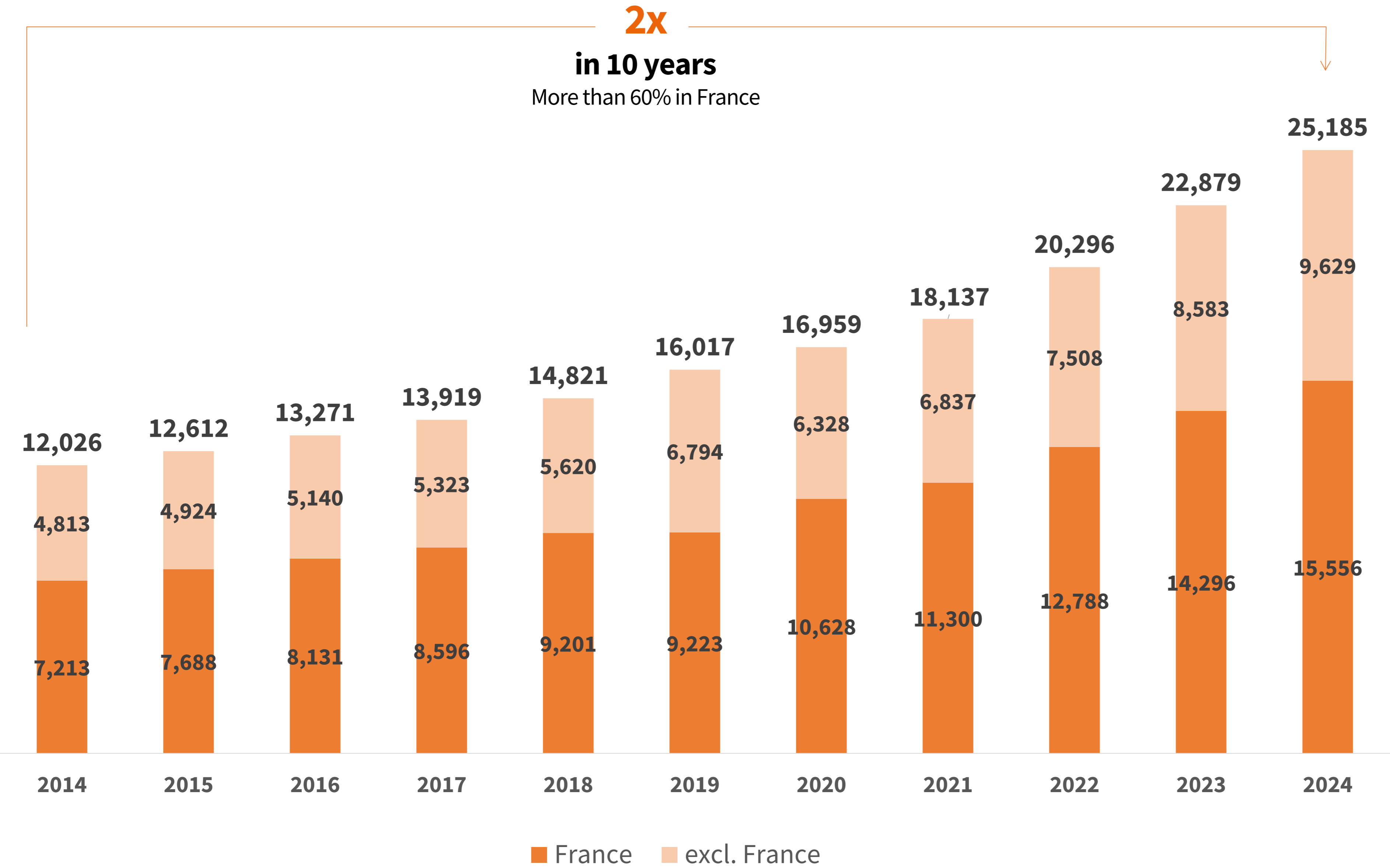
# People at the heart of our values

- **Acceleration of job creation and sharing value**
  - › 25,000 employees, including 62% in France at the end of December 2024
  - › Profit-sharing of €235 million in France for 2024 (+13% vs 2023)
- **Transmission of savoir-faire and protection of unique gestures**
  - › Expansion of the École Hermès des savoir-faire in 10 regional training schools
  - › More than 150 trainers internally
- **Commitment to diversity and inclusion**
  - › Promoting gender equality: 92/100 professional equality index in France
  - › Proactive integration policy: 7.90% direct employment of employees with disabilities in France
  - › Strengthening indirect employment in the subsidized sector

**Turnover rate**  
**6%**  
of group employees

**Employee  
shareholders**  
**> 70%**

# Continuation of job creation



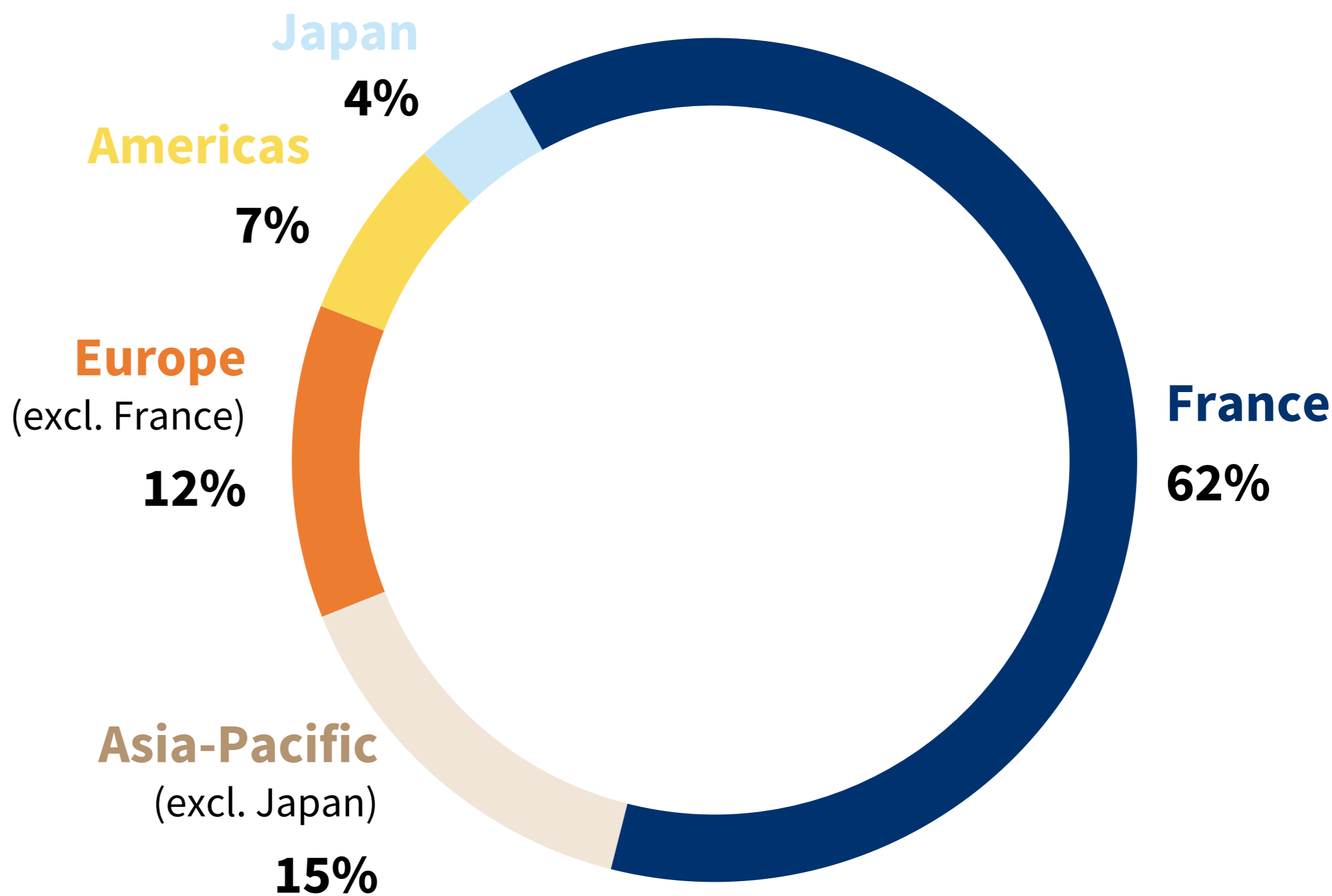
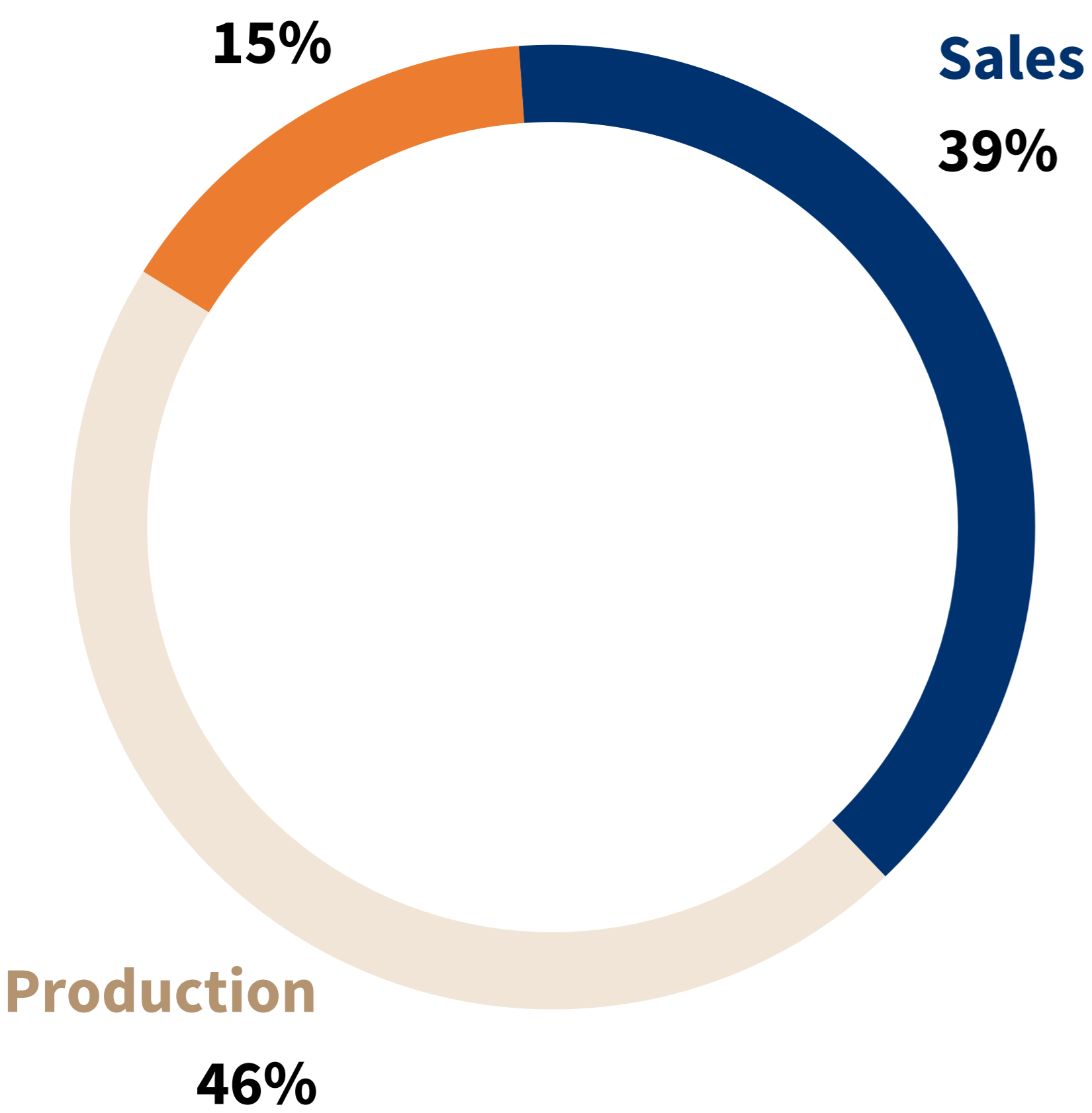
**Workforce**  
**+2,300**  
employees in 2024  
**+1,300** in France

**France focus**  
**15,500**  
employees  
62% of the  
workforce

**Local anchoring**  
Presence in  
**11 of 13**  
French regions

# Workforce breakdown by sector and by region

## Support functions



**Local anchoring**  
**49%**  
workforce outside major urban areas in France

**Young employees**  
**21%**  
under the age of 30

**Older employees**  
**18%**  
over the age of 50



## RESPONSIBLE AND SUSTAINABLE DEVELOPMENT

# Commitments to climate and preservation of natural resources

- **Continuation of the climate trajectory towards 2030 and in line with the targets validated by SBTi**
  - › Reduction by 63.7% of scopes 1 and 2 emissions in absolute value in 2024 vs 2018 (target of -50.4%)
  - › Reduction by 50.5% of scope 3 in intensity between 2018 and 2024 (target of -58.1%)
  - › Certified standard for high environmental performance real estate
- **Preservation of natural resources**
  - › Pursuit of the Science Based Targets for Nature (SBTN) approach to establish scientific targets for nature
  - › Continuation of efforts to reduce water withdrawals at the group's sites
- **Strengthening circular economy principles**
  - › Deepening of life cycle analysis on 100% of the house's most iconic products by end-2025
  - › Commitment to eco-design, reuse and material recycling

**Renewable electricity**

**98%**

worldwide

**Water consumption**

**<0.1%**

in water-stressed areas

**Real estate standard**

**100%**

of new real estate projects



RESPONSIBLE AND SUSTAINABLE DEVELOPMENT

## Close to the territories and communities

- **Supporting and accompanying our suppliers:**
  - › Publication of responsible purchasing policy
  - › Sustainable development of supply chains and support for suppliers in achieving the highest standards
- **A responsible company involved in community life:**
  - › €8 million in purchases contribute to the development of the supported sector and priority areas (EA/ESAT)
  - › Civic engagement of up to 5 days per year for each employee

### Suppliers

**19 years**

average length  
of relationship  
(Top 50)

### Supply chain

**97%**

of direct purchases  
in Europe

### Local sourcing

**55%**

of direct purchases  
in France



RESPONSIBLE AND SUSTAINABLE DEVELOPMENT

## Fondation d'entreprise Hermès and philanthropic actions

- **Fondation d'entreprise Hermès:** deployment of its programs through four pillars: artistic creation, transmission of savoir-faire, preservation of biodiversity and solidarity
  - › Launch of the 7th Académie des savoir-faire dedicated to paper
  - › Manufacto and Manuterra, programs to raise awareness of craftsmanship savoir-faire and permaculture in schools
  - › Support for live performance in French regions, artist residencies in Hermès workshops open to the public and contemporary art exhibitions in Europe and in Asia.
  - › H<sup>3</sup>, solidarity initiatives supported by group employees
- **Local philanthropic actions:**
  - › Nearly 443 initiatives around the world in the areas of education, solidarity, health and environmental protection
  - › Coordination and structuring of the initiative within local committees and during an annual seminar

**Fondation**

**€61m**

2023-2028 budget

**Philanthropic actions**

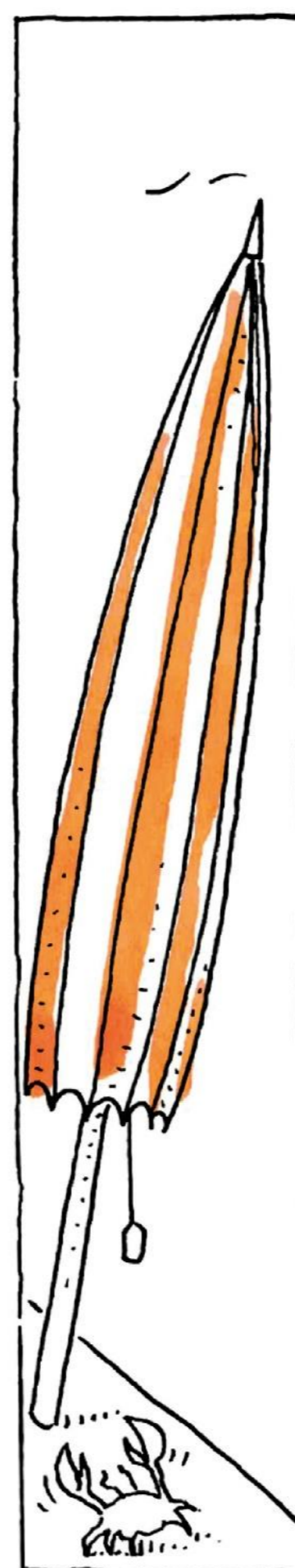
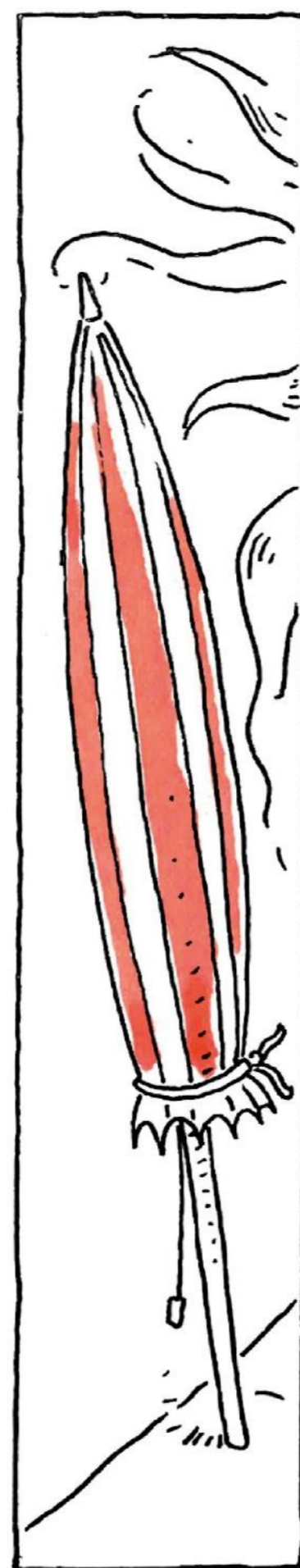
**€28m**

in 2024

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## 2024 ACTIVITY



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2024: ACTIVITY

Revenue reached €15.2 billion

EVOLUTION	2024/2023
AT CURRENT EXCHANGE RATES	+15%
AT CONSTANT EXCHANGE RATES	+13%

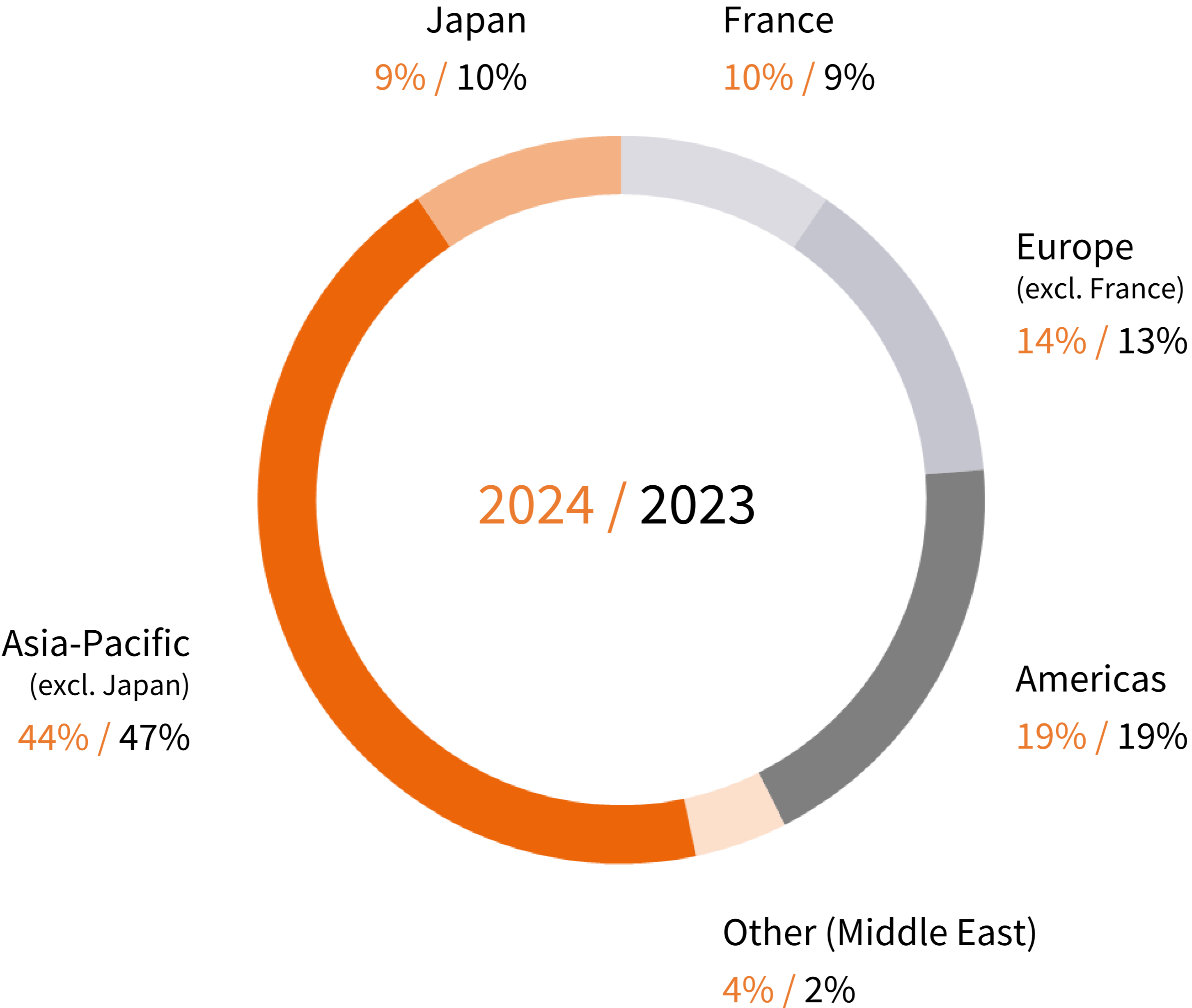


2024: ACTIVITY

# Revenue by geographical area

IN € MILLION	2024	Changes at constant exchange rates 2024 / 2023
FRANCE	1,447	+13%
EUROPE (EXCL. FRANCE)	2,147	+19%
JAPAN	1,437	+23%
ASIA-PACIFIC (EXCL. JAPAN)	6,648	+7%
AMERICAS	2,865	+15%
OTHER (MIDDLE EAST)	627	+110%
TOTAL	15,170	+15%

# Revenue by geographical area



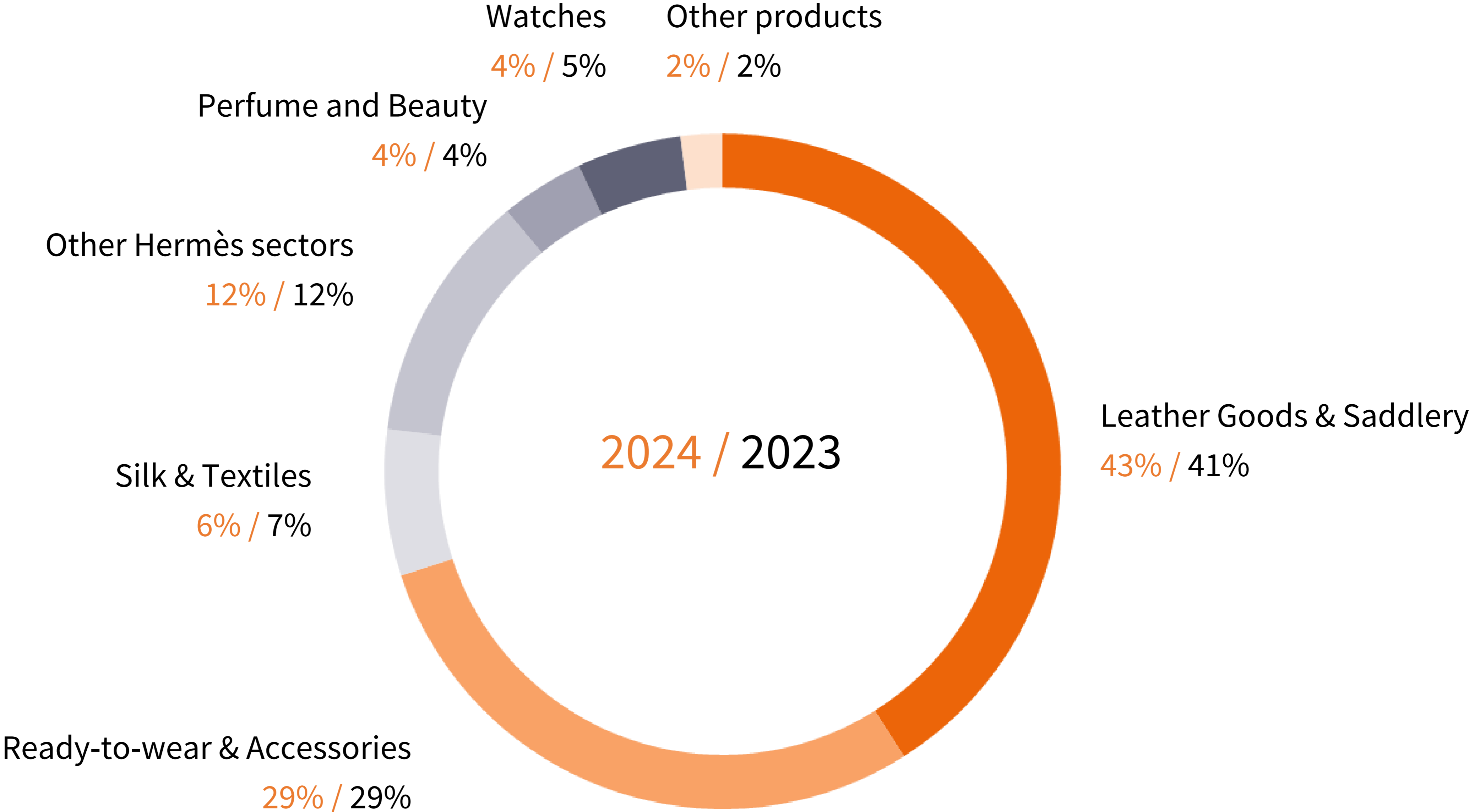


2024: ACTIVITY

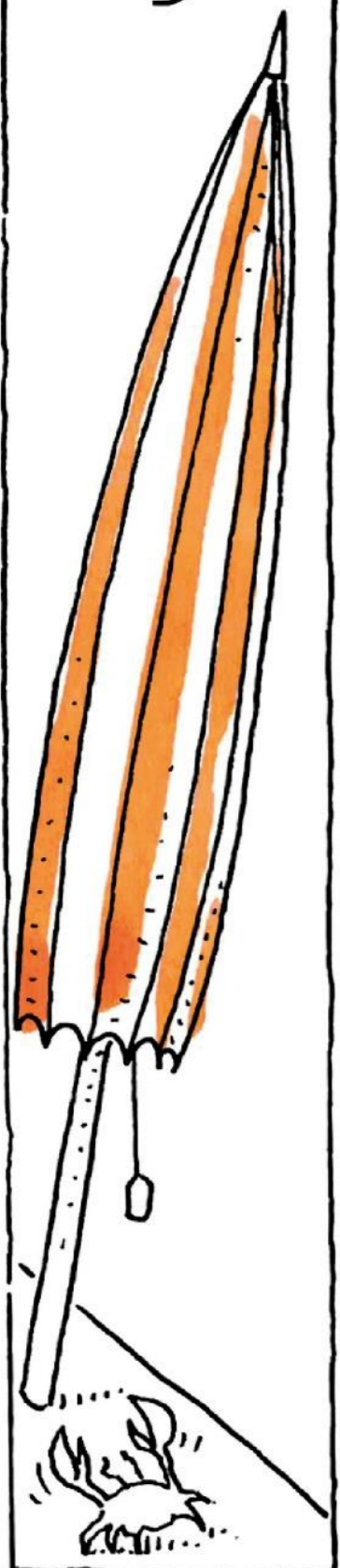
# Revenue by sector

IN € MILLION	2024	Changes at constant exchange rates <b>2024 / 2023</b>
LEATHER GOODS & SADDLERY	6,457	+18%
READY-TO-WEAR & ACCESSORIES	4,405	+15%
SILK & TEXTILES	950	+4%
OTHER HERMÈS SECTORS	1,909	+17%
PERFUME AND BEAUTY	535	+9%
WATCHES	577	-4%
OTHER PRODUCTS	337	+9%
<b>TOTAL</b>	<b>15,170</b>	<b>+15%</b>

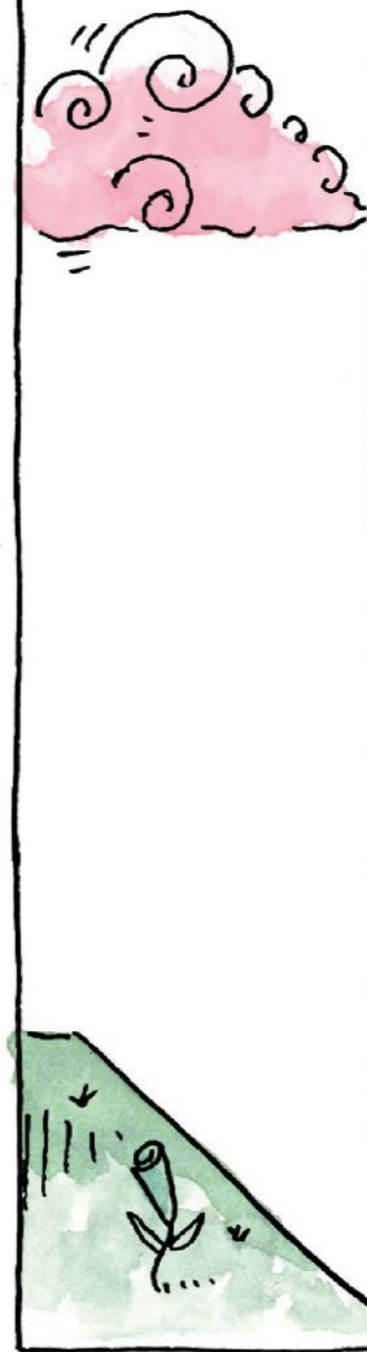
# Revenue by sector



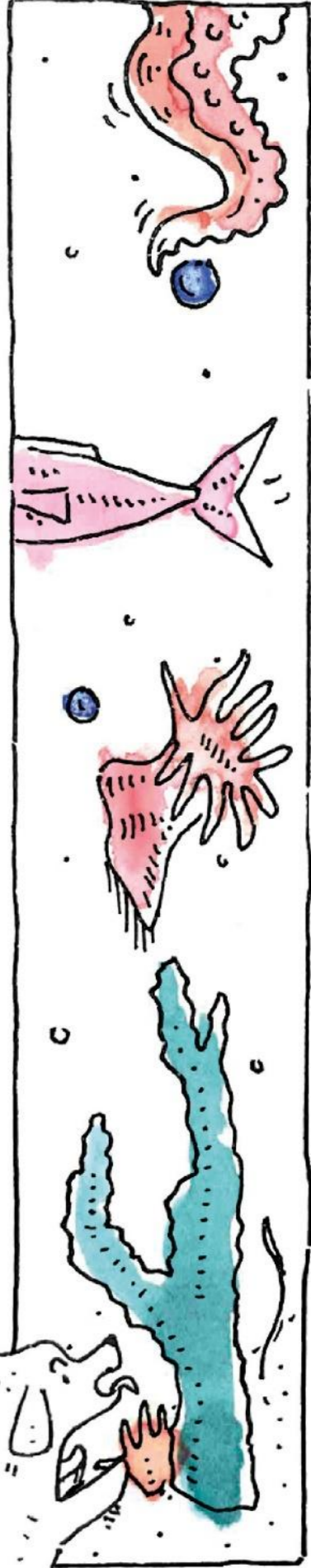
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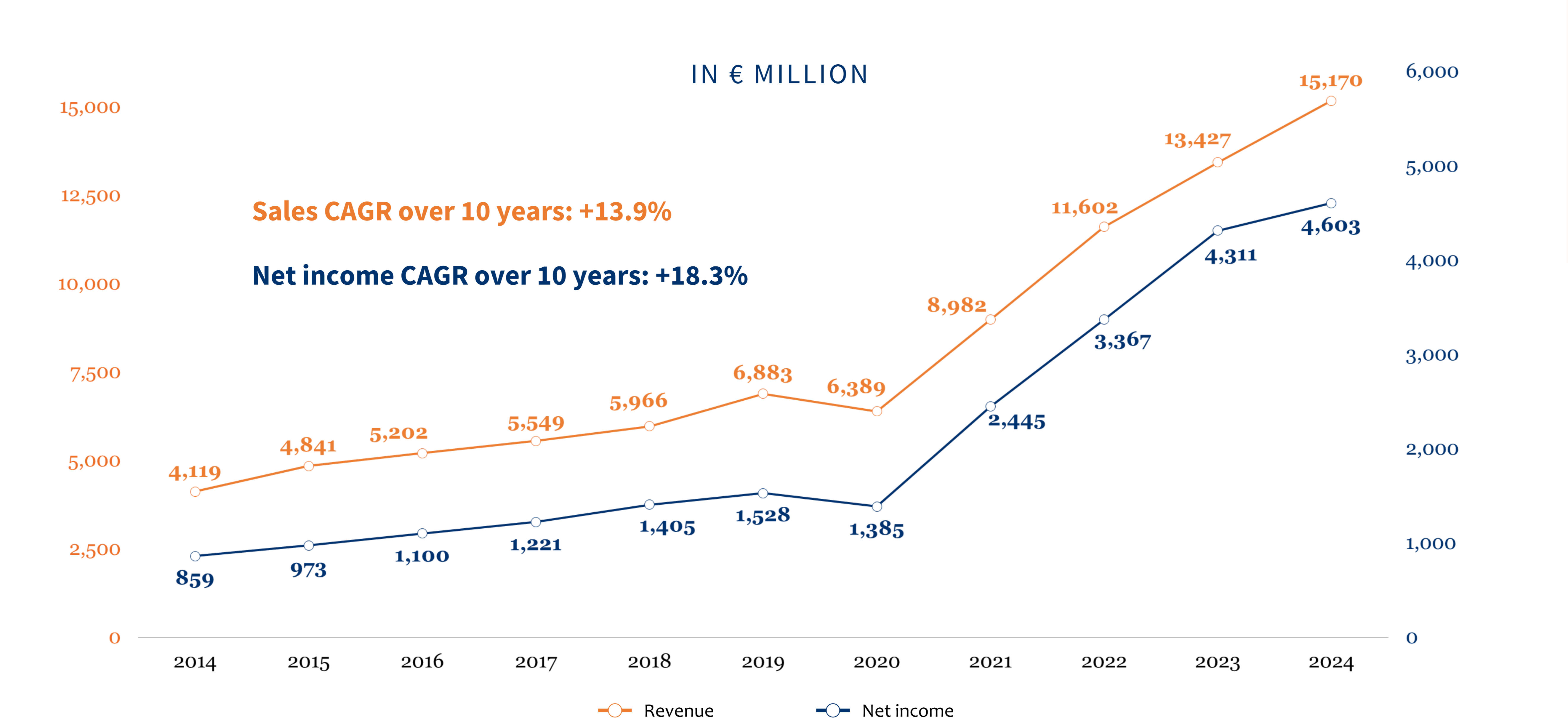
# 2024 CONSOLIDATED FINANCIAL STATEMENTS



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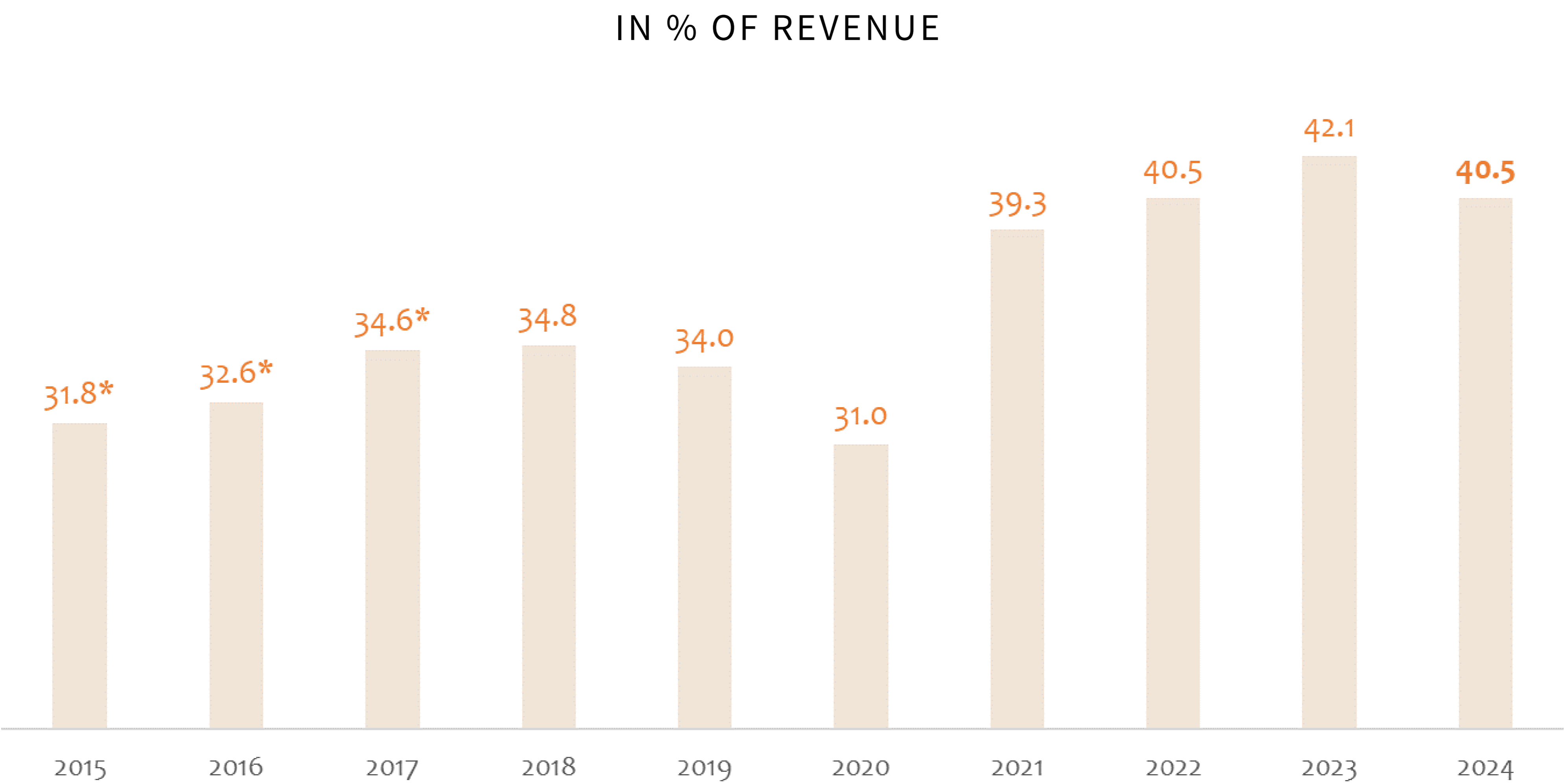
# Revenue and net income evolution



# Consolidated income statement

IN € MILLION	2024	2023	%
REVENUE	15,170	13,427	+13%
COST OF SALES	(4,511)	(3,720)	
GROSS MARGIN	10,660	9,708	
IN % OF SALES	70.3%	72.3%	
COMMUNICATION	(637)	(607)	
OTHER SALES AND ADMINISTRATIVE EXPENSES	(2,932)	(2,561)	
OTHER INCOME AND EXPENSES	(941)	(889)	
RECURRING OPERATING INCOME	6,150	5,650	+9%
OTHER NON-RECURRING INCOME AND EXPENSES	-	-	
OPERATING INCOME	6,150	5,650	+9%
IN % OF SALES	40.5%	42.1%	

# Recurring operating profitability amounted to 40.5% of revenue

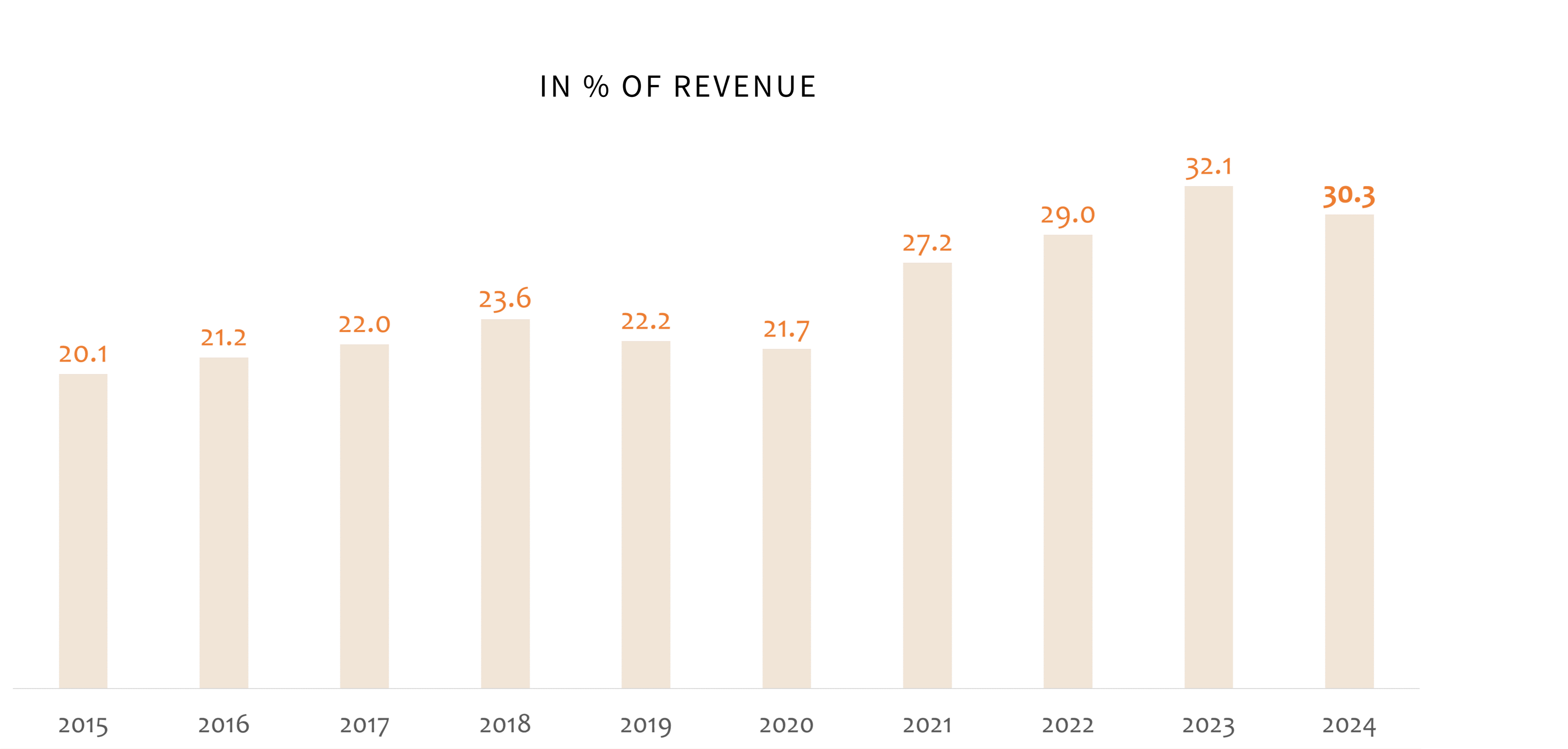


\* Recurring operating profitability before application of IFRS 16

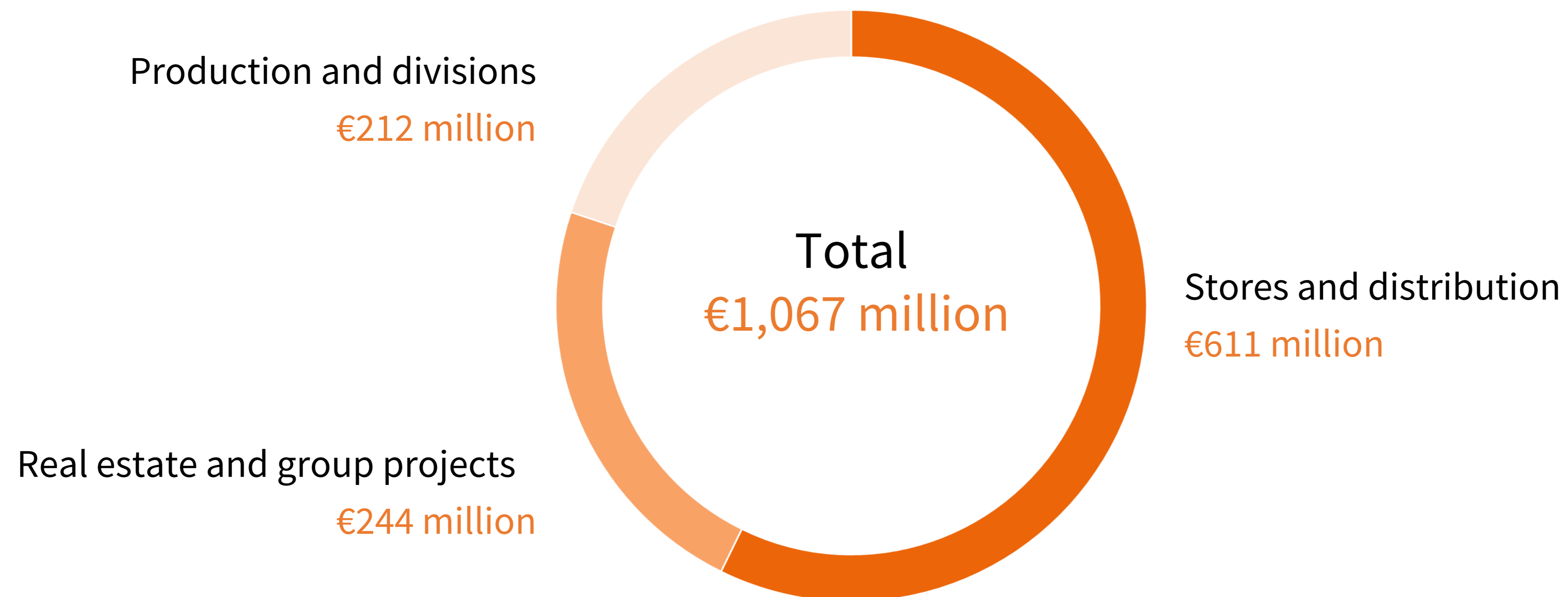
# Consolidated income statement

IN € MILLION	2024	2023	%
<b>OPERATING INCOME</b>	<b>6,150</b>	<b>5,650</b>	<b>+9%</b>
NET FINANCIAL INCOME	283	190	
INCOME TAX	(1,845)	(1,623)	
<i>IN % OF INCOME BEFORE TAX</i>	<i>28.7%</i>	<i>27.8%</i>	
NET INCOME FROM ASSOCIATES	44	105	
NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTEREST	(28)	(12)	
<b>NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>4,603</b>	<b>4,311</b>	<b>+7%</b>

# Net profitability amounted to 30.3% of revenue



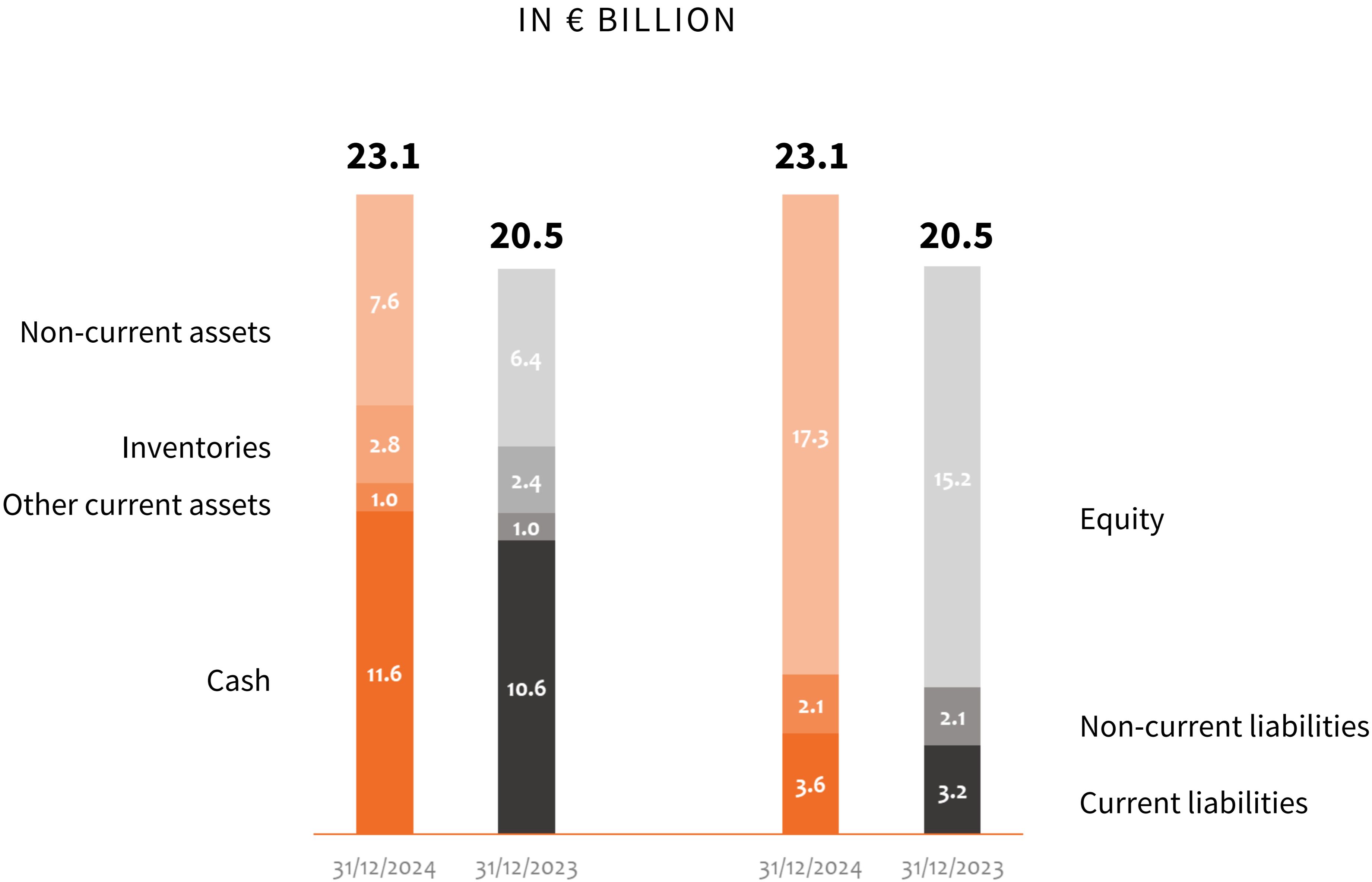
# Operating investments



# Restated cash flow statement

IN € MILLION	2024	2023
<b>OPERATING CASH FLOWS</b>	<b>5,378</b>	<b>5,123</b>
CHANGE IN WORKING CAPITAL	(239)	(794)
<b>CASH FLOW RELATED TO OPERATING ACTIVITIES</b>	<b>5,139</b>	<b>4,328</b>
OPERATING INVESTMENTS	(1,067)	(859)
REPAYMENT OF LEASE LIABILITIES	(305)	(277)
<b>ADJUSTED FREE CASH FLOW</b>	<b>3,767</b>	<b>3,192</b>
FINANCIAL INVESTMENTS	(251)	(316)
DIVIDENDS PAID	(2,705)	(1,386)
TREASURY SHARE BUYBACKS NET OF DISPOSALS	(40)	(132)
OTHER CHANGES	103	64
<b>CHANGE IN NET CASH POSITION</b>	<b>875</b>	<b>1,422</b>
<b>CLOSING RESTATED NET CASH POSITION</b>	<b>12,039</b>	<b>11,164</b>
<b>OPENING RESTATED NET CASH POSITION</b>	<b>11,164</b>	<b>9,742</b>

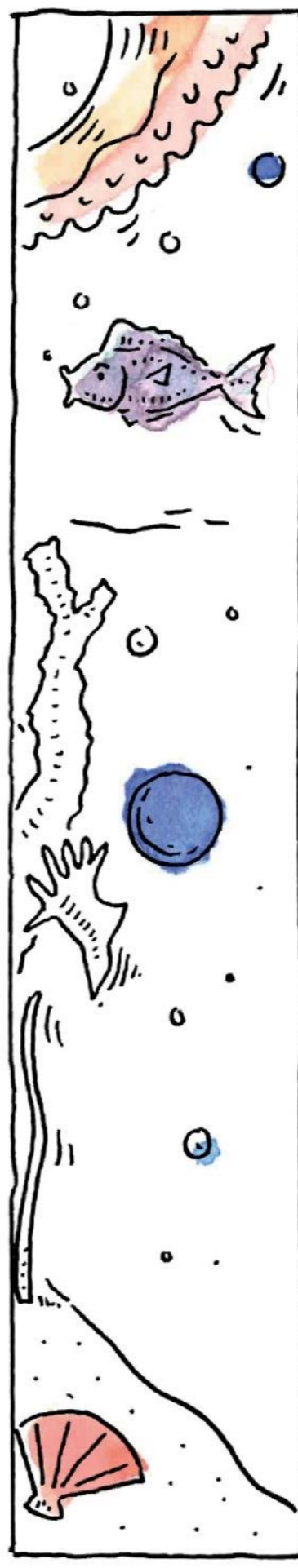
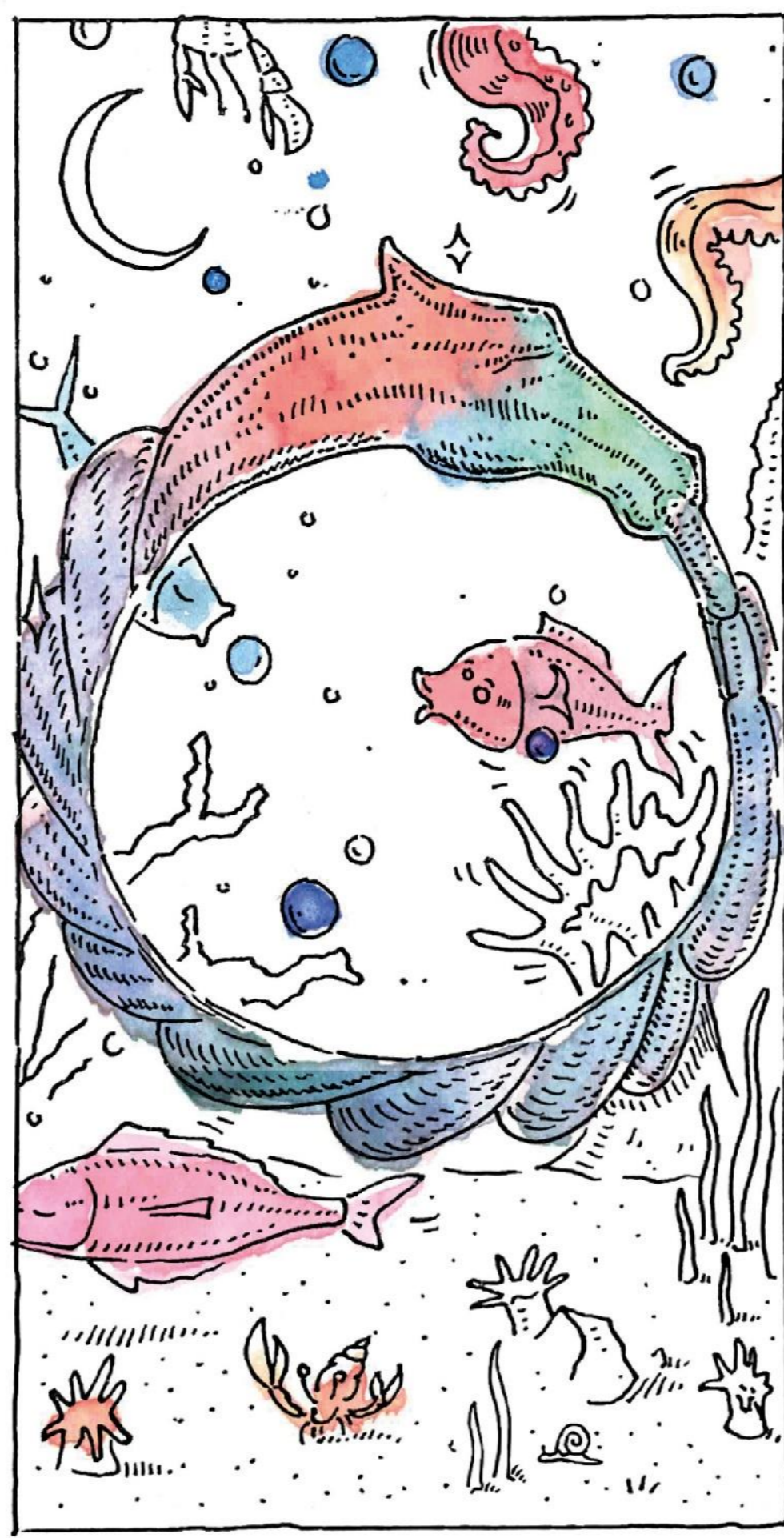
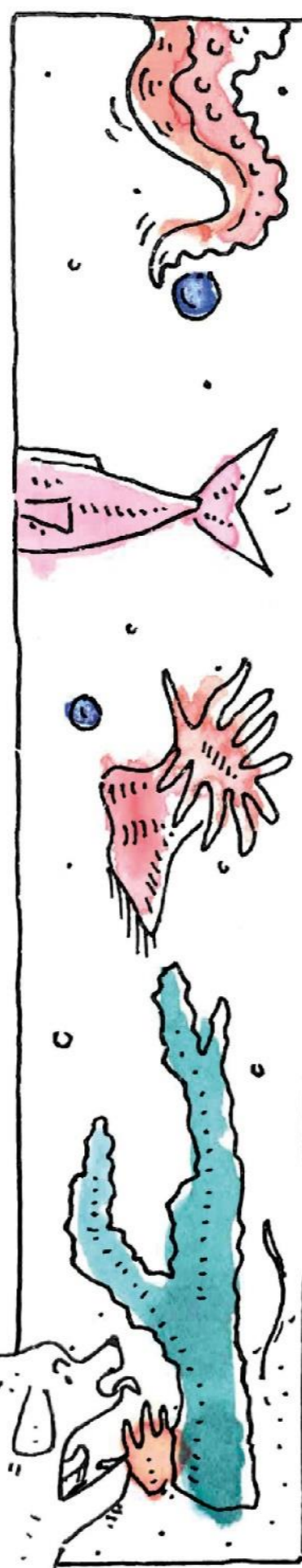
# Simplified balance sheet



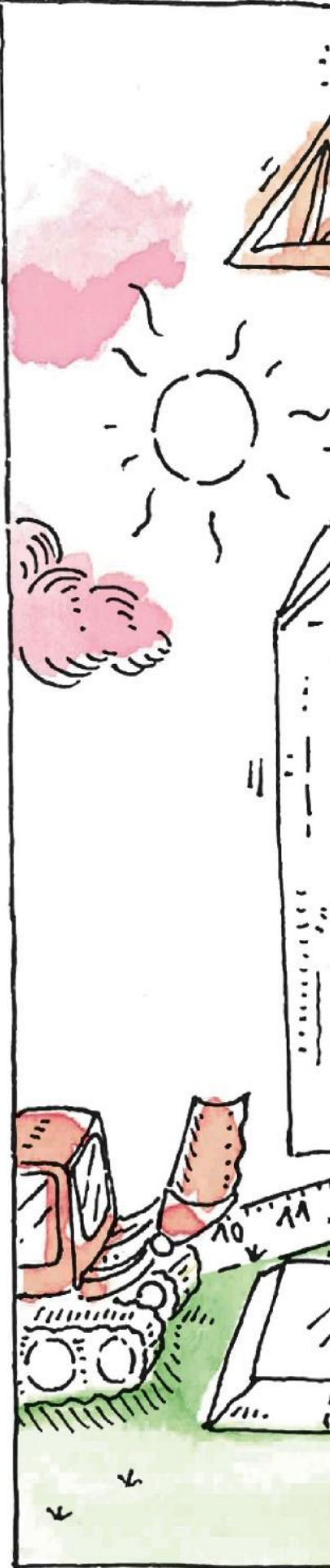
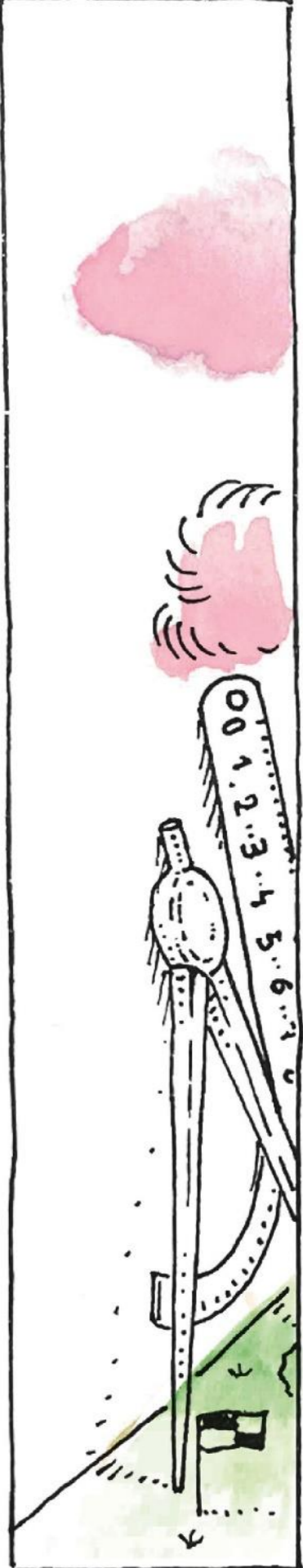
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SALES  
1ST QUARTER 2025



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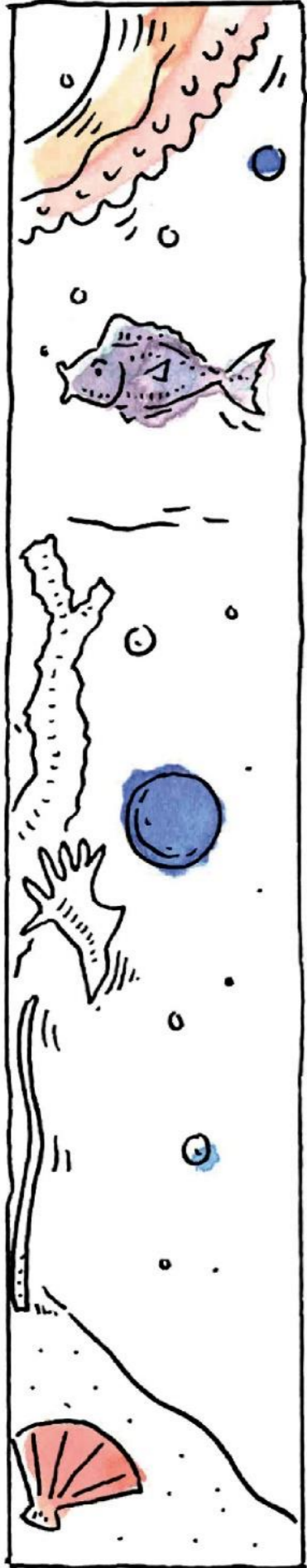
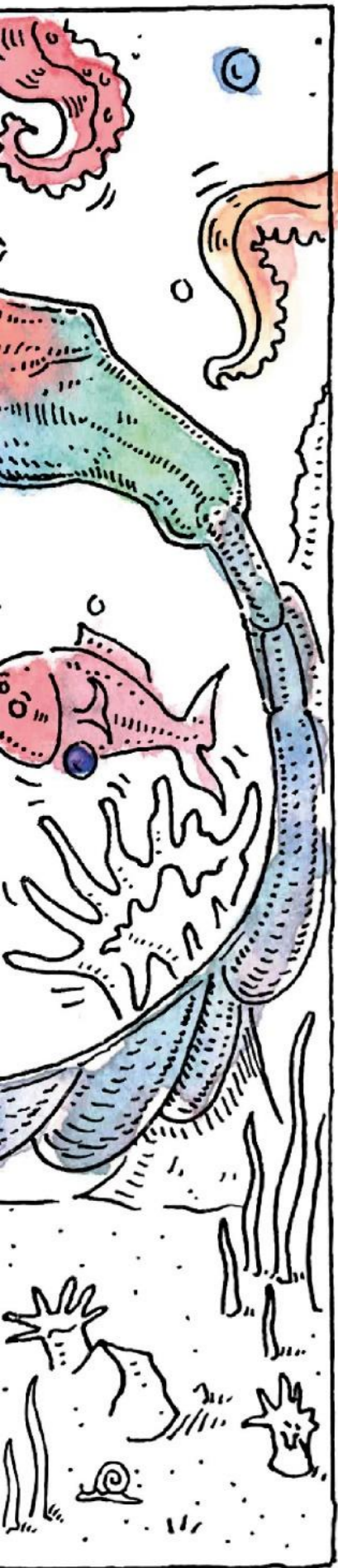


2025: REVENUE

## 1st Quarter 2025

- Solid sales growth at the end of March, revenue amounted to €4.1 billion (+9% at current exchange rates and +7% at constant exchange rates) in a more uncertain context.
- All the geographical areas posted growth, and the exclusive distribution network continued its development.
- All the métiers except the Watches and the Perfume and Beauty métiers are growing.

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OUTLOOK



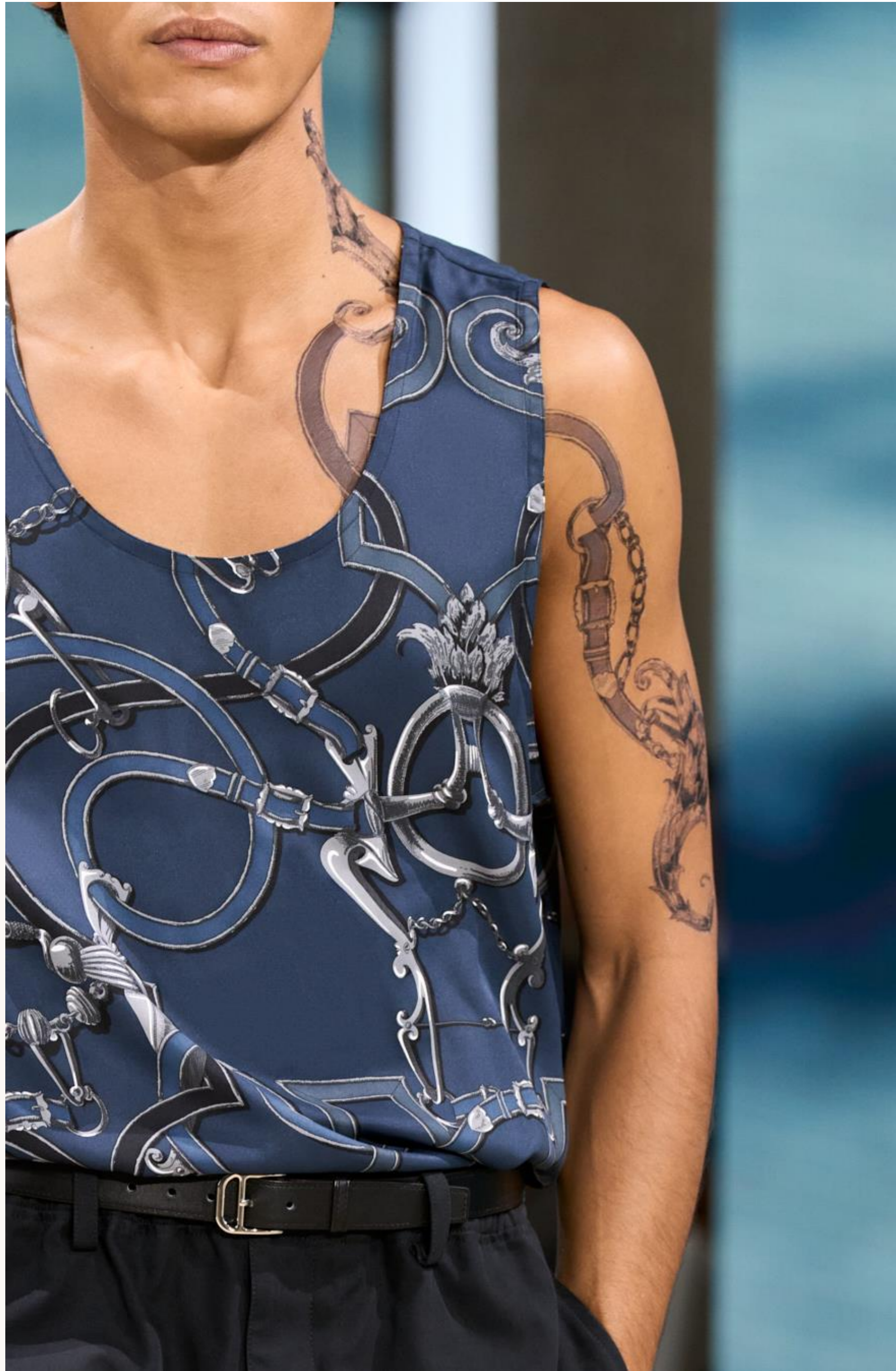
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## Outlook

- In the medium-term, despite economic, geopolitical and monetary uncertainties around the world, the house confirms an ambitious goal for revenue growth at constant exchange rates.
- In a more uncertain economic and geopolitical context, the group has moved into 2025 with confidence, thanks to the highly integrated artisanal model, the balanced distribution network, the creativity of collections and the loyalty of clients.
- 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.



## OUTLOOK

# 2025: Drawn to craft

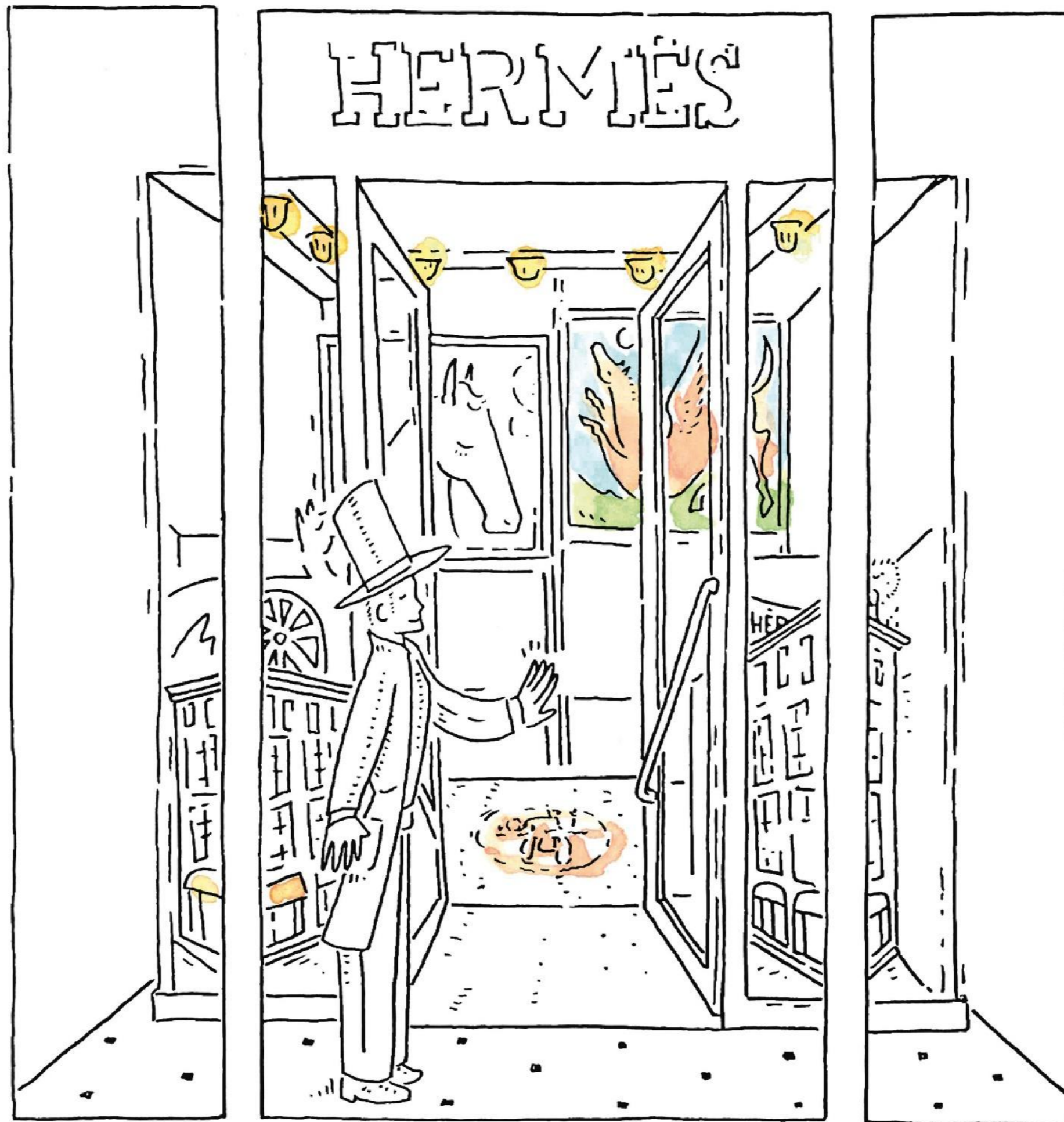
- Continued **job creation** in France and worldwide, and dynamic social policy
- Opening of the leather goods factory in **L'Isle-d'Espagnac** (Charente)
- Balanced development of the distribution network with **new store openings and expansions**, notably in Phoenix and Nashville in the United States, Seoul and Taipei in Asia, and Florence in Italy
- Confirmation of **strategic investments** in production capacities in all the métiers and further upstream and downstream **vertical integration**
- Amplification of actions in line with commitments to fight against **climate change** and to preserve **natural resources**
- 15th edition of the **Saut Hermès** at the Grand Palais in Paris in March

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PRESENTATION  
OF THE  
MAIN RESOLUTIONS

HERMÈS



HERMÈS



# Resolutions relating to ordinary business

- Dividend per share proposed by the Supervisory Board (4th)

IN EUROS	2022	2023	2024
ORDINARY DIVIDEND	13.00	15.00*	16.00*
EXCEPTIONAL DIVIDEND		10.00	10.00

**\* Including an interim dividend of €3.50 paid on 19 February 2025**

# Resolutions relating to ordinary business

- Effective compensation of corporate officers paid during or awarded for the financial year 2024 (7th to 10th) – *Ex-post* votes

Resolutions	Corporate Officers concerned
<b>Global <i>ex-post</i> vote</b>	
7th (information on the compensation and benefits of all Corporate Officers)	Executive Chairman, Chairman and members of the Supervisory Board
<b>Individual <i>ex-post</i> votes</b>	
8th (compensation and benefits of Mr Axel Dumas)	Executive Chairman
9th (compensation and benefits of Émile Hermès SAS)	Executive Chairman
10th (compensation and benefits of Mr Éric de Seynes)	Chairman of the Supervisory Board

## Resolutions relating to ordinary business

- Compensation policies for Executive Chairman (11th) – *Ex-ante* vote

Compensation policy approved by the 2024 Shareholders' Meeting without amendments

- › Within the limits determined in accordance with Article 17 of the Articles of Association and the decisions of the General Meeting of 31 May 2001:
- › Fixed compensation: indexed to growth in consolidated revenue for the previous financial year, at constant exchange rates and scope and limited to 5%.
- › Variable compensation: indexed to the change in consolidated pre-tax income, 10% of this compensation is based on the achievement of a CSR criterion consisting of the following three indices (environnemental, social et social).

## Resolutions relating to ordinary business

- Annual global amount and compensation policy for the Supervisory Board members (12th) – *Ex-ante* vote

Distribution criteria and compensation policy approved by the Shareholders' Meeting both maintained:

- › An annual global amount set by the Shareholders' Meeting (unchanged since 2023).
- › Allocated between the members of the Supervisory Board according to precise and predetermined distribution criteria.
- › Which takes into account:
  - the role of each member of the Supervisory Board (within the Board and/or its Committees),
  - and their attendance at meetings (preponderant proportion).

# Resolutions relating to ordinary business

- Re-election of three Supervisory Board members for a term of three years (13th to 15th)



**Mrs Julie Guerrand**

## Resolutions relating to ordinary business

- Election of Mrs Cécile Béliot-Zind as a Supervisory Board member (16th)



- Chief Executif Officer of Bel group since 2022, after having held various marketing and management positions for more than 15 years within the Danone group
- MBA from ESSEC

*" We would be happy to welcome Cécile Béliot-Zind, whose technical skills, attachment to human values, family group experience and dynamism, will bring a rich and deep contribution to the quality of debates and to the Supervisory Board's work in all its dimensions. "*

Éric de Seynes, Chairman of the Supervisory Board

- 50 years old
- Nationality: French
- Independent member

## Resolutions relating to ordinary business

- Election of Mr Jean-Laurent Bonnafé as a Supervisory Board member (17th)



- Director and Chief Executive Officer of BNP Paribas since 2011, after having previously managed the banking network in France and the retail banking activities of the BNP Paribas group.
- Alumnus of the École Polytechnique and Ingénieur en chef des Mines

*" We would be delighted to welcome Jean-Laurent Bonnafé, whose experience as a leader of a major european financial institution will bring an objective and enlightned perspective to the Supervisory Board's discussions. His engagement towards the best governance practices, his deep knowledge of customer relations, as well as his innovative approach to the digital challenges will enrich our governance. "*

Éric de Seynes, Chairman of the Supervisory Board

- 63 years old
- Nationality: French
- Independent member

## Resolutions relating to ordinary business

- Election of Mr Bernard Émié as a Supervisory Board member (18th)



- Chairman of BE Conseil, after having been Director General of External Security for almost 7 years, Bernard Émié had a diplomatic career which took him to India and the United States of America, then as an ambassador in Amman, Beirut, Ankara, London and then Algiers.
- Graduate of the Institut d'Études Politiques de Paris and the École Nationale de l'Administration (Solidarity class)

*" We would be happy to welcome Bernard Émié, whose experience in strategic diplomatic and security missions have allowed him to manage crises and complex situations. His deep knowledge of the world geopolitical and diplomatic challenges, of the international economic forces as well as the cultural dynamics, will enrich the debates and work of the Supervisory Board, bringing an high-level diplomatic expertise and a capacity to grasp various challenges. "*

Éric de Seynes, Chairman of the Supervisory Board

- 66 years old
- Nationality: French
- Independent member

# Resolutions relating to ordinary and extraordinary businesses

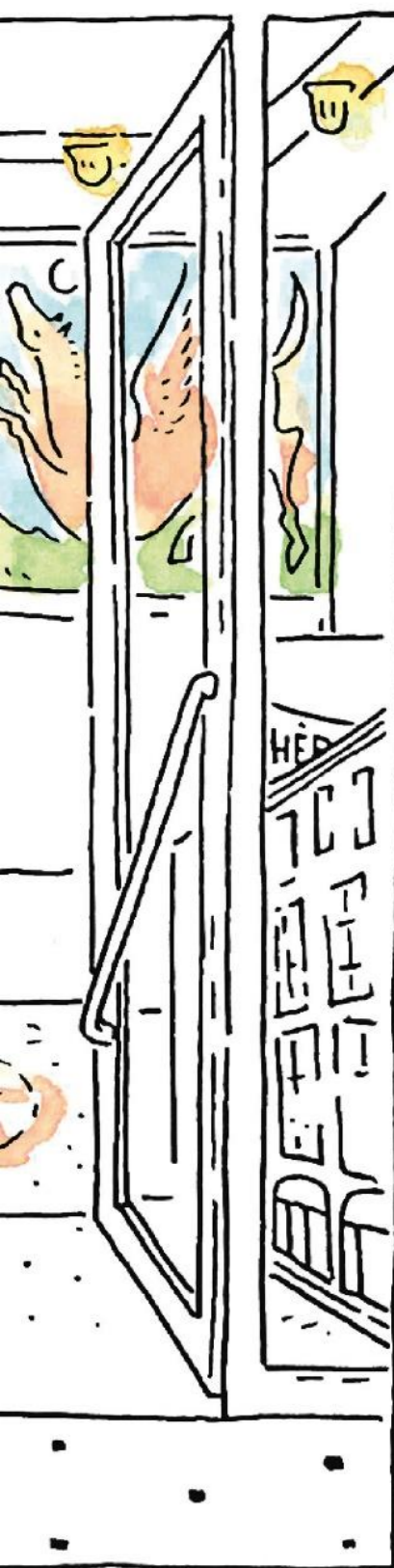
- Share buyback programme (6th)
  - › Authorisation up to a maximum of 10% of share capital
  - › Maximum amount that may be committed: €8 billion
  - › Objectives: to manage the share through a liquidity contract, cancellation, sale, allocations of free shares and stock options, external growth operations
  - › Maximum purchase price: €3,400
  - › Authorisation validity: 18 months
- Authorisation to reduce the share capital by cancellation of shares (19<sup>th</sup>)
  - › Authorisation up to a maximum of 10% of share capital
  - › Authorisation validity: 24 months

## Resolutions relating to ordinary and extraordinary businesses

- Renewal of the (financial) delegations of authority to the Executive Management for the purpose of issuing shares, securities giving access to the capital or debt securities
  - › Incorporation of reserves, profits and/or premiums and free allocation of shares and/or increase in the par value of existing shares (20th)
  - › With maintenance of preemptive subscription rights (21st) or with preemptive subscription rights cancelled but with the ability to establish a priority period (22nd)
  - › In favor of members of a company or group savings plan (23rd)
  - › By private placement (24th)
  - › In order to compensate contributions in kind (25th)
  - › In case of the use of the delegation of authority provided in the 27th resolution (28th)
  - › Authorisations validity: 26 months
- Delegation of authority to the Executive Management for the purpose of issuing shares, securities giving access to the capital or debt securities in favor of one or more named persons (26th)
  - › Authorisation validity: 18 months
- Renewal of the delegation of authority to the Executive Management for the purpose of deciding on one or more operation(s) in view of a merger by absorption, spin-off or partial contribution of assets subject to the legal regime for spin-offs (27th)
  - › Authorisation validity: 26 months

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# SUPERVISORY BOARD'S REPORT



On corporate governance – To the combined general meeting

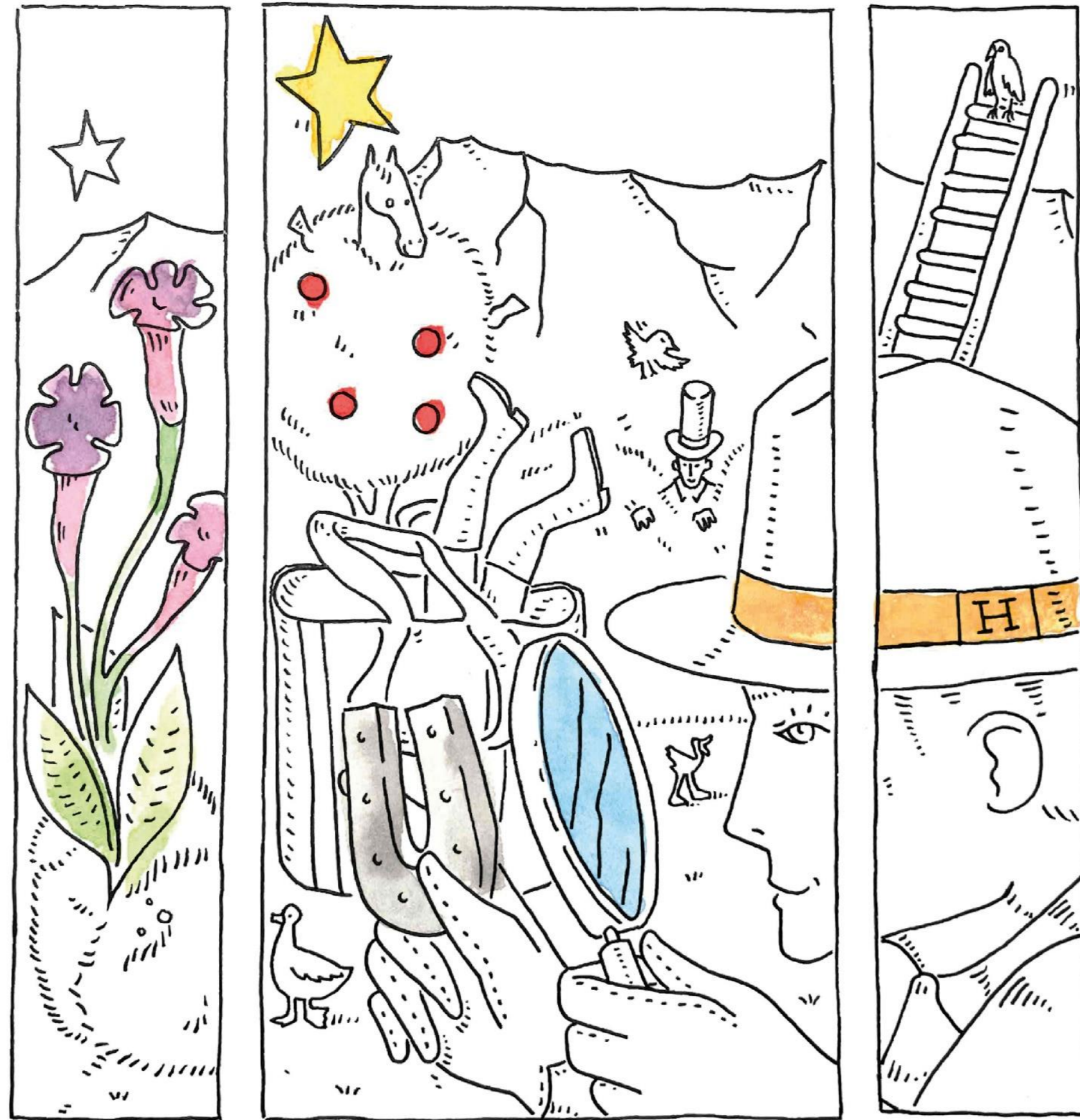
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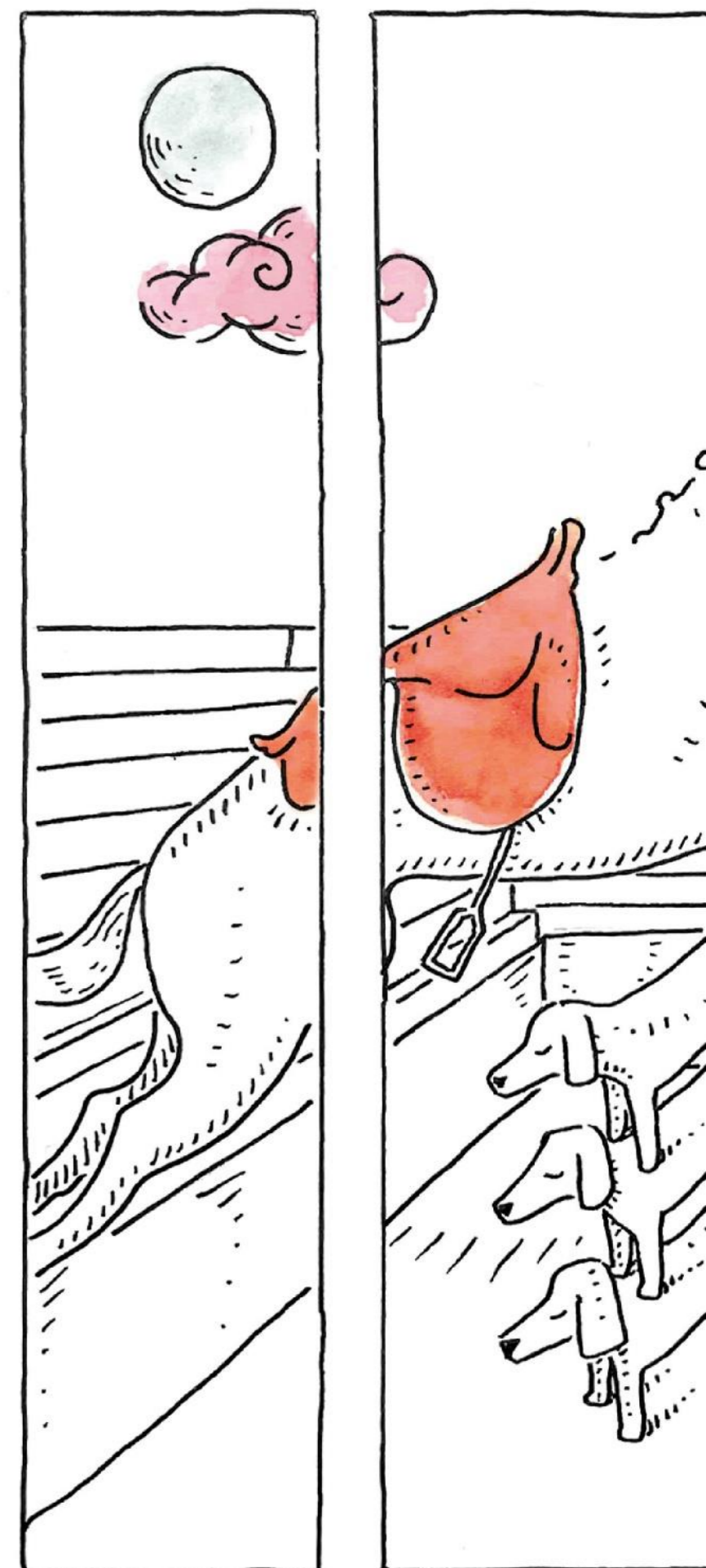
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## STATUTORY AUDITOR'S REPORTS



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On the accounts for the financial year ending 31 December 2024  
PricewaterhouseCoopers Audit Grant Thornton Audit

Issued to the ordinary business

## Statutory auditors' reports on the annual and consolidated financial statements

Objective:

- › Obtain reasonable assurance that the financial statements and information present a true and fair view
- Opinion on the consolidated financial statements:  
**Certifications without reserve or observation**
- Key audit matters on consolidated financial statements:
  - › Measurement of inventories and work-in-progress; recognition of currency hedges
- Opinion on the annual financial statements:  
**Certifications without reserve or observation**
- Key audit matters on annual financial statements
  - › Valuation of equity investments

Issued to the ordinary business (continuation)

## Statutory auditors' special report on related-party agreements

- Objective:
  - › To inform you on the main terms and conditions of related-party agreements that have been disclosed to us, without commenting on their relevance or substance or identifying any undisclosed agreements or commitments
- Continuation of the execution of agreements approved in previous years

Issued to the extraordinary business

## Statutory auditors' reports on draft resolutions affecting your company's share capital

- Capital reduction by the cancellation of shares purchased (19th resolution)
- Authorisation to be given to Executive Management for the purpose of issuing shares, securities giving access to the capital with preemptive subscription rights (21st resolution), without preemptive subscription rights (22nd resolution), by private placement (24th resolution), in order to compensate contributions in kind (25th resolution), in favor of one or more named persons (26th resolution)
- Authorisation for the purpose of issuing shares, securities giving access to the capital in favor of members of a company or group savings plan (23rd resolution)

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COMBINED  
GENERAL MEETING  
30 APRIL 2025

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