

HERMÈS



NOTICE OF MEETING 2026

Combined General Meeting 17 April 2026
at 9:30 AM

Salle Pleyel
252 rue du Faubourg Saint-Honoré in Paris (8th)

*The General Meeting will be broadcast on video, live and in full,
on the company's website <https://finance.hermes.com/en/general-meetings>.*



Caution

Please note that you are not allowed to enter the Salle Pleyel with a suitcase,
travel bag or objects larger than A3 format.

Thank you for your understanding.

WELCOME

to the Combined General Meeting

17 April 2026 at 9:30 am

*(reception and sign-in from 8:00 am / sign-in closing from 10:00 am /
reception closing at 10:30 am)*

at the Salle Pleyel, 252 rue du Faubourg Saint-Honoré in Paris (8th)

The General Meeting will be broadcast live on the company's website
<https://finance.hermes.com/en/general-meetings>.
It will also be available on the above-mentioned website in replay.

CONTENTS

	MESSAGE FROM THE EXECUTIVE MANAGEMENT	1
1	AGENDA	3
2	ATTEND THE GENERAL MEETING	5
3	THE HERMÈS GROUP IN 2025	12
4	SUMMARY TABLE OF THE USE OF FINANCIAL DELEGATIONS OF AUTHORITY	16
5	TABLE OF RESULTS OVER THE LAST FIVE YEARS	18
6	CORPORATE SOCIAL RESPONSIBILITY AND NON-FINANCIAL PERFORMANCE	19
7	CORPORATE GOVERNANCE	21
8	SUPERVISORY BOARD REPORT TO THE COMBINED GENERAL MEETING OF 17 APRIL 2026	62
9	EXPLANATORY STATEMENTS AND DRAFT RESOLUTIONS	65
	REQUEST FOR THE MAILING OF DOCUMENTS AND LEGAL INFORMATION	90



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HERMÈS INTERNATIONAL

24, rue du Faubourg-Saint-Honoré - 75008 Paris - France – Partnership limited by shares with capital of €53.840.400,12
572 076 396 RCS Paris

MESSAGE FROM THE EXECUTIVE MANAGEMENT



Drawn together in a wonderful shared adventure

2025 was a pivotal year: it saw the end of the post-Covid period, an awareness of the acceleration of technology, and the establishment of new economic and political power dynamics. Is this the end of a cycle and the start of a new era?

Together, we navigated a turbulent environment shaken by major geopolitical crises without losing our way. I would like to thank each and every employee for rising to the challenge in a complex context.

Drawn to the enduring vitality of our craft – creating and offering objects made from beautiful materials and expressing our exceptional know-how – we can be proud of our strong results. They both confirm the desirability of our collections and represent an endorsement of our artisanal model based on sustainable and responsible growth.

Faced with uncertainty, we are choosing to maintain our course, redoubling our vigilance, strengthened by our employees' commitment and the loyalty of our customers all over the world.

It is in this mindset that we have maintained our schedule of store openings. For the upstream division, we can cite the laying of the foundation stones for the Maroquinerie de Charleville-Mézières leather goods workshop in Ardennes, the Manufacture Beyrand in Haute-Vienne for tableware, and the extension of our watchmaking hub in Le Noirmont, Switzerland. We can also cite the opening of our twenty-fourth leather goods workshop, in L'Isle-d'Espagnac, in Charente. Reinforcing the vertical integration of the group goes hand in hand with extending our network of Écoles Hermès des savoir-faire, and we are pleased to be able to award national qualifications (CAP and CQP) in leatherworking.

Store openings set the pace in our distribution network, which continues to grow in size and beauty, with Central Embassy in Bangkok (Thailand), Florence in Italy and Taichung in Taiwan marking the first half-year, while Scottsdale and Nashville in the United States, Lugano in Switzerland, Knokke-le-Zoute in Belgium and Changsha in China brought sparkle to the end of the year.

We are proud of our spaces, each of which is designed to be a place of life and wonderment as well as culture. We will continue in 2026 with some exciting new ones – in Hanoi, Beijing, London, Williamsburg and Geneva – to name but a few.

But these places would lack soul and colour without the abundance of our collections, amply demonstrated in a year marked by the launch of *Silky Lipstick Shine* and *Barénia Intense*, the elevation of the *Kelly* jewellery line, the unveiling of the centenary of women’s ready-to-wear, the energy of the men’s runway shows, and the presentation of the *Hermès en contrepoin*t dinner service. The teams in every métier showed boldness and innovation as they explored new materials, new techniques and new uses.

We have also maintained our responsible investments, ensuring that our value chain is virtuous both for the group and for all their environmental and human ecosystems. In this regard, we are very proud to have received the Grand Prix Emploi France, awarded by Humpact ⁽¹⁾, for the fifth consecutive year, and to have been ranked top in the CAC Large 60 category among CAC 40 and Next 20 companies at the sixteenth Transparency Awards. Hermès also appears in the A-list of the CDP ⁽²⁾, scoring A for Climate, A- for Water Security and A for Forests.

Finally, let us celebrate the work of the Fondation d’entreprise Hermès, which runs large-scale, transformative projects, whether with the French Ministry of Education for the tenth and fifth consecutive year respectively for the Manufacto and Manuterra educational programmes, with artists in support of the performing arts, or with scientists for initiatives that seek to preserve biodiversity.

We therefore enter 2026 with conviction, encouraged by our theme for the year, *Venture beyond*, this irrepressible invitation to set sail and discover new horizons, driven by our human values, anchored in our heritage, guided by our curiosity and strengthened by our crew. Because it is their commitment and enthusiasm that make this wonderful shared adventure so rich, and we thank them warmly.

Axel Dumas

EXECUTIVE
CHAIRMAN

Henri-Louis Bauer

REPRESENTATIVE OF ÉMILE HERMÈS SAS,
EXECUTIVE CHAIRMAN

1) An award that recognises the most employment-friendly company in France, in terms of both job creation and good social practices.
2) Ranking of businesses considered to be the best performing on environmental issues at a global level.

1 AGENDA

ORDINARY BUSINESS

1. PRESENTATION OF REPORTS TO BE SUBMITTED TO THE ORDINARY GENERAL MEETING

Executive Management reports

- ◆ On the financial statements for the year ended 31 December 2025 and on the Company's activity for said financial year.
- ◆ On the management of the Group and on the consolidated financial statements for the year ended 31 December 2025.
- ◆ On the resolutions relating to ordinary business.

Supervisory Board report on corporate governance

Supervisory Board report to the Combined General Meeting of 17 April 2026

Statutory Auditors' reports

- ◆ On the annual financial statements.
- ◆ On the consolidated financial statements.
- ◆ On related-party agreements.

Report by PricewaterhouseCoopers Audit, Statutory Auditor in charge of certifying sustainability information

2. VOTING ON ORDINARY RESOLUTIONS

First resolution

Approval of the parent company financial statements.

Second resolution

Approval of the consolidated financial statements.

Third resolution

Executive Management discharge.

Fourth resolution

Allocation of net income – Distribution of an ordinary dividend.

Fifth resolution

Approval of related-party agreements

Sixth resolution

Authorisation granted to the Executive Management to trade in the Company's shares.

Seventh resolution

Approval of the information referred to in I of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*) with regard to compensation for the financial year ended 31 December 2025, for all Corporate Officers (global *ex-post* vote).

Eighth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Axel Dumas, Executive Chairman (individual *ex-post* vote).

Ninth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Émile Hermès SAS, Executive Chairman (individual *ex-post* vote).

Tenth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Éric de Seynes, Chairman of the Supervisory Board (individual *ex-post* vote).

Eleventh resolution

Approval of the compensation policy for the Executive Chairmen (*ex-ante* vote).

Twelfth resolution

Approval of the compensation policy for the members of the Supervisory Board (*ex-ante* vote).

Thirteenth resolution

Reappointment of Supervisory Board member Ms Dorothée Altmayer for a term of three years

Fourteenth resolution

Reappointment of Supervisory Board member Mr Renaud Momméja for a term of three years.

Fifteenth resolution

Reappointment of Supervisory Board member Mr Éric de Seynes for a term of three years.

Sixteenth resolution

Appointment of Ms Lucia Sinapi-Thomas as a new Supervisory Board member for a term of three years, replacing Ms Monique Cohen.

EXTRAORDINARY BUSINESS

1. PRESENTATION OF REPORTS TO BE SUBMITTED TO THE EXTRAORDINARY GENERAL MEETING

Executive Management report

- ◆ On the resolutions relating to extraordinary business.

Supervisory Board report to the Combined General Meeting of 17 April 2026

Statutory Auditors' report

- ◆ On the capital reduction (seventeenth resolution).
- ◆ On the authorisation to grant free existing shares (eighteenth resolution).

2. VOTE ON EXTRAORDINARY RESOLUTIONS

Seventeenth resolution

Authorisation to be granted to the Executive Management to reduce the share capital by cancellation of all or part of the treasury shares held by the Company (Article L. 22-10-62 of the French Commercial Code (*Code de commerce*)) – General cancellation programme.

Eighteenth resolution

Authorisation to be given to Executive Management to grant free existing shares

Nineteenth resolution

Amendment of Article 24.2 of the Articles of Association

Twentieth resolution

Delegation of authority to carry out the formalities related to the Meeting.

2

ATTEND THE GENERAL MEETING

1. PREREQUISITES

In accordance with the provisions of Article R. 22-10-28 of the French Commercial Code (*Code de commerce*), shareholders or proxies wishing to be represented or to vote by mail must first have proven their capacity by the registration of their shares in their names or that of the intermediary referred to in Article L.228-1 of the French Commercial Code (*Code de commerce*), by the fifth business day (= trading day) prior to the General Meeting **Friday 10 April 2026 at the latest, at 00:00 a.m.** (Paris time) [record date]:

- ♦ in the registered share accounts held for the Company by its agent Uptevia; or
- ♦ in the bearer share accounts held by the financial intermediary with which their securities are registered.

The registration or recording of securities in the bearer securities accounts held by the authorized bank or financial intermediary is certified by a certificate of participation issued by the latter, if necessary, by electronic means, under the conditions provided for in Article R. 22-10-28 of the French Commercial Code (*Code de commerce*). It is attached to the participation form or to the request for an admission card established in the name of the shareholder or on behalf of the shareholder represented by the registered intermediary.

3. CHOOSE THE E-CONVOCAION (REGISTERED SHAREHOLDERS)

With the e-convocation, you contribute to our sustainable development efforts. With the e-convocation you will receive an email allowing you to vote online, when and where you want.

This will also allow you to:

- ♦ access to all documents relating to the Shareholders' Meeting;
- ♦ request your admission card to take part in the Shareholders' Meeting;
- ♦ appoint the Chairman or another individual to be your proxy or vote online.

2. ACCESS TO THE SALLE PLEYEL

252 rue du Faubourg Saint Honoré, 75008 Paris

Metro

Line **2** - Ternes

Lines **1**, **6** and RER **A** - Charles de Gaulle Étoile

Bus

Line **43** - Hoche Saint Honoré

Lines **30** and **31** - Place des Ternes

Vélib'

10 Ave Berthier Albrecht, 75008 Paris

87 Bd de Courcelles, 75008 Paris

5 Place des Ternes, 75008 Paris

Parking

18 Ave Hoche, 75008 Paris

22 bis Ave de Wagram, 75008 Paris

38 Ave des Ternes, 75008 Paris

Taxi stand

272 rue du Faubourg Saint Honoré, 75008 Paris

Only shareholders will be allowed to enter the room. Accompanying persons are not permitted (except for those accompanying shareholders with disabilities).

To switch to e-convocation (for registered shareholders at Uptevia):

1. Go to your registered account on Uptevia Investors: (<https://www.investors.uptevia.com>)
2. On the banner on the left, expand the section "My settings", then click on "e-Convocation".
3. Once on the page "Subscribe to the e-notification", check the box "Invitations to General Meetings".
4. Click on "Validate".

4. HOW TO ATTEND THE GENERAL MEETING

The day of the meeting, you will be asked to prove your status as shareholder and your identity when you sign the attendance sheet.

It is not possible to represent another person with his admission card, except in the case of a proxy complying within the conditions set hereafter.

To facilitate the proceedings of the meeting, we recommend you that you arrive earlier than the time set for the start of the meeting (admission counters open from 8:00 am). From 9:30 am, your presence in the meeting room and your vote cannot be guaranteed. Indeed, to ensure that the vote is held properly, time constraints on participation in the vote will be applied. Thus, sign-in will be closed at 10:00 am.

In accordance with the Vigipirate plan, we inform you that you are not allowed to enter the salle Pleyel with a suitcase, travel bag or objects larger than A3 format.

ATTEND THE GENERAL MEETING IN PERSON

<p>You are a registered shareholder</p>	<p>You may either:</p> <ul style="list-style-type: none"> ◆ check in at the admission counter the day of the meeting with your personal ID; ◆ request an admission card: <ul style="list-style-type: none"> ◆ by returning to Uptevia, the envelope appended to the meeting notice brochure and the participation form also appended, and: <ul style="list-style-type: none"> - check the box on the top left corner "A" "I WISH TO ATTEND THE SHAREHOLDERS' MEETING AND REQUEST AN ADMISSION CARD", - date and sign the box "DATE AND SIGNATURE" provided for this purpose, - do not fill any other box in the document; ◆ online: <ul style="list-style-type: none"> - If you are a direct registered shareholder, please connect with your usual login information to the Shareholders' Area (https://www.investors.uptevia.com), before following the instructions on the screen to access the "VOTACCESS" website and request your admission card, - If your shares are managed by an intermediary, please connect on the secured platform "VoteAG" (https://www.voteag.com/scpi/auth/scpi.index.action), with the temporary codes provided in your participation form. Then follow the indications on the screen in order to access to the "VOTACCESS" website and request your admission card, - If you are no longer in possession of your login or password, please contact the provided number 0 800 00 75 35 (or +33 (0)1 49 37 82 36 from abroad).
<p>You are a bearer shareholder</p>	<p>You must request an admission card from your account-keeping institution to be able to attend the meeting and vote:</p> <ul style="list-style-type: none"> ◆ the account-keeping institution will forward your request to Uptevia accompanied by the participation certificate; ◆ if your account-keeping institution is connected to the website "VOTACCESS" you can ask an admission card connecting you to the website of this account keeper with your usual login information. Click on the icon that appears on the line corresponding to your actions and follow the indications on the screen in order to access to the "VOTACCESS" website and request your admission card; ◆ if you do not receive your admission card, the account-keeping institution will also be able to provide you with a participation certificate on the fifth business day prior to the General Meeting at 00:00 a.m. (Paris time), which will enable you to attend the meeting.

VOTE BY POST (BY POSTAL SERVICE WITH THE PARTICIPATION FORM)

You are a registered shareholder	<ul style="list-style-type: none"> ◆ If you are a registered shareholder, you receive, by post, the Notice of Meeting with the participation form, unless you have requested reception by electronic mail. Once completed, you must return it, using the prepaid envelope attached to the notice of meeting.
You are a bearer shareholder	<ul style="list-style-type: none"> ◆ If you are a bearer shareholder, the participation form should be requested, as from the date on which the General Meeting is convened, to the financial institution with which your securities are registered: <ul style="list-style-type: none"> ◆ check the box "I VOTE BY POST"; ◆ to vote "YES" to the resolutions, do not blacken the corresponding boxes; ◆ to vote "NO" to some resolutions, blacken each of the corresponding boxes; ◆ to abstain to some resolutions, blacken the box "ABSTENTION"; ◆ do not forget to make your choice if amendments or new resolutions will be presented during the General Meeting "IN CASE AMENDMENTS OR NEW RESOLUTIONS ARE PROPOSED DURING THE MEETING"; ◆ do not fill any other box in the document date; and ◆ sign the box "DATE & SIGNATURE" provided for this purpose. <p>Once completed, this form should be returned to the financial institution with which your securities are registered, who will attach a certificate of participation and send it to Uptevia.</p>

The duly completed and signed participation form appended to the certificate of account registration for bearer shareholder will have to reach Uptevia at the latest on **Tuesday 14 April 2026 (at midnight, Paris time)**.

Under no circumstances, should participation forms be sent directly to Hermès International.

Please note: due to postal delays, we encourage you to use electronic services to vote. The procedure for using these services is described hereafter.

GIVE PROXY BY INTERNET (WITH THE "VOTACCESS" SERVICE)

You are a registered shareholder	<ul style="list-style-type: none"> ◆ If you are a direct registered shareholder, you have to connect to the "VOTACCESS" website via the Shareholders' Area (https://www.investors.uptevia.com) using your usual login and password. ◆ If your shares are managed by an intermediary, please log in to the "VOTACCESS" website via the "VoteAG" website (https://www.voteag.com/scpi/auth/scpi.index.action) with the temporary codes provided in your participation form sent with the meeting notice brochure. ◆ If you do not have this information, you can contact the provided number 0 800 00 75 35 (or +33(0)1 49 37 82 36 from abroad). ◆ After logging in, you will follow the instructions on the screen to access the "VOTACCESS" service and vote, appoint or revoke a proxy.
You are a bearer shareholder	<ul style="list-style-type: none"> ◆ You need to contact the financial institution with which your securities are registered to find out whether or not it is connected to the "VOTACCESS" service: <ul style="list-style-type: none"> ◆ if the financial institution with which your securities are registered is connected to the "VOTACCESS" service, you will have to identify yourself on the Internet portal of your account-holding institution with your usual access codes. You must then click on the icon that appears on the line corresponding to your actions and follow the instructions given on the screen in order to access the "VOTACCESS" service and vote, or appoint or revoke a proxy; ◆ if the financial institution with which your securities are registered is not connected to the "VOTACCESS" service, please note that the notification of the appointment and revocation of a proxy may be made by electronic means in accordance with the provisions of Article R. 22-10-24 of the French Commercial Code (Code de commerce) (see "Give proxy by electronic means").

The website <https://www.investors.uptevia.com> and the "VOTACCESS" service will be opened from **Monday 30 March 2026**. The possibilities for voting by Internet before the meeting will be interrupted on the day before the meeting, i.e. on **Thursday 16 April 2026, at 3:00 pm, Paris time**.

To avoid any possible congestion on the dedicated secure website, it is recommended that shareholders should avoid waiting until the day before the meeting in order to vote.

GIVE PROXY BY POST (BY POSTAL SERVICE WITH THE PARTICIPATION FORM)

You are a registered shareholder	<ul style="list-style-type: none"> ◆ You receive, by post, the Notice of Meeting with the participation form, unless you have requested reception by electronic mail. ◆ The form must be sent with the envelop appended to the notice of meeting to: Uptevia, Assemblées Générales – 90-110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex.
You are a bearer shareholder	<ul style="list-style-type: none"> ◆ The participation form should be requested, as from the date on which the General Meeting is convened, to the financial institution with which your securities are registered. ◆ The participation form dully completed, must be sent to your financial institution which will send it together with a certificate of participation to Uptevia.
In any case	<ul style="list-style-type: none"> ◆ If you wish to be represented by the Chairman: <ul style="list-style-type: none"> ◆ check the box "I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING"; ◆ do not fill any other box in the document; ◆ date and sign the box "DATE & SIGNATURE" provided for this purpose. ◆ If you wish to be represented by any other person: <ul style="list-style-type: none"> ◆ check the box "I HEREBY APPOINT"; ◆ indicate the surname, first name or company name and address of the representative; ◆ do not fill any other box in the document; ◆ date and sign the box "DATE & SIGNATURE" provided for this purpose.

In order to be eligible, the participation form must be received by Uptevia no later than Tuesday 14 April 2026 (at midnight, Paris time).

Under no circumstances, should participation forms be sent directly to Hermès International.

The notification of the appointment and revocation of a proxy made by postal service with the participation form will have to reach Uptevia at the latest three open days before the date of the meeting, i.e. on Tuesday 14 April 2026 (at midnight, Paris time).

Please note: due to postal delays, we encourage you to use electronic services.

GIVE PROXY BY ELECTRONIC MEANS (BY WRITING TO CT-MANDATAIRES-ASSEMBLEES@UPTEVIA.COM)

You are a registered or a bearer shareholder	<ul style="list-style-type: none"> ◆ If you wish to be represented at the General Meeting, you need to send an e-mail to ct-mandataires-assemblees@uptevia.com. This e-mail must necessarily contain the following information: company name (Hermès International), meeting date (17 April 2026), surname, first name, address, bank references of the mandator, together with the surname, first name and, if possible, address of the proxy.
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Only notifications of the appointment and revocation of a proxy must be sent to the following e-mail address, **ct-mandataires-assemblees@uptevia.com**, any other request or notification relating to another subject will not be considered and/or processed.

The notification of the appointment and revocation of a proxy made by electronic means via the e-mail address **ct-mandataires-assemblees@uptevia.com** will have to reach Uptevia at the day before the date of the meeting, i.e. on Thursday 16 April 2026 (at midnight, Paris time).

No proxy will be accepted on the day of the meeting.

VOTE AS A DESIGNATED PROXY TO THE GENERAL MEETING

You have been appointed proxy by a shareholder	<ul style="list-style-type: none"> ◆ You must send your voting instructions for the exercise of your mandate in the form of a scanned copy of the participation form to Uptevia by e-mail to the following address: ct-mandataires-assemblees@uptevia.com: <ul style="list-style-type: none"> ◆ you indicate on the participation form the surname, first name and address of the proxy and the words "AS A PROXY (EN QUALITÉ DE MANDATAIRE)"; ◆ you must indicate the direction of your vote by filling in the "I VOTE BY POST" box on the form; ◆ do not fill any other box in the document; ◆ date and sign the box "DATE & SIGNATURE" provided for this purpose. ◆ Attach a copy of your identity card and, if applicable, a proxy from the legal entity you represent.
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The proxy's instructions will have to reach Uptevia at the latest three days before the date of the meeting, i.e. on Tuesday 14 April 2026 (at midnight, Paris time).

5. WHAT DOCUMENTS TO SUBMIT TO THE REGISTRATION DESK ON THE DAY OF THE GENERAL MEETING

You attend and vote in person at the General Meeting

You must bring:

- ◆ the admission card received and issued in your name (either on paper, smartphone, or tablet); and
- ◆ proof of your identity.

If the owner of the shares is a company, in addition to the admission card and proof of identity, the person presenting themselves at the registration desk must present a recent Kbis extract for the company and, if they are not the executive listed on this Kbis extract, a document proving their authority to represent the company at the Hermès International Shareholder Meeting.

Please note: any shareholder who does not have their admission card on the day of the Meeting must go to the reception desk with proof of identity and, for bearer shareholders, a certificate of physical participation issued by their account-holding institution.

This certificate must indicate the shareholder's surname, first name and contact details, as well as the number of Hermès International shares held in bearer form on Friday 10 April 2026, and must therefore not be dated prior to Friday 10 April 2026.

Securities account statements, portfolio estimates, or account valuations do not allow participation in the General Meeting.

Please note that no facilities will be available at the Salle Pleyel to enable shareholders to obtain these documents, and that it is therefore their responsibility to request them in advance from their financial intermediary.

Your proxy attends and votes at the General Meeting

The shareholder's representative, a person to whom the shareholder has given proxy before the Meeting, *via* Votaccess or using the paper form, must have:

- ◆ the admission card they have received, made out in their name (either on paper, smartphone, or tablet); and
- ◆ proof of identity.

Please note: To exercise their right of representation, shareholders must submit their instructions within the specified time frame (see above). Therefore, anyone who arrives at the registration desk on the day of the Meeting with a proxy issued by a shareholder who has not made an express request in advance will be refused entry to the General Meeting (and will not be able to vote).

6. HOW TO FILL YOUR FORM

Caution
Under no circumstances, should this participation form be sent directly to Hermès International.

Whatever you choose to participate in the General Meeting and for this participation form to be taken into consideration, it must:


- ◆ be completed, dated and signed in the box “DATE & SIGNATURE” provided for this purpose;
- ◆ be received at the latest on **Tuesday 14 April 2026 (at midnight, Paris time)** by the General Meetings department of Uptevia at the following address: Uptevia, Assemblées générales – 90 – 110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex.

You wish to attend the meeting:
Tick box A, date and sign in the box located at the bottom of the form.

You will not attend the meeting :
Tick box B and choose one of the 3 possibilities available hereunder.

A Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
Quelle que soit l'option choisie, noircir comme ceci la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this , date and sign at the bottom of the form

JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire // I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form



SOCIÉTÉ EN COMMANDITE PAR ACTIONS
AU CAPITAL DE 53 840 400,12 Euros
57,075 396 RCS PARIS
SIÈGE SOCIAL : 24, FAUBOURG SAINT-HONORÉ, 75008 PARIS
<https://finance.hermes.com/fr/assemblies-generales/>
<https://finance.hermes.com/en/general-meetings/>

ASSEMBLEE GENERALE MIXTE
Convquée le 17 avril 2026 à 9h30
à la Salle Pleyel, 252 Rue du Faubourg
Saint-Honoré 75008 Paris

COMBINED GENERAL MEETING
To be held on April 17th, 2026 at 9:30 am
at Salle Pleyel, 252 Rue du faubourg
Saint-Honoré 75008 Paris

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account	Vote simple Single vote	
Nombre d'actions Number of shares	Nominatif Registered	Vote double Double vote
	Porteur Bearer	
Nombre de voix - Number of voting rights		

B **JE VOTE PAR CORRESPONDANCE // I VOTE BY POST**
Cf. au verso (2) - See reverse (2)

Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directeur ou la Gérance, à l'EXCEPTION de ceux que je signale en noircissant comme ceci l'une des cases "Non" ou "Abstention" // I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this , for which I vote « No » or « I abstain ».

	1	2	3	4	5	6	7	8	9	10		A	B
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
	11	12	13	14	15	16	17	18	19	20		C	D
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
	21	22	23	24	25	26	27	28	29	30		E	F
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
	31	32	33	34	35	36	37	38	39	40		G	H
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
	41	42	43	44	45	46	47	48	49	50		J	K
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
												L	M
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Oui / Yes	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote NON sauf si je signale un autre choix en noircissant la case correspondante :
If case amendments or new resolutions are proposed during the meeting, I vote NO unless I indicate another choice by shading the corresponding box:
- Je donne pouvoir au Président de l'Assemblée Générale. // I appoint the Chairman of the general meeting
- Je m'abstiens. // I abstain from voting
- Je donne procuration (cf. au verso recto (4)) à M. ou Mme, Raison Sociale pour voter en mon nom
- I appoint (see reverse (4)) Mr or Mrs, Corporate Name to vote on my behalf.

Peut être pris en considération, tout formulaire doit parvenir au plus tard :
To be considered, this completed form must be returned no later than:
sur 1^{ère} convocation / on 1st notification sur 2^{ème} convocation / on 2nd notification

à r : UPTEVIA
Service Assemblées
90-110 Esplanade du Général de Gaulle
92931 Paris La Défense Cedex

14 avril 2026/ April 14th, 2026

« Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'Assemblée Générale »
"If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to the President / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting"

JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
Cf. au verso (3)
I HEREBY GIVE PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

JE DONNE POUVOIR À : Cf. au verso (4) pour me représenter à l'Assemblée
I HEREBY APPOINT: See reverse (4) to represent me at the above mentioned Meeting
M ou Mme, Raison Sociale / Mr or Mrs, Corporate Name

Adresse / Address

TENIR Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION As for bearer shares, the present instructions must be valid only if they are directly returned to your bank.

nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). Cf au verso (1)
Surname, first name, address of the shareholder (changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). See reverse (1)

REGARDLESS OF YOUR CHOICE, DO NOT FORGET TO DATE AND SIGN HERE.

PLEASE FILL IN your surname, first name and address or VERIFY THEM if they are already filled.

To vote by post:
Tick the **box**,

- ◆ To vote «**YES**» to the resolutions, do not blacken the corresponding boxes;
- ◆ To vote «**NO**» to some resolutions, blacken each of the corresponding boxes;
- ◆ To abstain to some resolutions, blacken the box «**ABS.**» (this vote is no longer considered as a negative vote and will not be considered in the votes cast);
- ◆ Do not forget to make your choice if amendments or new resolutions will presented during the General Meeting “**IN CASE OF AMENDMENTS OR NEW RESOLUTIONS ARE PROPOSED DURING THE MEETING**”;
- ◆ Date and sign in the box located at the bottom of the form.

To give a proxy to the Chairman of the general meeting:
Tick the **box**, date and sign in the box located at the bottom of the form.

To give a proxy to your spouse or another shareholder:

- ◆ Tick the box;
- ◆ Indicate the surname, first name or company name and address of the proxy;
- ◆ Date and sign in the box located at the bottom of the form.

7. REQUEST FOR INCLUSION OF AGENDA POINTS OR DRAFT RESOLUTIONS AND WRITTEN QUESTION

Request for inclusion of agenda points or draft resolutions

One or more shareholders representing at least the fraction of the share capital required by the applicable legal and regulatory provisions can request the inclusion of agenda points or draft resolutions under the conditions listed in Articles L. 225-105 and R. 225-71 to R. 225-73 and R. 22-10-22 of the French Commercial Code (*Code de commerce*).

Justified requests for the inclusion of agenda points or draft resolutions must be sent to the administrative head office by registered letter with acknowledgement of receipt (Mailing address: Hermès International, Direction Juridique, Direction Droit des sociétés et Droit boursier, 24, rue du Faubourg Saint-Honoré, 75008 Paris), and be received by the Company no later than the 25th day before the meeting date (*i.e. at the latest on Monday 23 March 2026* at midnight, Paris time) and cannot be submitted more than 20 days after the publication of the prior notification in the *Bulletin des Annonces Légales Obligatoires* (BALO). The request must be accompanied by:

- ♦ the point(s) to be added to the agenda along with a brief presentation of the reasons;
- ♦ the text of the draft resolution(s), that can be accompanied by a brief presentation of the reasons and, where relevant, the information indicated in paragraph 9 of Article R. 225-71 of the French Commercial Code (*Code de commerce*); and
- ♦ an account registration certificate as proof of possession or representation, by the authors of the request, of the share capital fraction required by Article R. 225-71 of the French Commercial Code (*Code de commerce*).

Moreover, examination by the General Meeting of the agenda points or draft resolution submitted by shareholders is contingent upon the transmission, by the authors, of a new certificate providing proof of account registration of the securities in the same accounts at midnight, Paris time on the fifth business day of the central custodian prior to the General Meeting (*i.e. on Friday 10 April 2026* [at 00:00, Paris time]).

The list of points added to the agenda and the text of the draft resolutions presented by the shareholders under the conditions described above will be published on the Company's website, <https://finance.hermes.com/en/general-meetings/>, in compliance with Article R. 22-10-23 of the French Commercial Code (*Code de commerce*).

8. AUDIOVISUAL BROADCAST

In accordance with Article R. 22-10-29-1 of the French Commercial Code, the Combined General Meeting will be broadcast live in its entirety via the following link:

<https://finance.hermes.com/en/general-meetings/>.

Submitting of written questions

In accordance with Article R. 225-84 of the French Commercial Code (*Code de commerce*), a shareholder wishing to ask written questions can submit the said questions to the Executive Management, at the latest on the fourth business day prior to the meeting, *i.e. on Monday 13 April 2026* (at midnight, Paris time):

- ♦ preferably by e-mail at the following address: ag2026@hermes.com;
- ♦ by registered letter with acknowledgement of receipt sent to the Company's head office (Physical address: Hermès International, Direction Juridique, Direction Droit des sociétés et Droit boursier, 24, rue du Faubourg-Saint-Honoré, 75008 Paris).

In order to be taken into account and to give rise, if necessary, to an answer during the General Meeting, these questions must be accompanied, for registered shareholders, by their name, first name and address and, for bearer shareholders, by a certificate of registration in a shareholder's account dated no earlier than the day on which the written question is sent (Article R. 225-84 of the French Commercial Code [*Code de commerce*]).

The Executive Management will answer during the General Meeting or, in accordance with Article L. 225-108 of the French Commercial Code (*Code de commerce*), the answer will be deemed to have been given if it is published on the Company's website in the section devoted to questions and answers, accessible at the following address:

<https://finance.hermes.com/en/general-meetings>

In accordance with the relevant legislation, written questions may be answered jointly if they have the same content.

Rights to shareholder information

The documents that must be made available to the shareholders as part of this General Meeting will be available within the legal time limits at the Company's administrative head office (Physical address: Hermès International, Direction juridique, 13/15, rue de la Ville-l'Évêque, 75008 Paris), starting from the convening date and for at least 15 days prior to the meeting, *i.e. at the latest, as of Monday 30 April 2026*, in accordance with relevant legal and regulatory provisions.

The prior notification of the General Meeting was published in the *Bulletin des Annonces Légales Obligatoires* (BALO) on Wednesday 11 March 2026.

A recording of the Meeting will be available on the Company's website no later than seven (7) working days after the date of the Meeting and for at least two years from the date it is posted online.

3

THE HERMÈS GROUP IN 2025

HIGHLIGHTS 2025

The group's consolidated revenue amounted to €16 billion in 2025, up 9% at constant exchange rates and 5.5% at current exchange rates compared to 2024. Recurring operating income amounted to €6.6 billion (41% of sales), up 7%. Net profit (group share) reached €4.5 billion, up 5.5%, excluding the exceptional contribution on the profits of large companies in France, at the same pace as sales.

In the fourth quarter, sales reached €4.1 billion, increasing by 10% at constant exchange rates, as in the previous quarter. Sales growth was solid across all the geographical areas against a particularly high comparison basis. Europe, Japan, the Americas and the Middle East recorded double-digit growth.

Axel Dumas, Executive Chairman of Hermès, said: *"The Hermès model based on an exclusive and qualitative network, as well as strong vertical integration, has once again proven successful. This distinctive strategy has enabled the house to achieve robust revenue growth and strong performance. I warmly thank the Hermès teams who share our commitment to uncompromising quality as well as our customers for their loyalty. In an uncertain environment, Hermès is moving into 2026 with confidence, underpinned by its creativity and exceptional savoir-faire."*

Sales by geographical area at the end of December (at constant exchange rates unless otherwise indicated)

At the end of December 2025, all the geographical areas posted strong growth. The distribution network continued its qualitative expansion, with store openings and extensions.

Asia excluding Japan (+5%) delivered a solid performance across all countries in the region, all of which experienced growth. The fourth quarter grew by 8%. In June, the Four Seasons Macao store reopened after renovation and extension work. In Korea, two reopenings took place in Seoul with the Galleria store in August and the Shinsegae store in October. In Thailand, the IconSiam store in Bangkok reopened at the end of November after renovation and expansion. Finally, in China, the expanded Changsha IFS store reopened in December.

Japan (+14%) continued its strong momentum, driven by the loyalty of local clients and its exclusive distribution network. The traveling event *Mystery at the Grooms'*, an immersive experience around Hermès objects, was staged in Tokyo in November.

The Americas (+12%) completed an excellent year. The new stores in Scottsdale, Arizona, and Nashville, Tennessee, were inaugurated in September and October respectively. In Mexico City, the Molière store reopened in early October after being renovated. In Canada, an event showcasing the creations of petit h was staged at the Vancouver store in November.

Europe excluding France (+11%) and France (+9%) posted solid growth, supported by the loyalty of local customers and dynamic tourist flows. The Florence store in Italy, renovated and expanded, reopened in February, followed by the reopening of the Knokke store in Belgium in November.

The Other area (+15%), which mainly includes the Middle East, recorded strong growth, particularly in the United Arab Emirates.

Sales by sector at the end of December (at constant exchange rates unless otherwise indicated)

At the end of December 2025, all the métiers posted growth, with the exception of the Perfume & Beauty and Watches métiers.

Leather Goods and Saddlery (+13%) continued to post sustained growth, in line with its annual objective, driven by the strong desirability of the collections and the increase in production capacities. The collections have been enriched with new models, including the *So Médor*, *Seau Mousqueton* and *Haut à Courroies à relier*. The house's twentyfourth leather goods workshop was inaugurated in September in L'Isled'Espagnac in Charente. Production capacities continue to expand, with the planned workshop openings of Loupes (Gironde) in 2026, CharlevilleMézières (Ardennes) in 2027, and Colombelles (Calvados) in 2028. The house also announced at the end of January the opening of a new site in Les Andelys (Eure) by 2030. Hermès thus continues to reinforce its presence in France.

The Ready-to-wear and Accessories sector (+6%) confirmed its strong momentum. The men's and women's spring-summer 2026 readyto-wear collections, presented at the Palais d'Iéna in June and at the Garde Républicaine in early October respectively, were very well received. The latest fall-winter 2026 men's collection by Véronique Nichanian, Artistic Director of Hermès Men's Universe for 37 years, was met with emotion in late January 2026 at the Palais Brongniart.

The Silk and Textiles sector (+5%) recorded growth with a solid fourth quarter, supported by exceptional materials and the strong momentum of formats and colors.

Perfume and Beauty (-8%) is to be compared against a demanding 2024 base, marked by the launch of the new women's perfume *Barénia*. The Perfume collections have been enhanced with two new Eaux de parfum intensives: *Terre d'Hermès* early in the year and then *Barénia* in the second half. The Hermès Beauty line welcomed the new lipstick, *Rouge Brillant Silky*.

After a challenging first half, the *Watches métier* (-2%) returned to growth in the second half. The *métier* continued its development, driven in particular by the success of the new versions of the *H08* line and the reinterpretation of its emblematic complication, *Le temps suspendu*. In July, Hermès also announced the strengthening of its production capacities with the planned expansion of its Noirmont watchmaking site in Switzerland, by 2028.

The other Hermès sectors (+11%), which include Jewellery and the Home universe, continued to deliver solid growth. The *Adage* jewellery line has been enriched with exceptional new pieces, while the eighth Haute Bijouterie collection, *Les formes de la couleur*, was presented in Tokyo in July, after Singapore in April. At the end of May, Hermès also announced the laying of the first stone for the new Couzeix (Haute-Vienne) workshop, its second site dedicated to Tableware.

Solid results and strong cash generation

Recurring operating income amounted to €6.6 billion, up by 7% from €6.2 billion in 2024. Despite the negative impact of currency effects, recurring operating profitability improved and reached 41%, compared to 40.5% in 2024.

Consolidated net profit (group share), which includes the exceptional contribution on the profits of large companies in France, amounted to €4.5 billion, compared to €4.6 billion in 2024. Adjusted for this exceptional contribution, consolidated net profit (group share) amounted to €4.86 billion, up by 5.5%, at the same pace as sales growth.

Cash flow from operating activities reached €5.4 billion, up 5%. Excluding the exceptional contribution on profits, it increased by 11%.

After operational investments (€1.2 billion) and repayment of lease liabilities (€0.3 billion), the adjusted free cash flow reached €3.9 billion.

After distribution of dividends of €2.8 billion, the restated net cash position amounted to €12.8 billion at the end of December 2025, compared to €12.0 billion at the end of December 2024.

A responsible, sustainable model

Hermès continues to create employment and increased its workforce by more than 1,300 people, including 800 in France. At the end of 2025, the group employed 26,494 people, including 16,349 in France. Over the past three years, Hermès has created nearly 6,200 jobs, including more than 3,500 in France.

True to its willingness to share the fruits of growth, Hermès announced a €120 gross monthly increase for all employees in France, in addition to individual raises. In addition, the house will be giving out a bonus of €3,000 in March to all its employees worldwide in respect of 2025. Committed to excellence in craftsmanship and its transmission, the group has opened two new Hermès École des savoir-faire schools in France, bringing the total number of training facilities to twelve.

Hermès has continued its action for the climate in line with the goals defined for 2030 and validated by the Science Based Target initiative (SBTi). Since 2018, scopes 1 and 2 have seen a 69% reduction in absolute value, while scope 3 has decreased by 58% in intensity⁽¹⁾.

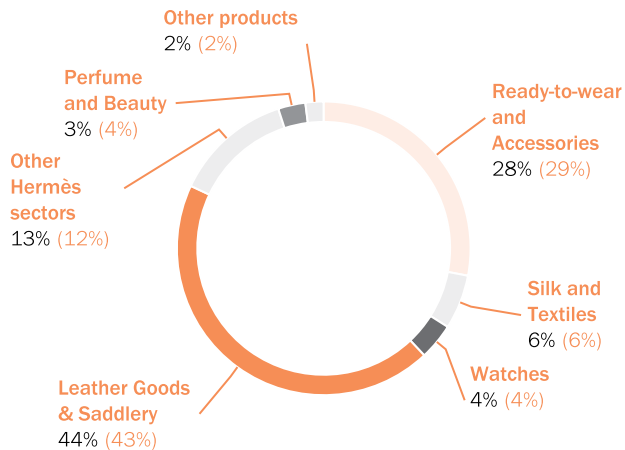
The house's environmental approach is reflected in the implementation of Hermès' particularly demanding responsible real-estate standard, which brings together best practices from across the market: a distinctive and demanding methodology designed to reconcile environmental, social and local anchoring performance.

The sustainable and responsible dimension of the Hermès artisanal model was recognised in its Sustainability rating, rewarded in July with the CAC 60 Large-Cap Grand Prix at the *Transparency Awards*, and through the house's inclusion, for the fourth consecutive year, in the CDP "A List". These results bear witness to Hermès' strong commitments and values.

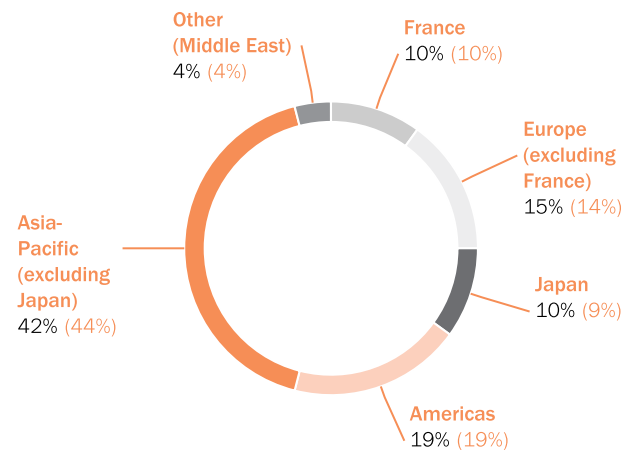
1) In economic intensity, as a percentage of gross margin

FINANCIAL KEY FIGURES

REVENUE BY MÉTIER FOR 2025 (2024)



REVENUE BY GEOGRAPHICAL AREA FOR 2025 (2024)



KEY CONSOLIDATED DATA

In millions of euros	2025	2024	2023	2022	2021
Revenue	16,002	15,170	13,427	11,602	8,982
Growth at current exchange rates vs. n-1	5.5%	13%	16%	29%	41%
Growth at constant exchange rates vs. n-1 ¹	8.9%	15%	21%	23%	42%
Recurring operating income ²	6,569	6,150	5,650	4,697	3,530
in % of revenue	41.0%	40.5%	42.1%	40.5%	39.3%
Operating income	6,569	6,150	5,650	4,697	3,530
in % of revenue	41.0%	40.5%	42.1%	40.5%	39.3%
Net income attributable to owners of the parent	4,524	4,603	4,311	3,367	2,445
in % of revenue *	28.3%	30.3%	32.1%	29.0%	27.2%
Operating cash flows	5,607	5,378	5,123	4,111	3,060
Operating investments	1,161	1,067	859	518	532
Adjusted free cash flows ³	3,880	3,767	3,192	3,404	2,661
Equity attributable to owners of the parent	18,840	17,327	15,201	12,440	9,400
Net cash position ⁴	12,239	11,642	10,625	9,223	6,695
Restated net cash position ⁵	12,773	12,039	11,164	9,742	7,070
Headcount (in number of people) ⁶	26,494	25,185	22,879	20,296	18,137

(1) Growth at constant exchange rates is calculated by applying, for each currency, the average exchange rates of the previous period to the revenue for the period.

(2) Recurring operating income is one of the main performance indicators monitored by Group Management. It corresponds to operating income excluding non-recurring items having a significant impact that may affect understanding of the Group's economic performance.

(3) Adjusted free cash flows are the sum of cash flows related to operating activities, less operating investments and the repayment of lease liabilities recognised in accordance with IFRS 16 (aggregates in the consolidated statement of cash flows).

(4) Net cash position includes cash and cash equivalents presented under balance sheet assets, less bank overdrafts which appear under short-term borrowings and financial liabilities on the liabilities side. Net cash position does not include lease liabilities recognised in accordance with IFRS 16.

(5) The restated net cash position corresponds to net cash plus cash investments that do not meet the IFRS criteria for cash equivalents due in particular to their original maturity of more than three months, less borrowings and financial liabilities.

(6) Permanent + fixed-term employment contracts with no length of service condition in accordance with the CSRD definition of own workers. Pro forma 2021 to 2023 presented according to this definition.

* 30.3% in financial year 2025, after restatement of the exceptional contribution on the profits of large companies in France.

FINANCIAL CALENDAR FOR 2026

The dates of financial publications (revenue, full-year and half-year results) and of the General Meeting are available on the website <https://finance.hermes.com/en/calendar/>.

Publication of the 2025 annual consolidated results	12/02/2026
Publication of consolidated revenue for the first quarter of 2026	15/04/2026
Shareholders' Combined General Meeting	17/04/2026
Publication of consolidated results for the first half of 2026	29/07/2026
Publication of consolidated revenue for the third quarter of 2026	22/10/2026

3

SIGNIFICANT EVENTS SINCE THE END OF THE FINANCIAL YEAR

No significant events have occurred since the close of the financial year.

4

SUMMARY TABLE OF THE USE OF FINANCIAL DELEGATIONS OF AUTHORITY

SUMMARY TABLE OF THE USE OF FINANCIAL DELEGATIONS OF AUTHORITY

In accordance with the provisions of Article L. 225-37-4 - 3° of the French Commercial Code (*Code de commerce*), the table below shows all the delegations of competence and powers granted by the General Meeting to the Executive Management in financial matters, distinguishing between delegations that were valid as at 31 December 2025, and notably delegations used, as applicable.

Date of General Meeting Resolution no.	Delegations valid as at 31 December 2025	Limit common to several authorisations	Use in 2025
STOCK OPTIONS/FREE SHARES			
20 April 2022 18th resolution	Authorisation: allocation of stock options Duration (expiry): 38 months (20 June 2025) Individual limit: 2%		None
30 April 2024 19th resolution	Authorisation: allocation of existing free ordinary shares Duration (expiry): 38 months (30 June 2027) Individual limit: 2%	2%	See Chapter 2 “Corporate Governance”, § 2.8.3.2 and § 2.8.4.10 of the 2025 Universal Registration Document
BUYBACK/CANCELLATION OF SHARES			
30 April 2025 6th resolution	Authorisation: share buyback Duration (expiry): 18 months (30 October 2026) ¹ Individual limit: 10% of the share capital – maximum amount of €8 billion – maximum price per share: €3,400		See chapter 7 “Information on the Company and its share capital”, § 7.2.2.10 of the 2025 Universal Registration Document
30 April 2025 19th resolution	Authorisation: cancellation of shares Duration (expiry): 24 months (30 April 2027) ¹ Individual limit: 10% of the share capital		None

(1) These delegations are intended to be cancelled, for the remaining duration and for the unused fraction, in the case of the adoption of new resolutions concerning new delegations of the same nature by the General Meeting of 17 April 2026 (see chapter 8 “Combined General Meeting of 17 April 2026”, § 8.2.1 and § 8.2.2 – Explanatory statement to the sixth and seventeenth resolutions).

Date of General Meeting Resolution no.	Delegations valid as at 31 December 2025	Limit common to several authorisations	Use in 2025
EQUITY SECURITIES			
30 April 2025 20th resolution	Authorisation: capital increase by incorporation of reserves Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital	n/a	None
30 April 2025 21st resolution	Authorisation: issue with preemptive subscription rights maintained Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital		None
30 April 2025 22nd resolution	Authorisation: issue with preemptive subscription rights cancelled Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital		None
30 April 2025 23rd resolution	Authorisation: capital increase reserved for members of a company or group savings plan Duration (expiry): 26 months (30 June 2027) Individual limit: 1% of the share capital	40%	None
30 April 2025 24th resolution	Authorisation: issue by private placement Duration (expiry): 26 months (30 June 2027) Individual limit: 20% of the share capital per year		None
30 April 2025 25th resolution	Authorisation: issue to compensate contributions in kind Duration (expiry): 26 months (30 June 2027) Individual limit: 10% of the share capital		None
30 April 2025 26th resolution	Authorisation: issue to one or more named persons Duration (expiry): 18 months (30 October 2026) Individual limit: 10% of the share capital		

Date of General Meeting Resolution no.	Delegations valid as at 31 December 2025	Limit common to several authorisations	Use in 2025
DEBT SECURITIES			
30 April 2025 21st resolution	Authorisation: issue with preemptive subscription rights maintained Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital		None
30 April 2025 22nd resolution	Authorisation: issue with preemptive subscription rights cancelled Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital		None
30 April 2025 24th resolution	Authorisation: issue by private placement Duration (expiry): 26 months (30 June 2027) Individual limit: 20% of the share capital per year	€2 billions	None
30 April 2025 25th resolution	Authorisation: issue to compensate contributions in kind Duration (expiry): 26 months (30 June 2027) Individual limit: 10% of the share capital		None
30 April 2025 26th resolution	Authorisation: issue to one or more named persons Duration (expiry): 18 months (30 October 2026) Individual limit: 10% of the share capital		

MERGER BY ABSORPTION, SPIN-OFF, PARTIAL CONTRIBUTION OF ASSETS			
30 April 2025 27th and 28th resolutions	Authorisation: operation(s) involving a merger by absorption, spin-off or partial contribution of assets subject to the spin-off regime, and resulting capital increase Duration (expiry): 26 months (30 June 2027) Individual limit: 40% of the share capital	40% (28th resolution)	None

It is proposed to the General Meeting of 17 April 2026 to renew the authorisations to carry out share buybacks/cancellations (see pages 68 and 83 of this notice of meeting – Explanatory statements to the sixth and seventeenth resolutions);

5

TABLE OF RESULTS OVER THE LAST FIVE YEARS

	2025	2024	2023	2022	2021
Share capital at the end of the financial year					
Share capital in millions of euros	54	54	54	54	54
Number of shares outstanding	105,569,412	105,569,412	105,569,412	105,569,412	105,569,412
Comprehensive income from operations in millions of euros					
Revenue excluding taxes	195	678	614	479	396
Net income before tax, employee profit-sharing, depreciation, amortisation, provisions and impairment	4,716	4,402	3,733	2,651	1,350
Income tax	(237)	(137)	(112)	(50)	(13)
Employee profit-sharing	(9)	(9)	(9)	(7)	(6)
Net income after tax, employee profit-sharing, depreciation, amortisation, provisions and impairment	4,173	3,998	3,459	2,529	1,165
Distributed income (including treasury shares)	1,928	2,772	2,662	1,389	852
Earnings per share in euros					
Net income after tax and employee profit-sharing but before depreciation, amortisation, provisions and impairment	42.34	40.31	34.22	24.57	12.61
Net income after tax, employee profit-sharing, depreciation, amortisation, provisions and impairment	39.53	37.88	32.77	23.95	11.04
Net dividend paid per share	18.00 ¹	26.00	25.00	13.00	8.00
Employees					
Number of employees (average workforce)	663	616	631	549	524
Payroll in millions of euros	(120)	(113)	(107)	(84)	(78)
Employee benefits paid in the year in millions of euros ²	(68)	(67)	(65)	(55)	(35)

(1) Subject to the decisions of the Ordinary General Meeting of 17 April 2026. An ordinary dividend of €18.00 will be proposed, including an interim payment of €5.00 paid in February 2026.

(2) The expenses included in this figure, relating to free share plans, are limited to Company employees (see note 3.2 of the statutory statements of the 2025 Universal Registration Document).

6

CORPORATE SOCIAL RESPONSIBILITY AND NON-FINANCIAL PERFORMANCE

BUSINESS MODEL AND KEY NON-FINANCIAL FIGURES

AN INTEGRATED AND RESPONSIBLE CRAFTSMANSHIP MODEL

Since 1837, the Group has remained true to its values of freedom, demanding craftsmanship savoir-faire, authenticity and responsible growth. Its integrated craftsmanship business model places quality and sustainability at the center. Hermès creates and manufactures quality objects designed to last, to be passed on from one generation to the next, and to be repaired. This approach requires these issues to be taken into account at every stage, from design to sales.

Responsible growth and value-sharing

As a company that respects the nature that inspires it, Hermès ensures the preservation of its resources and its impact on natural environments and local ecosystems, with an artisanal production model. The Group is stepping up its efforts in terms of social, societal and environmental performance. Hermès' highly integrated craftsmanship model promotes the creation of skilled jobs in France and social inclusion.





The environment at the heart of the craftsmanship model

Nature, a source of exceptional materials, is at the heart of Hermès' craftsmanship model and its preservation plays a central role in Hermès' commitments. Global warming, its impact on biodiversity and the use of raw materials are areas of concern, which the House addresses through its environmental strategy.

Hermès is committed to supporting its suppliers in meeting requirements in terms of traceability, certification, carbon trajectory, reduction in water consumption, fight against deforestation and the use of plastics.

A long-term strategy

Hermès, a family business, has been able to adapt to changes while favouring a long-term approach. The Group, on the strength of its craftsmanship savoir-faire, its exclusive distribution network and its creative heritage, acts in accordance with its sustainable and responsible strategy.

	RESPONSIBLE EMPLOYER +1,300 jobs in 2025 +800 in France	DIVERSITY AND INCLUSION 7.90% direct employment rate of people with disabilities in France	GENDER EQUALITY 49% women in top 100	TURNOVER 6% group turnover rate
	LOCAL PRODUCTION 75% objects are made in France	VERTICAL INTEGRATION 55% manufactured in its in-house and exclusive workshops	SUSTAINABLE RELATIONSHIPS 21 years average length of direct supplier relationships (top 50)	LOCAL SUPPLIERS 51% of purchases come from France
	CLIMATE SCOPES 1&2 (SBTI) -69% emissions reduction in absolute value since 2018 (market-based)	RESPONSIBLE REAL ESTATE 20 Sites certified under the internal real estate standard "Harmonie"	WATER CONSUMPTION -64% in industrial water intensity over 10 years	ENERGY TRANSITION 77% renewable energy
	TRANSPARENCY AWARDS #1 Grand Prix CAC Large 60	SHARING VALUE € 328 million of which € 243 million profit-sharing and incentives in France and € 85 million in global premium	CERTIFICATION 90% of leather suppliers are LWG certified (Tier 1)	LOCAL PRESENCE 5.4 jobs created in France for every job created at Hermès

HERMÈS GROUP'S ACTIONS

For readers who would like more details on all of the Group's actions in addition to what is presented in chapter 4 "Sustainability Report" of the 2025 universal registration document, the Hermès Finance website can be accessed using this QR Code.

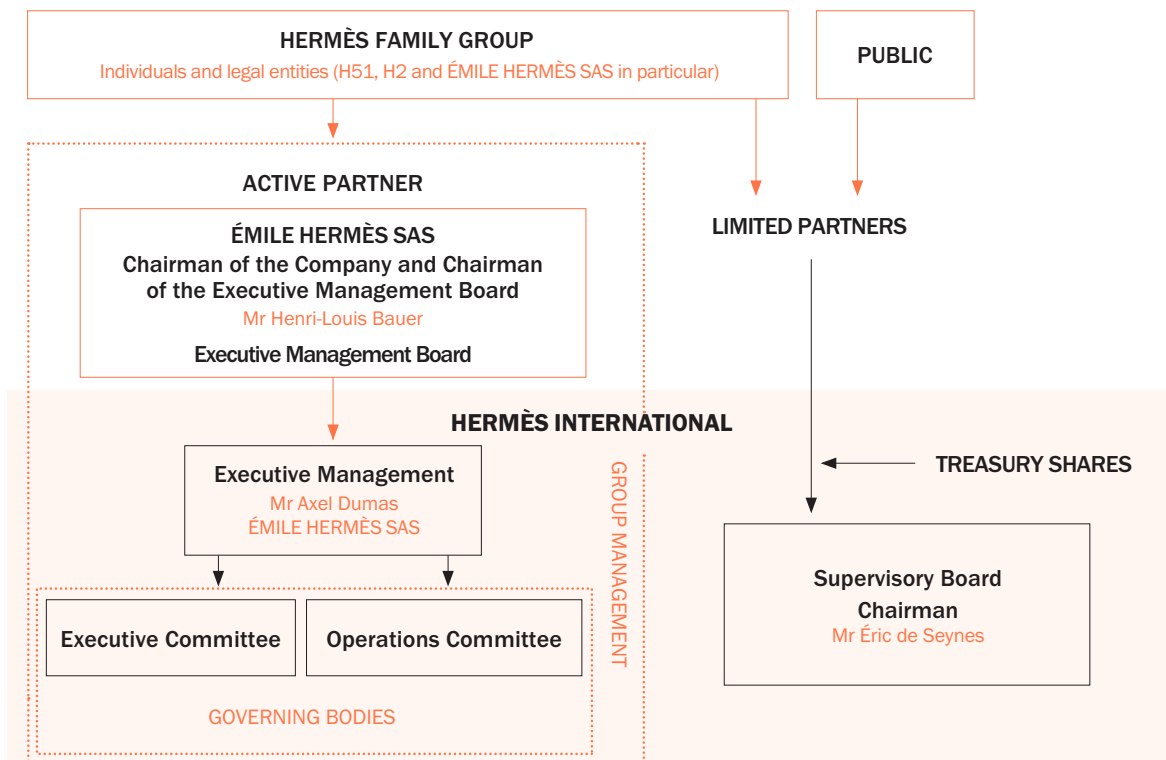


7

CORPORATE GOVERNANCE

AMBITIOUS AND BALANCED GOVERNANCE

ORGANISATIONAL STRUCTURE OF HERMÈS INTERNATIONAL AS AT 31 DECEMBER 2025



TWO TYPES OF PARTNERS

Hermès International was converted into a *société en commandite par actions* (partnership limited by shares – SCA) by a decision of the Extraordinary General Meeting held on 27 December 1990, in order to preserve its identity and culture and thus ensure its sustainability over the long term, in the interests of the Group and all shareholders. This singular legal form, whose capital is divided into shares, brings together two types of partners:

The Active Partner (Émile Hermès SAS) – chapter 2 “Corporate Governance”, § 2.3.1 of the 2025 universal registration document

The Active Partner Émile Hermès SAS is involved in the operation and organisation of the Company. It has structuring powers.

Powers:

- ◆ determining for the Group: (i) strategic options, (ii) consolidated operating and investment budgets, and (iii) proposals to the General Meeting for the distribution of share premiums, reserves and retained earnings;
- ◆ approving the decisions of the General Meeting of Limited Partners (except those falling within their own powers);
- ◆ appointing or dismissing the Executive Chairmen;
- ◆ establishing the compensation policy for the Executive Chairmen;
- ◆ authorising all significant transactions (loans, guarantees, investments, etc.) when their amount exceeds 10% of the Hermès Group’s net consolidated financial position;
- ◆ formulating recommendations to the Executive Management on all issues of general interest to the Group;
- ◆ proposing the appointment or dismissal of members of the Supervisory Board.

Émile Hermès SAS has been the sole Active Partner of Hermès International since 1 April 2006.

The Executive Management Board of Émile Hermès SAS exercises the powers attached to being an Active Partner of the Company.

The Active Partner cannot participate in the vote on the appointment of members of the Supervisory Board at a General Meeting. The shares held in the Company are therefore removed from the quorum of the resolutions of the General Meetings concerned.

The Active Partner is jointly and severally liable for all the Company’s debts, for an indefinite period of time.

In accordance with Article 26 of the Articles of Association, each year, the Company pays the Active Partner an amount equal to 0.67% of the distributable profits.

The Limited Partners (shareholders) – chapter 7 “Information on the Company and its share capital”, § 7.2.2 of the 2025 universal registration document

The Limited Partners or shareholders, who provide capital, enjoy limited prerogatives.

Powers:

- ◆ voting the parent company financial statements and the consolidated financial statements approved by Executive Management;
- ◆ determining the allocation of net income (including the distribution of dividends);
- ◆ approving related-party agreements;
- ◆ appointing the Statutory Auditors and auditors tasked with certifying sustainability information;
- ◆ appointing and dismissing the members of the Supervisory Board.

Any other decision of the shareholders is only valid if approved on the same terms by the Active Partner.

The law explicitly prohibits them from any interference in the Company’s management, for any reason whatsoever, on pain of being liable under the same conditions as the Active Partner.

The liability of the shareholders is limited to the amount of their contribution.

Shareholders receive a share of the profits in the form of dividends.

The main Limited Partners are listed in chapter 7 “Information on the Company and its share capital”, § 7.2.2.5. of the 2025 universal registration document

GOVERNANCE BY NATURE DISSOCIATED

The organisation of governance within an SCA follows the principle of the separation of powers. Executive powers are exercised by the Executive Management and control powers by the Supervisory Board. Hermès International's governance therefore has a structure that is by nature dissociated.

Executive Management – see page 24 of this notice of meeting

The Company is currently administered and managed by two Executive Chairmen, one of whom is the Active Partner.

The role of Executive Chairman is to manage the Group.

Powers:

- ◆ defining and implementing the Group's strategy in accordance with the strategic options adopted by the Active Partner;
- ◆ directing the Group's operations;
- ◆ establishing and implementing internal control and risk management procedures;
- ◆ approving the parent company and consolidated financial statements;
- ◆ convening General Meetings and setting their agendas;
- ◆ preparing the management report for the General Meeting, including the sustainability report;
- ◆ exercising the broadest of powers to act on behalf of the Company in all circumstances with regard to third parties, subject to the limits of the corporate purpose and powers granted to the Supervisory Board and to Shareholders' General Meetings.

The Executive Management is controlled by a Supervisory Board representing the Limited Partners.

The Afep-Medef Code qualifies the Executive Chairmen as "Executive Corporate Officers".

The Executive Management is assisted by the Executive Committee (see pages 24-25 of this notice of meeting) and the Operations Committee (see page 26 of this notice of meeting), which constitute the Governing bodies.

The Joint Council – chapter 2 "Corporate Governance", § 2.5.2.2 of the 2025 universal registration document

The Joint Council, composed of the members of the Executive Management Board of Émile Hermès SAS (see chapter 2 "Corporate Governance", § 2.3.1.4 of the 2025 universal registration document), the Active Partner (see p. 22 of this notice of meeting) and the members of the Hermès International Supervisory Board (see pages 27 et seq. of this notice of meeting), is a consultation body that has no decision-making powers of its own.

It is aware of all issues that are submitted to it or that it takes up, without being able to replace the bodies to which the decision-making powers are assigned.

Nevertheless, the Active Partner, through the Executive Management Board, and the Supervisory Board may, as the Joint Council if they so wish, take any decisions or issue any opinions within their competence.

Supervisory Board – see pages 27 et s. of this notice of meeting

The Supervisory Board, a collegiate body, is an offshoot of the General Meeting of Limited Partners. The appointment of members of the Board (except for the employee representatives) is solely that body's responsibility.

Powers:

- ◆ controlling the management of the Company (power comparable to that of the Statutory Auditors): audit of the parent company and consolidated financial statements and respect for equality between shareholders;
- ◆ determining the allocation of net income to be put to the General Meeting each financial year;
- ◆ convening the Shareholders' General Meeting whenever it deems it appropriate;
- ◆ preparing the corporate governance report;
- ◆ preparing a report to the General Meeting on the performance of its duties;
- ◆ authorising or downgrading related-party agreements;
- ◆ authorising the Executive Management to grant sureties, endorsements and guarantees;
- ◆ establishing the compensation policy for the members of the Supervisory Board;
- ◆ deliberating on the actual compensation of the Executive Chairmen;
- ◆ approving any proposed new wording of certain clauses of the Articles of Association of Émile Hermès SAS;
- ◆ is required to be consulted by the Active Partner with regard to: (i) strategic options, (ii) consolidated operating and investment budgets, (iii) proposals to the General Meeting pertaining to the appropriation of share premiums, reserves or retained earnings, and (iv) setting the compensation policy for the Executive Chairmen;
- ◆ issuing, for the intention of the Active Partner, a reasoned opinion on: (i) any appointment or dismissal of any Executive Chairman of the Company, and (ii) the reduction in the notice period in the event of resignation of the Executive Chairman.

The functions exercised by the Supervisory Board do not entail any interference with the Executive Management, or any liability arising from the management's actions or from the results of such actions.

The law does not confer any other powers on the Supervisory Board. Consequently, it may neither appoint or dismiss the Executive Chairmen, nor set their compensation policy.

The Afep-Medef Code qualifies the Chairman and the members of the Supervisory Board as "non-Executive Corporate Officers".

The Board is supported by the work of two permanent committees:

- ◆ the Audit and Risk Committee;
- ◆ the Compensation, Appointments, Governance and CSR Committee or "CAG-CSR Committee".

These committees act under the collective and exclusive responsibility of the Supervisory Board. Their role is to discuss, analyse and prepare for certain deliberations of the Board, to which they submit their opinions, proposals or recommendations.

EXECUTIVE MANAGEMENT

The Executive Chairmen are appointed by the Active Partner, after consultation with the Supervisory Board. In accordance with the Articles of Association, the Executive Management comprises one or two Executive Chairmen, who are natural persons, Active Partners or from outside the Company, each having the same powers. The term of office of the Executive Chairmen is open-ended.

The role and powers of Executive Management are described in page 23 of this notice of meeting.

The Executive Chairmen's roles are distributed as follows: Mr Axel Dumas is in charge of strategy and operational management and Émile Hermès SAS, through its Executive Management Board, is responsible for vision and strategic priority areas.

Composition as at 31/12/2025

**Mr Axel Dumas**

Executive Chairman

Appointed by decision of the Active Partner dated 4 June 2013 (effective 5 June 2013)**Émile Hermès SAS**

Executive Chairman (represented by Mr Henri-Louis Bauer)

Appointed by decision of the Active Partner dated 14 February 2006 (effective 1 April 2006)

- ◆ **Changes among the Executive Management in financial year 2025:** None.
- ◆ **Changes among the Executive Management since 31 December 2025:** None.

EXECUTIVE COMMITTEE

Role

The Executive Chairmen are supported in their management of the Group by the Executive Committee. This consists of Executive Vice-Presidents, each of whom has well-defined areas of responsibility.

The role of the Executive Committee is to oversee the Group's strategic and operational management.

The Executive Committee meets every two weeks.

Its composition reflects the Group's main areas of expertise.

Composition as at 31/12/2025

10
MEMBERS

33%
WOMEN
(EXCLUDING THE
EXECUTIVE CHAIRMAN)

11 years
AVERAGE LENGTH OF
SERVICE ON THE
EXECUTIVE
COMMITTEE

22 years
AVERAGE LENGTH OF SERVICE IN
THE GROUP

58 years
AVERAGE AGE¹



Members of the Executive Committee, from left to right: Olivier Fournier, Florian Craen, Agnès de Villers, Axel Dumas, Éric du Halgouët, Charlotte David, Pierre-Alexis Dumas, Wilfried Guerrand, Sharon MacBeath, Guillaume de Seynes

Mr Axel Dumas

Executive Chairman

◆ **Mr Florian Craen**

Executive Vice-President
Sales & Distribution

◆ **Ms Charlotte David**

Executive Vice-President
Communication

◆ **Mr Pierre-Alexis Dumas**

Artistic Executive
Vice-President

◆ **Mr Olivier Fournier**

Executive Vice-President Corporate Development and
Social Affairs

◆ **Mr Wilfried Guerrand**

Managing Director Métiers, Information Systems and
Data

◆ **Mr Éric du Halgouët**

Executive Vice-President Finance

◆ **Ms Sharon MacBeath**

Group Director of Human Resources

◆ **Mr Guillaume de Seynes**

Executive Vice-President Manufacturing Division &
Equity Investments

◆ **Ms Agnès de Villers**

Executive Vice-President Leather Goods & Saddlery,
Horizons, IoT and petit h

Changes in the Executive Committee in financial year 2025:

- As of 1 November 2025, Ms Agnès de Villers has extended her scope to the Leather Goods & Saddlery métiers, which includes Leather Goods, Saddlery, Equestrianism, Hermès Horizons, petit h and IoT.

(1) Average calculated on the basis of the age of the members of the Executive Committee, determined on a full-year basis as at 31 December 2025.

OPERATIONS COMMITTEE

Role

The Operations Committee, which reports to the Executive Management, is made up of certain members of the Executive Committee and the Senior Executives of the main métiers and geographical areas, as well as the sales and support functions of the Group.

Its duties are:

- ◆ to involve Senior Executives in the Group's major issues and strategic orientations;
- ◆ to promote communication, sharing and reasonable exchanges amongst its members in their area of responsibility;
- ◆ to enable the Executive Committee to take certain decisions.

The Operations Committee meets two or three times a year.

Composition as at 31/12/2025

24 MEMBERS **67%** WOMEN **21%** OF FOREIGN NATIONALITY

Composition of the Operations Committee as at 31 December 2025

Executive Committee members (see pages 24 and 25 of this notice of meeting)

- | | | |
|--|--|--|
| ◆ Mr Florian Craen
Executive Vice-President Sales & Distribution | ◆ Mr Wilfried Guerrand
Managing Director Métiers, Information Systems and Data | ◆ Ms Agnès de Villers
Executive Vice-President Leather Goods & Saddlery, Horizons, IoT and petit h |
|--|--|--|

Senior Executives of the métiers

- | | | |
|--|--|--|
| ◆ Ms Alix Coindreau
Silk and Fashion Accessories | ◆ Mr Julien Faurie
Shoes | ◆ Ms Anne-Sarah Panhard
Perfume and Beauty |
| ◆ Mr Laurent Dordet
Watches | ◆ Ms Ly Lallier
Leather Goods & Saddlery | ◆ Ms Ambre Pulcini
Jewellery |
| ◆ Ms Cielo Dunbavand
Women's ready-to-wear/Men's ready-to-wear | ◆ Ms Véronique Nichanian
Artistic director | ◆ Ms Jessica Berrezaie Fracassi
Home |

Senior Executives of the Geographical areas

- | | | |
|--|---|--|
| ◆ Mr Masao Ariga ¹
Japan | ◆ Ms Caroline Jacques ¹
France | ◆ Ms Diane Mahady ¹
Americas |
| ◆ Ms Ségolène Audras-Verdillon
Travel Retail | ◆ Mr Thierry Outin
South Asia | ◆ Ms Sophie Vissing ¹
Greater China |
| | ◆ Mr Luc Hennard ¹
Europe | |

Senior Executives Sales and support functions

- | | | |
|---|---|--|
| ◆ Mr Frédéric Agostini
Hermès Commercial (central logistics, services to subsidiaries, after-sales service) | ◆ Ms Corinne Fénéon
Retail operations (Supply chain Retail, eco-responsibility) | ◆ Ms Hinde Pagani
Digital Sales and Service |
| | ◆ Ms Marine Cambuzat
Retail activities (customer experience, customer services and relationships, Retail) | ◆ Ms Élodie Potdevin
Data, Technology and Innovation |

Changes in the Operations Committee in financial year 2025

- ◆ 01/01/2025:
 - Ms Diane Mahady was given responsibility for the entire Americas region (including the United States, Latin America and Canada).
 - Mr Thierry Outin took on the general management of the South Asia region, replacing Mr Éric Festy.
 - Mr Eric Festy took on the general management of Hermès Suisse and Hermès Pologne.
- ◆ 01/11/2025:
 - Ms Agnès de Villers took on the management of the Hermès Leather Goods & Saddlery, Horizons, IoT and petit h métiers.
 - Ms Anne-Sarah Panhard took on the general management of the Perfume and Beauty division.
 - Ms Jessica Berrezaie Fracassi took on the responsibility of the Home division.

(1) Members with foreign nationality.

SUPERVISORY BOARD

COMPOSITION OF THE SUPERVISORY BOARD AS AT 31 DECEMBER 2025

The Company has a Supervisory Board comprising 15 members, including:

- ◆ seven women and eight men (i.e. 46% women and 54% men);
- ◆ five independent members (i.e. one-third, see chapter 2 “Corporate Governance”, §2.4.6 of the 2025 universal registration document);
- ◆ two members representing employees (see chapter 2 “Corporate Governance”, §2.4.2.1.2 of the 2025 universal registration document).

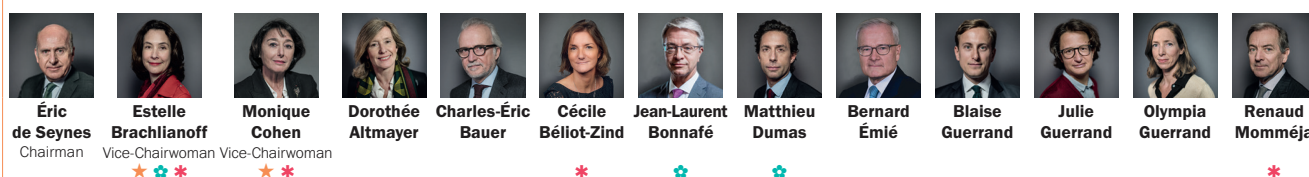
As the provisions of Article L. 225-79-2 of the French Commercial Code (*Code de commerce*) apply to the Company, two members of the Supervisory Board representing employees are appointed by the Group Works Council, given the role of this employee representative body which is the preferred contact for management and whose members are drawn from the Social and Economic Committees of the Group companies.

All the Supervisory Board members are French except Ms Olympia Guerrand, who is Franco-Portuguese.

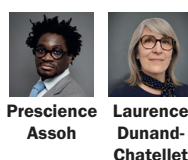
Mr Nicolas Huonic, Director of Corporate law and Stock Exchange regulations and Compliance Officer, is the Supervisory Board Secretary.

13 members are appointed by the General Meeting from among the shareholders who are neither the Active Partner nor the legal representative of the Active Partner, nor Executive Chairman.

MEMBERS APPOINTED BY THE GENERAL MEETING

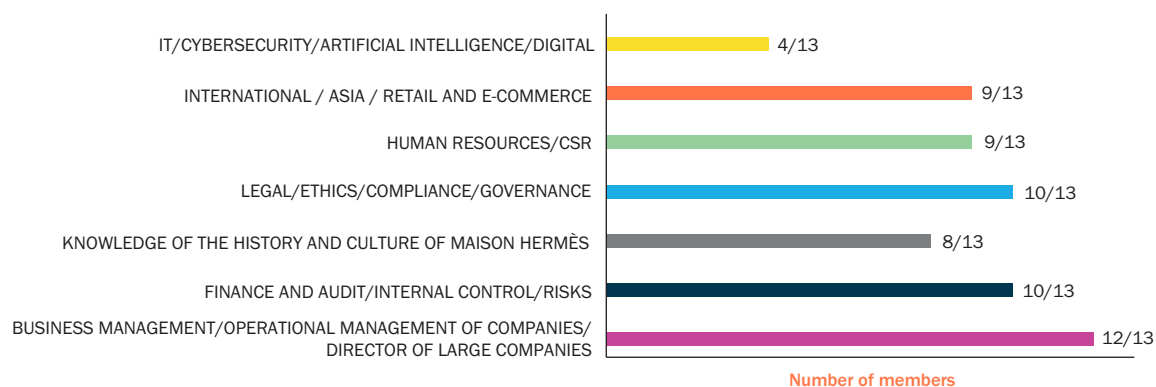


MEMBERS REPRESENTING EMPLOYEES APPOINTED BY THE GROUP WORKS COUNCIL



★ Independence 🌸 CAG-CSR Committee * Audit and Risk Committee

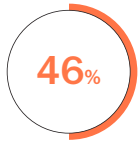
Main areas of skills and expertise of the members of the Board appointed by the General Meeting ¹⁻²



Areas of skills and expertise

1. Excluding Supervisory Board members representing employees.
2. According to the annual declarations of the Board members.

SUPERVISORY BOARD



PROPORTION OF WOMEN¹



PROPORTION OF INDEPENDENT MEMBERS¹

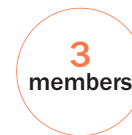
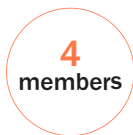


7 meetings in 2025 | 94.17% attendance

2 committees

AUDIT AND RISK COMMITTEE

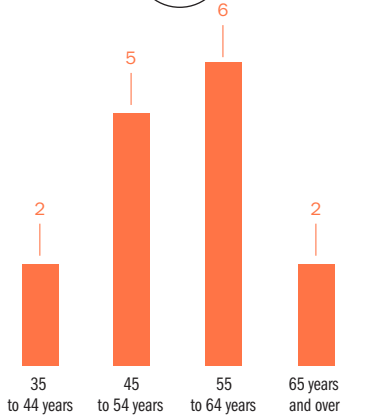
COMPENSATION, APPOINTMENTS, GOVERNANCE AND CSR COMMITTEE



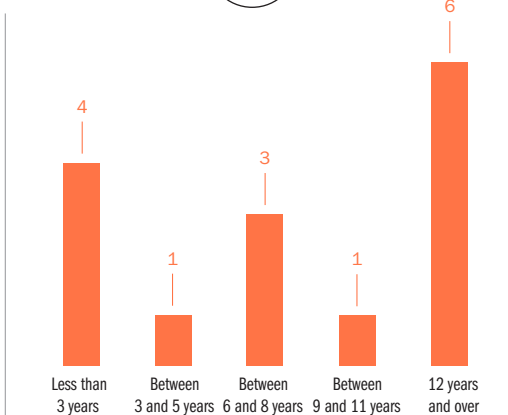
6 meetings in 2025 | 96.43% attendance
75% independence | 9 years' average length of service²
75% women including the Chairwoman

6 meetings in 2025 | 77.78% attendance
66% independence | 8 years' average length of service²
33% women including the Chairwoman

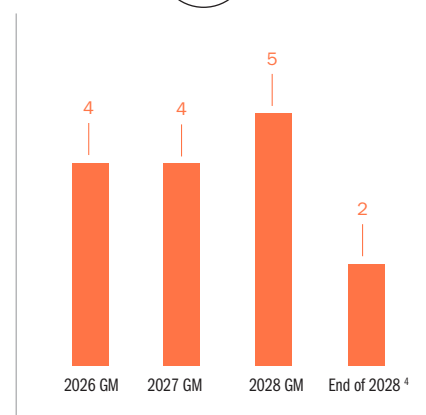
Age
Average



Seniority
Average



Number of terms
of office expiring



- The members of the Supervisory Board representing employees are not taken into account for the calculation of these proportions.
- Average calculated on the basis of ages and lengths of service of members of the Supervisory Board, determined on a full-year basis as at 31 December 2025.
- 13 members are appointed by the Shareholders' General Meeting and two members, representing employees, are appointed by the Group Works Council.
- Supervisory Board members representing employees.
- Excluding Supervisory Board members representing employees.

SUMMARY PRESENTATION OF THE MEMBERS OF THE SUPERVISORY BOARD AS AT 31 DECEMBER 2025

Personal details		Experience			Position on the Board		Membership of Board committees	
Gender, nationality, age ¹ , Date of birth	Number of shares (direct holding)	Number of offices in listed companies ⁶	Independence ²	Date of first appointment	Date term ends	Length of service on the Board ¹	Audit and Risk Committee	CAG-CSR Committee
Members of the Supervisory Board appointed by the General Meeting								
Éric de Seynes (M) (Chairman) Nationality: French 65 years - 09/06/1960	226 (BO) 285			07/06/2010 03/03/2011 (Chairman)	2026 GM	15 years		
Estelle Brachlianoff (F) (Vice-Chairwoman) Nationality: French 53 years - 26/07/1972	100	1 Veolia	✓	04/06/2019	2028 GM	6 years	✓	✓ (Chairwoman)
Monique Cohen (F) (Vice-Chairwoman) Nationality: French 69 years - 28/01/1956	250	2 BNP Paribas Safran	✓	03/06/2014	2026 GM	11 years	✓	(Chairwoman)
Cécile Béliot-Zind (F) Nationality: French 50 years - 27/08/1974	50		✓	30/04/2025	2028 GM	1 year	✓	
Jean-Laurent Bonnafé (M) Nationality: French 64 years - 14/07/1961	1 ³	1 BNP Paribas	✓	30/04/2025	2028 GM	1 year		✓
Dorothee Altmayer (F) Nationality: French 64 years - 01/03/1961	200			06/06/2017	2026 GM	8 years		
Charles-Éric Bauer (M) Nationality: French 61 years - 09/01/1964	71,748			03/06/2008	2028 GM	17 years		
Matthieu Dumas (M) Nationality: French 53 years - 06/12/1972	1,433 (US) 30			03/06/2008	2027 GM	17 years		✓
Bernard Émié (M) Nationality: French 67 years - 06/09/1958	5		✓	30/04/2025	2027 GM	1 year		
Blaise Guerrand (M) Nationality: French 42 years - 04/06/1983	200			29/05/2012	2027 GM	13 years		
Julie Guerrand (F) Nationality: French 50 years - 26/02/1975	6,825			02/06/2005	2028 GM	20 years		
Olympia Guerrand (F) Nationality: French and Portuguese 48 years - 07/10/1977	600			06/06/2017	2027 GM	8 years		
Renaud Momméja (M) Nationality: French 63 years - 20/03/1962	3,959 (US) 109,944			02/06/2005	2026 GM	20 years	✓	

Personal details		Experience			Position on the Board		Membership of Board committees	
Gender, nationality, age ¹ , Date of birth	Number of shares (direct holding)	Number of offices in listed companies ⁶	Independence ²	Date of first appointment	Date term ends	Length of service on the Board ¹	Audit and Risk Committee	CAG-CSR Committee
Members of the Supervisory Board representing employees appointed by the Group Works Council								
Prescience Assoh (M) Nationality: French 42 years - 26/01/1983	24 ⁴		n/a ⁵	15/11/2022	18/11/2028	3 years		
Laurence Dunand-Chatellet (F) Nationality: French 46 years - 07/02/1972	84 ⁴		n/a ⁵	18/11/2025	18/11/2028	0 year		
						Average: 9 years		

(1) The ages and lengths of service indicated are determined in number of full years as at 31 December 2025.

(2) The independence criteria for its members, formalised since 2009 by the Supervisory Board, are described in chapter 2 "Corporate Governance", § 2.4.6.1. of the 2025 universal registration document.

(3) In accordance with the Supervisory Board's rules of procedure, which exempt Supervisory Board members from the requirement to hold a minimum of 50 shares when said member is subject to specific and/or sector-specific internal regulations, directives or policies imposing restrictions on such holdings, Mr Jean-Laurent Bonnafé holds only one Hermès International share.

(4) The obligation to hold a minimum number of Company shares does not apply to members of the Board representing employees.

(5) n/a: not applicable. In accordance with the provisions of the Afep-Medef Code (Article 10.3), employee representatives are not included in the calculation of independent members.

(6) Other than the Company. In accordance with the recommendation of the Afep-Medef Code (Article 20.4), a member of the Supervisory Board may not hold more than four other offices in listed companies outside the Group, including foreign ones.

ATTENDANCE OF THE SUPERVISORY BOARD MEMBERS

2025	Attendance at Supervisory Board meetings	Attendance at Audit and Risk Committee meetings	Attendance at CAG-CSR Committee meetings
Total number of meetings	7	6	6
Overall attendance rate	94.17%	96.43%	77.78%
Éric de Seynes (Chairman)	100.00%	n/a	n/a
Monique Cohen (Vice-Chairwoman)	100.00%	100.00%	n/a
Estelle Brachlianoff (Vice-Chairwoman) ¹	71.43%	100.00%	100.00%
Dominique Senequier (Vice-Chairwoman) ²	50.00%	n/a	25.00%
Dorothee Altmayer	100.00%	n/a	n/a
Prescience Assoh (employee representative)	100.00%	n/a	n/a
Charles-Éric Bauer ³	100.00%	100.00%	n/a
Jean-Laurent Bonnafé ⁴	80.00%	n/a	50.00%
Cécile Béliot-Zind ⁵	100.00%	100.00%	n/a
Matthieu Dumas	100.00%	n/a	100.00%
Laurence Dunand-Chatellet ⁶ (employee representative)	100.00%	n/a	n/a
Bernard Émié ⁷	100.00%	n/a	n/a
Blaise Guerrand	100.00%	n/a	n/a
Julie Guerrand	100.00%	n/a	n/a
Olympia Guerrand	100.00%	n/a	n/a
Renaud Momméja	100.00%	100.00%	n/a
Anne-Lise Muhlmeyer ⁸ (employee representative)	66.67%	n/a	n/a
Alexandre Viros ⁹	100.00%	100.00%	n/a

Attendance calculated by establishing the ratio between the number of actual attendance or attendance using telecommunication and the number of meetings applicable to each member.

n/a: not applicable.

(1) Ms Estelle Brachlianoff became Vice-Chairwoman of the Supervisory Board at the end of the General Meeting of 30 April 2025.

(2) The term of office of Ms Dominique Senequier as a member of the Supervisory Board, and therefore as Vice-Chairwoman, ended at the General Meeting of 30 April 2025.

(3) The term of office of Mr Charles-Éric Bauer, as a member of the Audit and Risk Committee, ended at the end of the General Meeting of 30 April 2025.

(4) Mr Jean-Laurent Bonnafé became a member of the Supervisory Board and the CAG-CSR Committee at the end of the General Meeting of 30 April 2025.

(5) Ms Cécile Béliot-Zind became a member of the Supervisory Board and the Audit and Risk Committee at the end of the General Meeting of 30 April 2025.

(6) Ms Laurence Dunand-Chatellet was appointed as a Supervisory Board member representing employees by the Group Works Council on 18 November 2025.

(7) Mr Bernard Émié became a member of the Supervisory Board at the end of the General Meeting of 30 April 2025.

(8) The term of office of Ms Anne-Lise Muhlmeyer as a Supervisory Board member representing employees ended on 17 November 2025.

(9) The term of office of Mr Alexandre Viros, as a member of the Supervisory Board, ended at the General Meeting of 30 April 2025.


7

MAIN DUTIES OF THE SUPERVISORY BOARD AND WORK CARRIED OUT IN 2025

The purpose and nature of the main duties and work carried out by the Supervisory Board in 2025 are presented in detail in the 2025 universal registration document (see Chapter 2 "Corporate governance", § 2.5.4 of the 2025 universal registration document).

COMPOSITION OF THE SUPERVISORY BOARD'S COMMITTEES

SUMMARY PRESENTATION OF THE CAG-CSR COMMITTEE MEMBERS AT 31 DECEMBER 2025


2025 data	Personal details	Independence	Date of appointment	Expiry of term of office on the Board	Length of service on the Committee ¹	Attendance
3 MEMBERS	 Estelle Brachlianoff (F) (Chairwoman) Nationality: French 53 years ¹ – 26/07/1972	✓	04/06/2019	2028 GM	6 years	100.00%
– 6 MEETINGS	Jean-Laurent Bonnafé (M) Nationality: French 64 years ¹ – 14/07/1961	✓	30/04/2025	2028 GM	0 year	50.00%
– 67% INDEPENDENCE	Matthieu Dumas (M) Nationality: French 53 years ¹ – 06/12/1972		03/06/2008	2027 GM	17 years	100.00%
– 33% WOMEN						
AVERAGE ATTENDANCE						83.33%²

(1) The ages and length of service indicated are determined in number of full years as at 31 December 2025.

(2) This figure reflects the average attendance of the members of the CAG-CSR Committee in office as at 31 December 2025, and does not take into account members who left the Committee during the year, where applicable.

A detailed presentation of the main duties of the CAG-CSR committee and the work carried out in 2025 can be found in the 2025 universal registration document (see Chapter 2 “Corporate governance”, § 2.6.2.4 of the 2025 universal registration document).

SUMMARY PRESENTATION OF THE AUDIT AND RISK COMMITTEE MEMBERS AT 31 DECEMBER 2025

2025 data	Personal details	Independence	Date of appointment	Expiry of term of office on the Board	Length of service on the Committee ¹	Attendance
4 MEMBERS	 Monique Cohen (F) (Chairwoman) Nationality: French 69 years ¹ – 28/01/1956	✓	03/06/2014	2026 GM	11 years	100.00%
– 6 MEETINGS	Cécile Béliot-Zind (F) Nationality: French 51 years ¹ – 27/08/1974	✓	30/04/2025	2028 GM	0 years	100.00%
– 75% INDEPENDENCE	Estelle Brachlianoff (F) Nationality: French 53 years ¹ – 26/07/1972	✓	04/06/2019	2025 GM	6 year	100.00%
– 75% WOMEN	Renaud Momméja (M) Nationality: French 63 years ¹ – 20/03/1962		03/06/2008	2026 GM	17 years	100.00%
AVERAGE ATTENDANCE						100.00%²

(1) The ages and length of service indicated are determined in number of full years as at 31 December 2025.

(2) This figure reflects the average attendance of the members of the Audit and Risk Committee in office as at 31 December 2025, and does not take into account members who left the Committee during the year, where applicable.

A detailed presentation of the main duties of the Audit and Risk Committee and the work carried out in 2025 can be found in the 2025 universal registration document (see chapter 2 “Corporate governance”, § 2.6.3.4 of the 2025 universal registration document).


The Supervisory Board meeting of 30 April 2025:

- ◆ reappointed as members of the Audit and Risk Committee Mses Monique Cohen (Chairwoman), Estelle Brachlianoff and Mr Renaud Momméja;
- ◆ noted the end of the terms of office of Messrs Charles-Éric Bauer and Alexandre Viros as members of the Audit and Risk Committee;
- ◆ appointed Ms Cécile Béliot-Zind as a member of the Audit and Risk Committee;
- ◆ reappointed Ms Estelle Brachlianoff and Mr Matthieu Dumas as members of the CAG-CSR Committee;
- ◆ noted the end of the term of office of Ms Dominique Senequier as Chairwoman and member of the CAG-CSR Committee;
- ◆ appointed Mr Jean-Laurent Bonnafé as a member of the CAG-CSR Committee; and
- ◆ appointed Ms Estelle Brachlianoff as Chairwoman of the CAG-CSR Committee.

SUMMARY OF CHANGES IN 2025

	Departures	Appointments	Renewals
Audit and Risk Committee	Mr Charles-Éric Bauer (30/04/2025) Mr Alexandre Viros (30/04/2025)	Ms Cécile Béliot-Zind (30/04/2025)	Ms Monique Cohen, Chairwoman (30/04/2025) Ms Estelle Brachlianoff (30/04/2025) Mr Renaud Momméja (30/04/2025)
CAG-CSR Committee	Ms Dominique Senequier, Chairwoman (30/04/2025)	Ms Estelle Brachlianoff, Chairwoman (30/04/2025) Mr Jean-Laurent Bonnafé (30/04/2025)	Ms Estelle Brachlianoff (30/04/2025) Mr Matthieu Dumas (30/04/2025)

INFORMATION ON THE PEOPLE WHOSE REAPPOINTMENT IS SUBMITTED TO THE COMBINED GENERAL MEETING FOR APPROVAL

<p>Age 65 years ¹ (09/06/1960)</p> <p>Nationality French</p> <p>Address c/o Hermès International 24, rue du Faubourg Saint-Honoré, 75008 Paris</p> <p>Shares held as at 31 December 2025 226 full ownership and 285 bare ownership and registered —</p> <p>Date of first appointment Supervisory Board 7 June 2010 (he previously held this office from 2005 until 2008) Chairman of the Supervisory Board 3 March 2011</p> <p>Éric de Seynes was also: a member of the Audit and Risk Committee from 2005 to 2008 and a member of the Executive Management Board of Émile Hermès SAS (SARL at that time) from 2008 to 2010</p> <p>Term of current office 2026 GM</p>	 <p>ÉRIC DE SEYNES Member of the Hermès International Supervisory Board (Chairman) <i>A direct descendant of Mr Émile-Maurice Hermès</i></p>	<p>Summary of main areas of expertise and experience Mr Éric de Seynes is a graduate of the École Supérieure Libre des Sciences Commerciales Appliquées (ESLSCA) with a specialisation in marketing. Prior to 2023, he was successively: Head of Marketing for Mobil Oil Française, Director of Sponsoring for Seita, Marketing Director for Sonauto-Yamaha, Director of Marketing and Sales for Yamaha Motor France, Chairman of the Option group, Chairman and Chief Executive Officer of Yamaha Motor France, Operational Director of Yamaha Motor Europe, and Chief Operating Officer of Yamaha Motor Europe, Chairman and Chief Executive Officer of Yamaha Motor Europe, as well as, since 2016, Executive Officer, then Senior Executive Officer of Yamaha Motor Co. Ltd (Japan). Since 2014, he has been a member of the Executive Committee of the Association des Constructeurs Européens de Motocycles (ACEM), since 2022, Chairman of the International Motorcycle Manufacturers' Association (IMMA), and since 1 January 2024, Chairman of the Supervisory Board of Yamaha Motor Europe NV.</p> <p>Key skills He brings to the Board his in-depth knowledge of the history and culture of Hermès, alongside his leadership skills. His professional background, his extensive managerial experience, his skills as an operational and functional executive of an industrial group with an international dimension, and the commitment with which he carries out his duties and chairs the Board enable him to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.</p>	
<p>Main activities outside the Company</p>	<p>Chairman of the Supervisory Board of Yamaha Motor Europe NV. Director and Member of the Decathlon SE Strategy Committee. Chairman of the International Motorcycle Manufacturers' Association (IMMA).</p>		
<p>Offices and positions held during financial year 2025</p>	<p>In Hermès Group companies</p>	<p>French companies ▲</p> <ul style="list-style-type: none"> ◆ Hermès International ● Chairman and member of the Supervisory Board ◆ Hermès Sellier Member of the Management Board 	<p>Foreign companies ▲ <i>None</i></p>
<p>Offices and positions held during financial year 2025</p>	<p>Outside Hermès Group companies</p>	<p>French companies</p> <ul style="list-style-type: none"> ◆ Decathlon SE Director ◆ CAPI Co-Manager ◆ Groupe option SARL Executive Chairman ◆ GECSO Member of the Management Committee ◆ H51 Director ◆ Krefeld Director ◆ Sféric 2 Executive Chairman 	<p>Foreign companies</p> <ul style="list-style-type: none"> ◆ International Motorcycle Manufacturers' Association Co-Manager

(1) The age indicated is determined in number of full years as at 31 December 2025.

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.


Other offices and positions held during the previous four financial years and having ended before 1 January 2025**French companies**

- ◆ **Sféric SAS**
Chairman (term ended on 25/11/2022)
- ◆ **MBK SA**
Director (term ended in 2023)
- ◆ **Yamaha Motor France Finance SAS**
Director (term ended in 2023)

Foreign companies

- ◆ **Inha Works Limited** (*Finland*)
Director (term ended in 2023)
- ◆ **Yamaha Motor Europe NV** (*Netherlands*)
Chairman and Chief Executive Officer (term ended in 2024)
- ◆ **Yamaha Motor Germany gmbh** (*Germany*)
Chairman (term ended in 2023)
- ◆ **Yamaha Motor Research & Development Europe S.p.A** (*Italy*)
Director (term ended in 2023)

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.

<p>Age 64 years ¹ (01/03/1961)</p> <p>Nationality French</p> <p>Address c/o Hermès International 24, rue du Faubourg Saint-Honoré 75008 Paris</p> <p>Shares held as at 31 December 2025 200 full ownership and registered —</p> <p>Date of first appointment Supervisory Board 6 June 2017</p> <p>Term of current office 2026 GM</p>	 <p>DOROTHÉE ALTMAYER</p> <p>Member of the Supervisory Board of Hermès International <i>A direct descendant of Mr Émile-Maurice Hermès</i></p>	<p>Summary of main areas of expertise and experience</p> <p>Ms Dorothee Altmayer holds a degree in clinical psychology from École de Psychologues Praticiens (EPP/Psychoprat) (1984), a diploma in graphology from the Société française de graphologie (1987) and a diploma in plastic arts mediation psychotherapy (2006).</p> <p>She first worked as a recruitment and outplacement consultant at International Business Drive (Algoe Executive group). Since 2000 she has been a practising clinical psychologist.</p> <p>She has held temporary positions at the Hôpital Necker, the Main dans la main association, the Institut Mutualiste Montsouris (day hospital for adolescents) and the Centre Recherches et Rencontres.</p> <p>From 2007 to 2020, she ran her own private practice, specialising in parent-child interviews, psychological evaluations and individual art therapy sessions for children. Since the end of 2020 she has continued to carry out this activity in reduced form, with her current customers.</p> <p>Key skills</p> <p>She brings to the Board her in-depth knowledge of the history and culture of Hermès. Her professional background, her skills in human resources, and the commitment with which she carries out her duties enable her to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.</p>
Main activities outside the Company	Clinical psychologist specialised in parent-child interviews and individual art therapy sessions for children.	
Offices and positions held during financial year 2025	<p>In Hermès Group companies</p> <p>French companies ▲</p> <ul style="list-style-type: none"> ◆ Hermès International ● Member of the Supervisory Board ◆ Comptoir Nouveau de la Parfumerie * Director <p>Outside Hermès Group companies</p> <p>French companies</p> <ul style="list-style-type: none"> ◆ Alvila 2 Manager ◆ Jeanstedor Member of the Management Board 	<p>Foreign companies ▲</p> <p><i>None</i></p> <p>Foreign companies</p> <p><i>None</i></p>
Other offices and positions held during the previous four financial years and having ended before 1 January 2025	<p>French companies</p> <ul style="list-style-type: none"> ◆ Alvila Immobilier Manager (term ended on 10/10/2022) 	<p>Foreign companies</p> <p><i>None</i></p>

(1) The ages indicated are determined in number of full years as at 31 December 2025.

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.

Age
63 years ¹ (20/03/1962)
Nationality
French
Address
c/o Hermès International 24, rue du Faubourg Saint-Honoré 75008 Paris
Shares held as at 31 December 2025
3,959 full ownership and 109,944 in usufruct and registered
—
Date of first appointment
Supervisory Board
2 June 2005
Audit and Risk Committee
3 June 2008
Term of current office
2026 GM



RENAUD MOMMÉJA

Member of the Supervisory Board of Hermès International

Member of the Audit and Risk Committee

A direct descendant of Mr Émile-Maurice Hermès

Summary of main areas of expertise and experience

Mr Renaud Momméja is a graduate of the École Supérieure Libre des Sciences Commerciales Appliquées (ESLSCA).

He has been Manager of SARL Tolazi since 2004, a corporate property management, organisation and strategy consulting firm. Since 2006 he has been the Representative of SC Lor on the Executive Management of SC du Château Fourcas Hosten.

Key skills

He brings to the Board his in-depth knowledge of the history and culture of Hermès, as well as that of Asia. His professional background, his expertise in the fields of real estate, finance, corporate strategy and CSR, and the commitment with which he carries out his duties and participates in the Audit and Risk Committee enable him to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.

Main activities outside the Company Manager of SARL Tolazi and Representative of SC Lor on the Executive Management of SC du Château Fourcas Hosten.

	In Hermès Group companies	French companies ▲	Foreign companies ▲
Offices and positions held during financial year 2025		<ul style="list-style-type: none"> ◆ Hermès International ● Member of the Supervisory Board and Audit and Risk Committee 	<ul style="list-style-type: none"> ◆ JL & Co (United Kingdom) Director
	Outside Hermès Group companies	French companies <ul style="list-style-type: none"> ◆ Altizo Executive Chairman ◆ Binc Executive Chairman ◆ GFA Château Fourcas Hosten Co-Manager ◆ H2 Director ◆ Huso Director ◆ Lor Co-Manager ◆ Millet and Co SAS Member of the Strategy Committee ◆ Rose Investissement Executive Chairman ◆ SARL Tolazi Executive Chairman ◆ SCI AJmmo Co-Manager ◆ SCI Auguste Hollande Co-Manager ◆ SCI Briand Villiers I Chairman of SIFAH, Manager 	Foreign companies None

(1) The age indicated is determined in number of full years as at 31 December 2025.

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.

Offices and positions held during financial year 2025	Outside Hermès Group companies	French companies	Foreign companies
		<ul style="list-style-type: none"> ◆ SCI de l'Univers Executive Chairman ◆ SCI Zotila Vaugirard Chairman ◆ SIFAH Chairman ◆ Société civile du Château Fourcas Hosten Permanent representative of Lor, Manager ◆ SCI Altizo Immobiliers Executive Chairman 	None
Other offices and positions held during the previous four financial years and having ended before 1 January 2025		French companies	Foreign companies
		<ul style="list-style-type: none"> ◆ Comptoir Nouveau de la Parfumerie Director (term ended on 02/06/2022) ◆ H2 Chairman (term ended on 14/04/2022) ◆ SCI Tibemo Co-Manager (term ended on 27/04/2022) 	None

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.

COMPENSATION AND BENEFITS OF CORPORATE OFFICERS

COMPENSATION POLICY FOR THE EXECUTIVE CHAIRMEN (EXECUTIVE CORPORATE OFFICERS) AND MEMBERS OF THE SUPERVISORY BOARD (NON-EXECUTIVE CORPORATE OFFICERS)

General principles of the compensation policy for Corporate Officers

Pursuant to paragraph 4 of Article L. 22-10-76, I of the French Commercial Code (*Code de commerce*), resulting from the aforementioned order, the compensation policy for Corporate Officers (Executive Chairmen and members of the Supervisory Board) is presented below.

This policy describes all components of fixed and variable compensation and explains the decision-making process applied for its determination, review and implementation.

The operating rules specific to *sociétés en commandite par actions* (partnerships limited by shares) and the Company's governance system have resulted in the establishment of the compensation policy for Senior Executives (Executive Chairmen) and other Corporate Officers (Supervisory Board members) being entrusted to the Active Partner and the Supervisory Board respectively.

Manner in which the compensation policy respects the interests of the Company and contributes to the Company's commercial strategy and sustainability (Article R. 22-10-40, I-1° of the French Commercial Code [*Code de commerce*])

The compensation policies for the Executive Chairmen and Supervisory Board members are aligned with the corporate interest and contribute to the Company's commercial strategy and sustainability for the following reasons:

As regards the Executive Chairmen:

- ◆ since the Company's transformation into a *société en commandite par actions* (partnership limited by shares), the maximum amount of variable compensation set by the Articles of Association ("statutory compensation") of the Executive Chairmen has been determined by the Articles of Association (Article 17);
- ◆ the maximum amount of fixed ("additional") compensation of the Executive Chairmen and the terms of its indexation were determined by the Ordinary General Meeting of 31 May 2001.

- ◆ On 7 February 2024, the Executive Management Board of Émile Hermès SAS, Active Partner, decided to limit the indexation of fixed compensation to 5%. This change to the compensation policy for the Executive Chairmen was approved by the General Meeting of 30 April 2024. This ceiling was applied for the first time to the fixed compensation of the Executive Chairmen that was paid in 2025 (see chapter 2 "Corporate Governance", § 2.8.1.2.1 of the 2025 universal registration document).

- ◆ The compensation of the Executive Chairmen is determined on the basis of clear, quantifiable criteria (notably growth in revenue and change in consolidated net income before tax, as described in chapter 2 "Corporate Governance", § 2.8.1.2.4 of the 2025 universal registration document) that are relevant to its business model and have remained unchanged for a considerable number of years.

- ◆ the variable compensation is subject in part (10%) to a CSR criterion reflecting the Group's firm and ongoing commitments to sustainable development (for the composition of the CSR criterion, see chapter 2 "Corporate Governance", § 2.8.1.2.4 of the 2025 universal registration document);
- ◆ the composition of compensation is simple and clear – fixed and variable compensation, without resorting to complex deferred compensation mechanisms and without guaranteeing a minimum variable compensation in the event of a poor economic performance by the Company;
- ◆ the Executive Management Board of Émile Hermès SAS, Active Partner, sets the actual amount of each Executive Chairman's annual compensation set by the Articles of Association ("statutory compensation"). To this end, it uses the recommendations of the CAG-CSR Committee and in particular, in addition to the level of achievement of CSR criteria, takes into account in its decision the performance achieved by the Group in respect of the previous financial year, the strategic challenges in respect of the Group's medium- and long-term development and the competitive environment in which it operates.

As regards the members of the Supervisory Board:

- ◆ the principles governing allocation set out in the compensation policy for members of the Supervisory Board result in amounts being awarded on the basis of the tasks entrusted to them and their attendance at meetings;
- ◆ these principles are periodically reviewed in line with market practices.

Manner in which the conditions of compensation and employment of the Company's employees are taken into account in the decision-making process (Article R. 22-10-40, I-3° of the French Commercial Code [*Code de commerce*])

The compensation and employment conditions of the Group's employees are detailed in chapter 4 "Sustainability Report", § 4.1.3.2.2 of the 2025 universal registration document.

With regard more specifically to the conditions governing compensation, Hermès' economic successes are regularly shared with all Group employees, both in France and around the world, in various forms. The aim is to acknowledge the contribution made by employees to the House's development, regardless of their role in the value-creation chain, in order to share the benefits of our growth over the long term.

The Group's policy is to allow its employees to benefit from its long-term growth prospects through various mechanisms:

- ◆ in general, in all the countries where the Company operates, its employees are paid in line with market standards in terms of their total compensation;
- ◆ the Company also offers its employees:
 - employee shareholding plans: such plans have been in place for many years (the first plan dates back to 1993) and acknowledge the contribution made by employees to the House's development, regardless of their role or geographical location, by providing a single component of compensation in order to share the benefits of the Company's growth, enabling employees to identify more closely with decisions having an impact on Hermès' long-term growth,
 - incentive schemes involving employees with the development of locally determined indicators that are relevant with regard to the activity and environment of each of the French subsidiaries, notably quality, safety and productivity,
 - a Group profit-sharing agreement giving all employees of companies in France a share of the Group's profits in a harmonised manner,
 - other mechanisms enabling employees of foreign subsidiaries to benefit from additional compensation adapted to local performance and practices,
 - voluntary and supra-legal social protection and pension plans, set up by the subsidiaries in order to supplement the employer offer in a comprehensive and competitive manner and to offer compensation and social protection schemes in the short, medium and long term,
 - lastly, exceptional bonuses were awarded to all employees (fixed-term and permanent employment contracts) worldwide in 2022, 2023, 2024, 2025 and 2026.

The Group's employee compensation policy is ambitious and comprehensive; it incorporates a wide range of compensation tools.

The budget guidelines for wage increases during the annual salary review take account of inflation and changes in local wage markets. Particular attention is paid to gender equality and gaps in relation to the markets (internal and external). Specific budgets may be provided if adjustments are necessary.

The desire to reward both collective and individual performance can also be seen in the development of variable compensation at both individual and collective levels in recent years.

Measures to avoid or manage conflicts of interest (Article R. 22-10-40, I-2° of the French Commercial Code [Code de commerce])

A number of measures have been implemented to prevent possible conflicts of interest:

- ◆ the maximum amount of variable compensation set by the Articles of Association ("statutory compensation") of the Executive Chairmen is determined by the Articles of Association (Article 17);
- ◆ the maximum amount of fixed ("additional") compensation of the Executive Chairmen and the terms of its indexation were determined by the Ordinary General Meeting of 31 May 2001. On 7 February 2024, Émile Hermès SAS, Active Partner, decided to cap this indexation (see chapter 2 "Corporate Governance", § 2.8.1.2.1 of the 2025 universal registration document);
- ◆ since its creation on 24 March 2010, the CAG-CSR Committee of the Supervisory Board of Hermès International has been tasked each year with ensuring that compensation paid to the Executive Chairmen complies with the provisions of the Articles of Association and the decisions made by the Active Partner;
- ◆ changes to the two components of the Executive Chairmen's compensation depend on clear and objective long-term criteria that are both qualitative and quantifiable, and which are publicly available and predefined by nature, as described in chapter 2 "Corporate Governance", § 2.8.1.2 of the 2025 universal registration document;
- ◆ when setting the actual amount of each Executive Chairman's compensation set by the Articles of Association ("statutory compensation"), the Executive Management Board of Émile Hermès SAS uses the recommendations of the CAG-CSR Committee and takes into account in its decision the performance achieved by the Group in respect of the prior financial year, the strategic challenges in respect of the Group's medium- and long-term development and the competitive environment in which it operates;
- ◆ since 2020, the compensation policy for the Executive Chairmen has been subject to the advisory opinion of the Supervisory Board and the approval of the General Meeting, and the actual compensation of the Executive Chairmen is subject to a decision by the Supervisory Board.

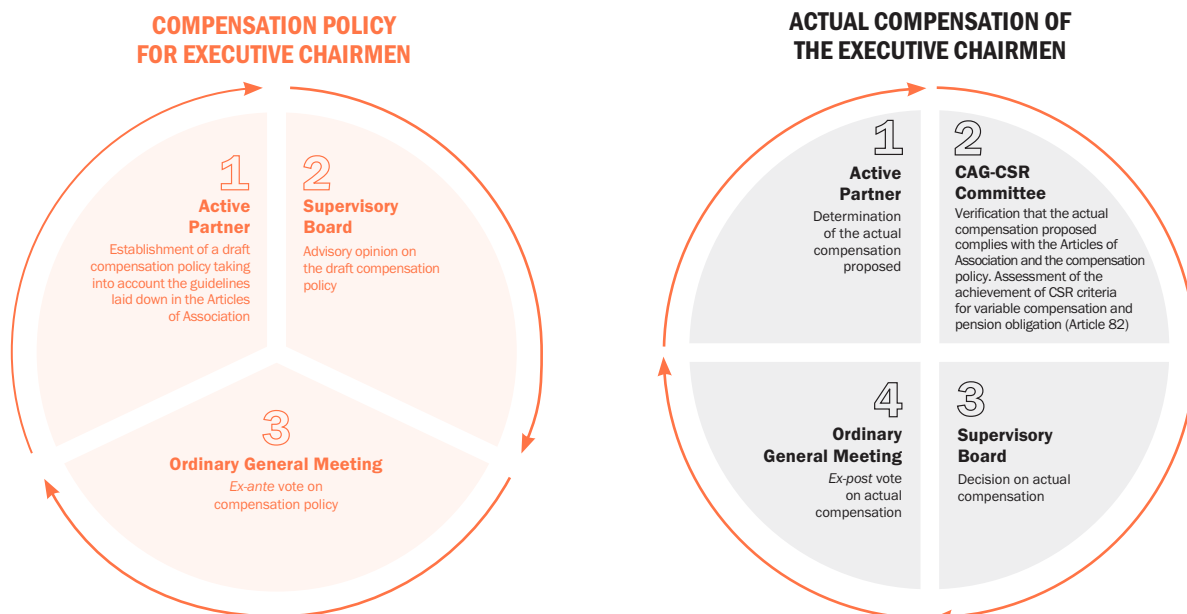
Procedures for publishing the compensation of Corporate Officers

Pursuant to Article R. 22-10-40, V of the French Commercial Code (*Code de commerce*), the compensation policy for Corporate Officers, together with the date and result of the last *ex-ante* vote in the General Meeting, is disclosed on the Company's financial website on the business day following the date of the vote.

Pursuant to Article 27.1 of the Afep-Medef Code, all potential or vested compensation of the Executive Chairmen is disclosed on the Company's financial website <https://finance.hermes.com/en/corporate-officers/> immediately after the meeting of the Executive Management Board of Émile Hermès SAS, Active Partner, that approved it.

SPECIFIC PRINCIPLES APPLICABLE TO THE COMPENSATION POLICY FOR THE EXECUTIVE CHAIRMEN (EXECUTIVE CORPORATE OFFICERS)

Decision-making process followed for its determination, review and implementation applicable



Decision-making process relating to the establishment of the Executive Chairmen's compensation policy (Article R. 22-10-40, I-2° of the French Commercial Code [Code de commerce])

The components of the Executive Chairmen's compensation policy are established by Émile Hermès SAS, Active Partner. The decision is made by taking into account the principles and conditions provided for in Article 17 of the Articles of Association with respect to the variable compensation set by the Articles of Association ("statutory compensation") and, by reference to the Articles of Association, the decision of the Ordinary General Meeting of 31 May 2001 with respect to fixed ("additional") compensation.

The Supervisory Board issues an advisory opinion on the compensation policy for the Executive Chairmen.

Since 2020, the compensation policy for the Executive Chairmen is submitted each year to the Ordinary General Meeting for approval (ex-ante vote).

Decision-making process followed for the determination of the actual compensation of the Executive Chairmen (Article L. 22-10-76 of the French Commercial Code [Code de commerce])

The actual amount of the Executive Chairmen's compensation is determined each year by Émile Hermès SAS, Active Partner, in accordance with the approved compensation policy, which is then submitted to the Supervisory Board for approval.

The CAG-CSR Committee of the Supervisory Board:

- ♦ evaluates the achievement of the indicators comprising the CSR criterion for the Executive Chairmen's variable compensation and retirement benefit obligations (Article 82);
- ♦ checks that the actual compensation of the Executive Chairmen complies with the Articles of Association and the compensation policy.

Since 2020, the actual overall compensation of Corporate Officers (including that of the Executive Chairmen) and the actual individual compensation of each Executive Chairman will be subject, each year, to approval by the Ordinary General Meeting (ex-post votes).

Changes made to the compensation policy for the Executive Chairmen since the last General Meeting (Article R. 22-10-40, I-5° of the French Commercial Code [Code de commerce])

The General Meeting of 30 April 2025 approved, at 91.12% and without reservation, the compensation policy for the Executive Chairmen (see chapter 2 "Corporate Governance", § 2.8.5 of the 2025 universal registration document).

In accordance with the decision-making process described in § 2.8.1.2, at its meeting of 11 February 2026, the Executive Management Board of Émile Hermès SAS proposed the renewal of this compensation policy without changes compared to the previous financial year.

Terms of application to newly appointed or reappointed Executive Chairmen (Article R. 22-10-40, I-6° of the French Commercial Code [Code de commerce])

The term of office of the Executive Chairmen is indefinite under the terms of the Articles of Association, and is therefore not subject to renewal.

The compensation policy would apply to newly appointed Executive Chairmen on a pro rata basis in accordance with their presence during the first year of their term.

Exceptions to the application of the compensation policy (Article R. 22-10-40, I-7° of the French Commercial Code [Code de commerce])

In the event that exceptional circumstances should arise, the Executive Management Board of Émile Hermès SAS is authorised, under the conditions provided for by law, to waive the application of the compensation policy used to set the variable compensation of the Executive Chairmen, within the limit authorised by the Articles of Association, and after the favourable opinion of the Supervisory Board.

Specific elements comprising the compensation policy for the Executive Chairmen (Article R. 22-10-40, II of the French Commercial Code [Code de commerce])

Pursuant to Articles L. 22-10-76 and R. 22-10-40, II of the French Commercial Code (Code de commerce), the specific components comprising the compensation policy for the Executive Chairmen are set out below.

Reminder of the compensation structure for the Executive Management

- ◆ **Fixed compensation**, indexed to changes in consolidated revenue (upwards only), up to a limit of 5% (cap introduced in 2024).
- ◆ **Short-term variable compensation**, indexed to the change in consolidated net income before tax, 10% of which is linked to the achievement of three indicators (each weighing for one-third of the 10%) making up the CSR criterion (introduced in 2019).
- ◆ **No long-term incentive (LTI)** in the form of shares or otherwise, and no eligibility for the Group's profit-sharing or incentive schemes or exceptional bonuses.
- ◆ **Supplemental pension plans** (from which only the natural person Executive Chairman benefits):
 - "Article 82" type defined-contribution pension plan, whose gross annual contribution is based on the reference compensation of the natural person Executive Chairman, with a rate varying from 0% to 20%, subject to the achievement of performance conditions (introduced in 2024).
 - "Article 83" type defined-contribution pension plan, applicable to all employees.
 - "Article 39" type defined-benefit pension plan (frozen in 2019).
- ◆ **Eligibility for health and welfare expense plans**, applicable to all employees, and company car.
- ◆ **Severance payment** representing 24 months of total compensation (fixed and variable) in the event of forced departure, with performance conditions.

When the office is taken up

No such commitment exists.

During their term of office

The term of office of the Executive Chairmen is open-ended. The Executive Chairmen may be dismissed by a decision of the Active Partner.

Annual fixed and variable compensation and respective importance – CSR criterion for variable compensation

In accordance with the principles set out in Article 17 of the Articles of Association, each Executive Chairman is entitled to fixed compensation (referred to as "additional" in the Articles of Association) for which the maximum amount is determined by the Ordinary General Meeting with the unanimous approval of the Active Partners and, potentially, variable compensation set by the Articles of Association ("statutory compensation"):

- ◆ fixed compensation (referred to as "additional compensation" in the Articles of Association) was introduced by the Ordinary General Meeting of 31 May 2001, which set a limit of €457,347.05, and provided for it to be indexed upwards only, in accordance with any increase in consolidated revenue for the previous financial year over the year prior to that, at constant scope and exchange rates. On 7 February 2024, the Executive Management Board of Émile Hermès SAS decided to limit the indexation of fixed compensation to 5%. This change was approved by the General Meeting of 30 April 2024;

- ◆ the calculation of the variable compensation referred to as "compensation set by the Articles of Association ("statutory compensation")" – set by Article 17 of the Articles of Association – has remained constant since the IPO on 3 June 1993. This compensation is capped at 0.20% of the consolidated net income before tax generated in the previous financial year. This mode of determination naturally leads to a strict variability in the compensation set by the Articles of Association ("statutory compensation") of Executive Chairmen, in a transparent way and without any guarantee of a minimum amount.

The variable compensation of the two Executive Chairmen is partially conditioned (10%) on a "CSR" criterion reflecting the Group's stated and constant commitments in respect of sustainable development. The CSR criterion contributes to the objectives of the Executive Chairmen's compensation policy.

The indicators making up the CSR criterion relate to the following:

- ◆ decoupling between business growth at constant scope and exchange rates and the evolution of industrial energy consumption (quantifiable environmental criterion);
- ◆ actions implemented in favour of the Group's local integration in France and throughout the world, excluding major cities (qualitative societal criterion);
- ◆ Group initiatives in favour of gender balance (qualitative social criterion).

These indices are in line with the CSR strategy and the action priorities presented in chapter 4 "Sustainability Report" § 4.1.1.5.2 of the 2025 universal registration document.

The Executive Management Board of Émile Hermès SAS, Active Partner, sets the actual amount of the annual compensation of each Executive Chairman, not exceeding the maximum amount of the approved compensation policy defined herein, and in accordance with the criteria and targets set out in chapter 2 "Corporate Governance", § 2.8.1.1 and § 2.8.1.2 of the 2025 universal registration document.

Changes to the two components of the Executive Chairmen's compensation depend on clear and objective long-term quantifiable criteria, which are publicly available and predefined by nature, as described in paragraphs 1) and 2) above.

Thus, no minimum variable compensation set by the Articles of Association ("statutory compensation") is guaranteed for the Executive Chairmen.

The quantifiable criteria are paramount in the calculation of the variable compensation of the Executive Chairmen.

The Executive Management Board of Émile Hermès SAS, Active Partner, relies on the recommendations of the CAG-CSR Committee.

Mr Henri-Louis Bauer, the Legal Representative of Émile Hermès SAS (Executive Chairman), does not personally receive any compensation from Hermès International. He receives compensation from Émile Hermès SAS for his functions as Executive Chairman of this company, which is unrelated to the appointment of Émile Hermès SAS as Executive Chairman of Hermès International.

The Executive Chairmen do not receive any compensation or benefits of any kind from the subsidiaries of Hermès International.

The breakdown of the actual compensation of the Executive Chairmen for the last two financial years is shown in § 2.8.4.2.

Each year, the CAG-CSR Committee of the Supervisory Board of Hermès International is tasked with ensuring that the Executive Chairmen's compensation is compliant with the Articles of Association

and the compensation policy.

No predetermined weighting is applied with respect to fixed and variable compensation, which depend on the components described above.

HISTORY OF FIXED AND VARIABLE COMPENSATION PAID TO THE EXECUTIVE CHAIRMEN OVER THE LAST THREE FINANCIAL YEARS AND RESPECTIVE IMPORTANCE

Mr Axel Dumas	2025	Proportion (not pre-established)	2024	Proportion (not pre-established)	2023	Proportion (not pre-established)
Fixed compensation (referred to as "additional" in the Articles of Association)	€2,790,386	36%	€2,657,510	36%	€2,203,574	38%
Variable compensation set by the Articles of Association ("statutory compensation") awarded in respect of the previous financial year	€5,042,291	64%	€4,630,203	64%	€3,648,702	62%
of which CSR criterion		10%		10%		10%
TOTAL	€7,832,677		€7,287,713		€5,852,276	

Emile Hermès SAS	2025	Proportion (not pre-established)	2024	Proportion (not pre-established)	2023	Proportion (not pre-established)
Fixed compensation (referred to as "additional" in the Articles of Association)	€948,562	29%	€903,392	29%	€749,081	31%
Variable compensation set by the Articles of Association ("statutory compensation") awarded in respect of the previous financial year	€2,351,359	71%	€2,159,191	71%	€1,701,490	69%
of which CSR criterion		10%		10%		10%
TOTAL	€3,299,921		€3,062,583		€2,450,571	

Methods for assessing the achievement of performance criteria for variable compensation or share-based compensation (Article R. 22-10-40, I-4° of the French Commercial Code (Code de commerce))

The variable compensation set by the Articles of Association ("statutory compensation") of the Executive Chairmen is evaluated in accordance with the change in consolidated net income before tax for the prior financial year compared with the preceding financial year, and conditioned in the proportion of 10% on the achievement of the CSR criterion.

The evaluation of the amount of compensation subject to the CSR criterion is limited to a target of 100%, with no possibility of exceeding that limit.

Each of the three indices mentioned in the previous page:

- ◆ shall count as one-third of the CSR criterion;
- ◆ has an annual reference period;
- ◆ is subject to an annual evaluation of their achievement by the CAG-CSR Committee.

Deferred or multi-year variable compensation

The allocation to Executive Chairmen of deferred or multi-year variable compensation is not provided for.

Exceptional compensation

The allocation of exceptional compensation to the Executive Chairmen is not provided for.

Share-based compensation (Article R. 22-10-40, II-2° of the French Commercial Code (Code de commerce))

The current compensation policy does not provide that the Executive Chairmen are entitled to share-based compensation.

In accordance with Article 26.3.3 of the Afep-Medef Code, Executive Chairmen who are natural persons and who are beneficiaries of stock options and/or performance-based shares must make a formal commitment not to hedge their risk on options or on shares resulting from the exercise of options or on performance-based shares, until the end of the share retention period.

Mr Axel Dumas, the only eligible Executive Chairman, has not received any stock options or performance-based shares since he was appointed Executive Chairman.

Émile Hermès SAS, a legal entity, is not eligible for the stock option or performance-based share plans.

Employment contract

In order to comply with the Afep-Medef Code, Mr Axel Dumas decided to end his employment contract with immediate effect on 5 June 2013, upon his appointment as Executive Chairman of Hermès International.

Service agreements

No Executive Chairman directly or indirectly invoices services to the Company.

Compensation of Board members in the Company and the Group's subsidiaries

The Executive Chairmen do not receive any compensation as Board members paid by the Company or by the Group's subsidiaries.

Similarly, note that the Group's allocation rules specify that the members of the Executive Committee of Hermès International who are directors in subsidiaries do not receive compensation in that capacity.

Death and disability plan

Mr Axel Dumas is eligible for the mandatory collective death and disability plan established by the Group for the benefit of all staff of French entities that have joined this plan (decision taken by the Supervisory Board on 19 March 2014).

It provides, as is the case for all employees, the following gross lifetime benefits:

- ◆ a disability pension at 51% of reference compensation in the case of Category 1 disability and 85% of reference compensation in the case of Category 2 or 3 disability. The reference compensation (gross annual compensation) is capped at 8x the annual social security ceiling (PASS). The payment of the disability pension is discontinued when the recipient in question is no longer categorised as having the disability or permanent impairment and, at the latest, on the day of the normal or early liquidation of an old age insurance pension from the mandatory retirement plan, for any reason whatsoever;
- ◆ a death benefit equal to a maximum of 380% of the reference compensation, capped at 8x PASS, depending on the family situation;
- ◆ contributions paid to the insurer are split between the Company (80% of contributions) and the beneficiary (20% of contributions);
- ◆ these contributions are deductible from the corporation tax base, subject to corporate social contributions at the rate of 8%, and excluded from the base for social security contributions, within the limit of an amount equal to the sum of 6% of PASS and 1.5% of compensation retained within the limit of 12x PASS.

Benefits of any kind

Mr Axel Dumas has a company car constituting his only benefit in kind.

Mr Axel Dumas benefits from the mandatory collective healthcare plan implemented by the Group for the benefit of all staff of French entities that have joined this plan (decision made by the Supervisory Board on 19 March 2014).

Émile Hermès SAS does not receive any benefits in kind.

At the end of the term of office

Severance payment

The Company made a commitment to pay Mr Axel Dumas an amount equal to 24 months of total compensation (variable compensation set by the Articles of Association ("statutory compensation") and "additional" fixed compensation) in the event of the termination of his duties as Executive Chairman (decision of the Supervisory Board of 4 June 2013, approved by the General Meeting of 3 June 2014 – tenth resolution "Approval of the commitments owed to Mr Axel Dumas in respect of the termination of his duties as Executive Chairman" – in accordance with Article L. 225-42-1 of the French Commercial Code (*Code de commerce*) applicable at that date).

The payment of a severance payment is subject to the termination of duties as Executive Chairman resulting:

- ◆ either from a decision by Mr Axel Dumas by reason of a change of control over the Company, a change in the Chairman of Émile Hermès SAS, which is an Executive Chairman of the Company, or a change in the Company's strategy; or
- ◆ from a decision taken by the Company.

Given the importance of the role of the Active Partner in a *société en commandite par actions* (partnership limited by shares) – who has the power to appoint and dismiss any Executive Chairman – and in the case of a legal entity, its legal representative, it was considered that the termination of duties as Executive Chairman of Mr Axel Dumas, which would result from the replacement of the Chairman of Émile Hermès SAS, was to be treated as a forced departure.

The criteria for granting severance payments are therefore strictly confined to cases of forced departure.

Moreover, the payment of such compensation is subject to the following performance conditions, such that the conditions of his departure are in equilibrium with the situation of the Company: achieving budget targets in at least four out of the five previous years (with revenue and operating income growth measured at constant rates), without deterioration in the Hermès brand image.

The Supervisory Board therefore considered that the deferred compensation commitment made to Mr Axel Dumas complied with the requirements of the Afep-Medef Corporate Governance Code.

No such agreement has been entered into with Émile Hermès SAS.

Non-compete indemnity

Mr Axel Dumas is not subject to any non-competition agreement, therefore no compensation is made in this respect.

No such agreement has been entered into with Émile Hermès SAS.

Supplemental pension plan

The total compensation of Mr Axel Dumas was determined taking into account the benefit of a supplemental pension plan.

Generally, Émile Hermès SAS, a legal entity, is not eligible for a supplemental pension plan.

Defined-contribution pension plan (Article 83 of the French General Tax Code)

Mr Axel Dumas is eligible for the supplementary defined-contribution pension plan established for all employees of the Group's French companies that have joined it (decision by the Supervisory Board on 4 June 2013 approved by the General Meeting of 3 June 2014 – fifth resolution "Approval of related-party agreements and commitments").

As with all employees of the Group:

- ◆ the defined-contribution pension plan is funded as follows: 1.1% for the reference compensation for an amount of 1x PASS, 3.3% for the reference compensation between 1x and 2x PASS, and 5.5% on the reference compensation between 2x and 6x PASS. Reference compensation means the gross annual compensation in accordance with Article L. 242-1 of the French Social Security Code (*Code de la sécurité sociale*);
- ◆ these premiums are shared between the Company (90.91%) and the beneficiary (9.09%);
- ◆ the employer contributions are deductible from the corporation tax base, subject to corporate social contributions at the rate of 20% and excluded from the base for social security contributions within the limit of the higher of the following two values: 5% of the PASS or 5% of the compensation retained within the limit of 5x PASS (€235,500 in 2025).

Émile Hermès SAS, a legal entity, is not eligible for a supplemental pension plan.

Defined-benefit pension plan (Article 39 of the French General Tax Code – Article L. 137-11 of the French Social Security Code)

Mr Axel Dumas is also eligible for the supplemental pension plan established in 1991 for Company Senior Executives (decision by the Supervisory Board on 4 June 2013, approved by the General Meeting of 3 June 2014 – fifth resolution “Approval of related-party agreements and commitments”).

This provision is not limited solely to the Executive Chairmen but also encompasses a wider group of Senior Executives. It may be terminated, in the case of Mr Axel Dumas, by decision of the Supervisory Board.

In accordance with Order no. 2019-697 of 3 July 2019 relating to defined-benefit occupational plans, no new members may join this scheme from 4 July 2019 and no new conditional right to benefits may be awarded for periods of employment after 31 December 2019.

As a fundamental condition of the pension regulations, in order to be eligible for the scheme, beneficiaries must have reached the end of their professional career with the Company, have at least ten years of seniority as evaluated at 4 July 2019 given the provisions of the aforementioned order of 3 July 2019, and be eligible to draw pension benefits under the statutory French social security regime.

Each participant gradually acquires potential rights, calculated each year on the basis of his or her annual reference compensation, it being specified that 2019 is the last year taken into account when calculating such rights (in application of Order no. 2019-697 of 3 July 2019). These potential rights represent, depending on the seniority and for each year, a percentage of the reference compensation ranging between 0.9% and 1.5%.

If all the eligibility conditions are met, the annual pension under this scheme would be based:

- ♦ on the average yearly compensation for the last three years;
- ♦ on a percentage of the reference compensation, ranging from 0.9% to 1.5% per year of service (as at 31 December 2019). In accordance with the regulation, as Mr Axel Dumas has a length of service exceeding 16 years, this percentage is set at 1.50%. It is in any event, below the legal limit of 3%.

In addition, the regulation provides for the application of two ceilings to the final amount of the annual pension:

- ♦ the amount of the annual pension is capped at 8x PASS, i.e. €376,800 in 2025; and
- ♦ the sum of (i) pensions accrued in respect of statutory and collective agreement plans (excluding increases for children raised) including rights accrued in overseas pension plans, pensions resulting from any supplementary plan that may be put in place within the Hermès Group and (ii) the amount of the top-up pension resulting from the regulations is capped at 70% of the last reference compensation.

For information, subject to fulfilling the conditions of the plan at the time of the liquidation of his pension, the maximum amount of the future pension, limited by the plan's regulations to eight times the annual social security limit, compared with the compensation

received during financial year 2025 of the natural person Executive Chairman, would represent a replacement rate (excluding mandatory plans) of 4.81%.

The plan is financed by the Company through a contract taken out with an external insurance company, and, if necessary, additional provisions are recorded in the financial statements.

Émile Hermès SAS, a legal entity, is not eligible for a supplemental pension plan.

Defined-contribution pension plan (Article 82 of the French General Tax Code)

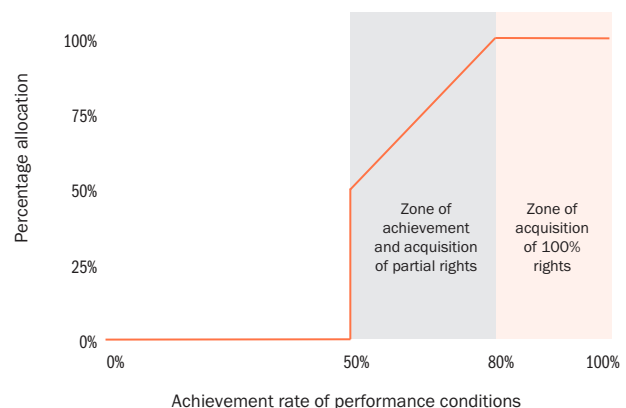
Mr Axel Dumas is eligible for the "Article 82"-type defined-contribution funded pension plan as provided for under the French General Tax Code. This plan is also set up for certain Senior Executives in the form of free share allocations calculated based on their fixed and variable compensation, this latest being subject to the achievement of performance criteria.

This plan provides for a gross annual contribution based on the “Reference Compensation” of the Executive Chairman, consisting, at the payment date, of (i) the annual fixed compensation for year N and (ii) the annual variable compensation awarded in respect of year N-1 and paid in year N (subject to approval by the Shareholders' General Meeting).

The contribution is calculated by applying a rate to the Reference Compensation that varies from 0% to 20% depending on the achievement of the applicable performance conditions, as shown in the diagram below.

By way of illustration:

- ♦ achievement of 80% of the performance conditions for the reference financial year: maximum payment of the contribution, i.e. 20% of the Reference Compensation;
- ♦ achievement of 50% of the performance conditions in respect of the reference financial year: lower limit payment, i.e. 10% of the Reference Compensation;
- ♦ achievement of performance conditions in respect of the reference financial year between these two limits (i.e. between 50% and 80%): payment of the contribution according to a straight-line increase;
- ♦ achievement of performance conditions below 50% of targets: no payment.



The acquisition rate of the rights varies according to the achievement rate of the performance criteria, as follows:

Performance criteria	Weighting		Performance	% allocation
Sales growth (at constant exchange rates)	40%	Lower limit	50% of target (annual budget)	50%
		Target	80% of target (annual budget)	100%
Recurring operating income (at current exchange rates)	40%	Lower limit	50% of target (annual budget)	50%
		Target	80% of target (annual budget)	100%
CSR criterion Objectives related to decoupling between activity growth at constant scope and exchange rates and the evolution of industrial energy consumption	20%	Lower limit	50% of target	50%
		Target	80% of target	100%

The payment of contributions, the rate of which is set according to the principles and conditions set out above, constitutes a benefit for the Executive Chairman, fully subject to social security contributions and taxation on entry, entirely at the expense of the beneficiary.

These payments will be paid in full by the Company and subject to social security contributions.

Émile Hermès SAS, a legal entity, is not eligible for a supplemental pension plan.

SUMMARY OF COMPENSATION AND BENEFITS POTENTIALLY OWING TO THE EXECUTIVE CHAIRMAN AXEL DUMAS (A NATURAL PERSON), IN THE EVENT OF HIS DEPARTURE

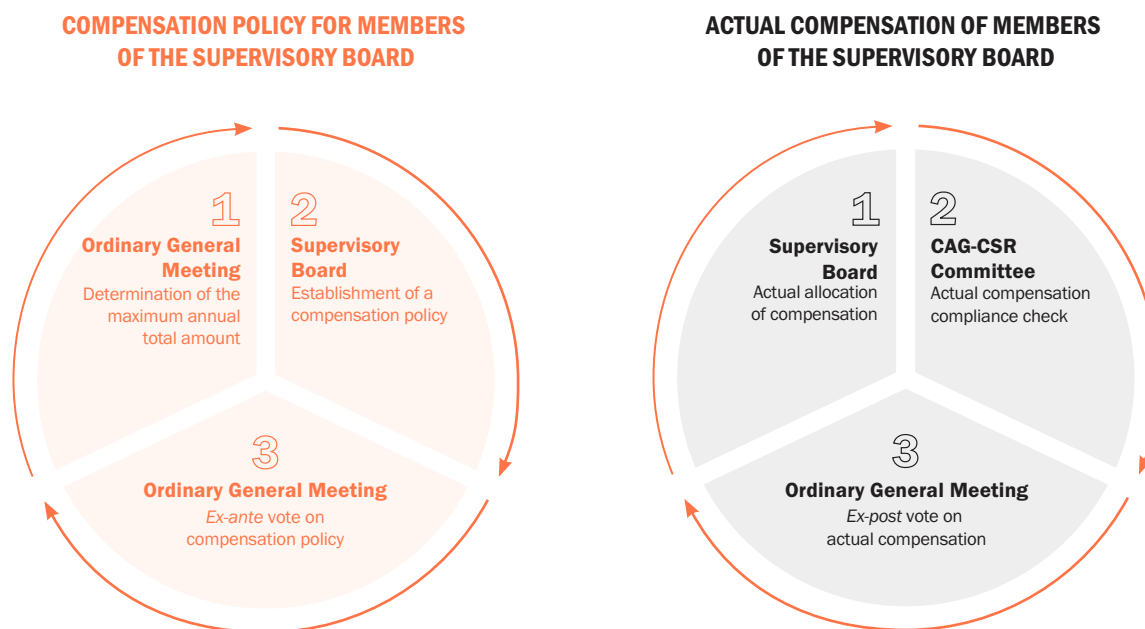
Method of determination as at 31/12/2025

	Voluntary departure (excluding retirement)	Forced departure	Retirement
Severance payment	n/a	Subject to the applicable performance conditions: 24 months of compensation (fixed and variable)	n/a
Non-compete indemnity	n/a	n/a	n/a
Supplementary defined-benefit pension (Article 39 of the French General Tax Code – Article L. 137-11 of the French Social Security Code)	n/a	n/a	Annual pension amount: number of years' length of service x (0.9% to 1.5%) x average annual compensation for the last three years The pension will be capped at 8x PASS.
Additional defined-contribution pension (Article 83 of the French General Tax Code)	The annual amount of the pension will be determined by conversion to a pension annuity of savings established as at the date of liquidation of retirement entitlements.		
Supplemental defined-contribution pension ("Article 82"-type under the French General Tax Code)	The annual amount of the pension will be determined by conversion to a pension annuity of savings established as at the date of liquidation of retirement entitlements.		

n/a: not applicable.

SPECIFIC PRINCIPLES APPLICABLE TO THE COMPENSATION POLICY FOR MEMBERS OF THE SUPERVISORY BOARD (NON-EXECUTIVE CORPORATE OFFICERS)

Decision-making process followed for its determination, review and implementation



Decision-making process relating to the compensation policy for members of the Supervisory Board (Article R. 22-10-40, IV of the French Commercial Code (Code de commerce))

The General Meeting sets the maximum annual total amount of compensation for the Supervisory Board.

The components of the compensation policy for Supervisory Board members are established by the Supervisory Board.

Since 2020, the compensation policy for members of the Supervisory Board has been submitted to the Ordinary General Meeting each year for approval (*ex-ante* vote).

Decision-making process relating to the actual compensation of members of the Supervisory Board (Article L. 22-10-76 of the French Commercial Code (Code de commerce))

The actual annual amount of compensation paid to the members of the Supervisory Board is determined by the Supervisory Board at the start of the year in respect of the previous year by applying the compensation policy and taking into account the individual attendance of each member during the previous financial year.

The Supervisory Board's CAG-CSR Committee checks that the actual compensation of Supervisory Board members complies with the total amount set by the General Meeting and the compensation policy for the members of the Supervisory Board.

Since 2020, the actual application of the compensation policy (including the overall actual compensation paid, and/or awarded) of the Corporate Officers (including that of Supervisory Board members) and the actual individual compensation of the Chairman of the Supervisory Board will be submitted each year to the approval of the Ordinary General Meeting (*ex-post* vote).

Changes made to the compensation policy for members of the Supervisory Board since the last General Meeting (Article R. 22-10-40, I-5° of the French Commercial Code [Code de commerce])

The General Meeting of 30 April 2025 approved, at more than 99.99% and without reservation, the compensation policy for the members of the Supervisory Board (see chapter 2 "Corporate Governance", § 2.8.5 of the 2025 universal registration document).

In accordance with the decision-making process described in § 2.8.1.3, the Supervisory Board, at its meeting of 9 January 2026, proposed renewal of this compensation policy unchanged from the previous financial year.

Terms of application to newly appointed or reappointed members of the Supervisory Board (Article R. 22-10-40, I-6° of the French Commercial Code [Code de commerce])

If a member is appointed during the year, the fixed component is shared between the outgoing member and his or her replacement, and the variable component is allocated according to attendance at meetings.

The compensation policy applies without interruption to members whose term of office is renewed.

Exemptions provided by the Supervisory Board (Article R. 22-10-40, I-7° of the French Commercial Code [Code de commerce])

There are currently no temporary exceptions from the application of the compensation policy for the Supervisory Board members subject to the occurrence of exceptional circumstances.

Specific elements comprising the compensation policy for members of the Supervisory Board (Article R. 22-10-40, II of the French Commercial Code [Code de commerce])

Compensation of Supervisory Board and committee members

Supervisory Board members receive compensation in a total amount that is approved by the General Meeting and for which the allocation criteria are laid down in the Supervisory Board's compensation policy.

Compensation paid to members of the Audit and Risk Committee and the CAG-CSR Committee is deducted from the total amount of compensation of Supervisory Board members.

The General Meeting of 20 April 2023 set the maximum annual amount of compensation allocated to the Supervisory Board and its committees at €900,000.

The allocation criteria (on a full-year basis) approved by the Board on 24 November 2023 and set out in Article 5.1 of the Board's rules of procedure are as follows:

- ◆ the maximum amounts that may be allocated to each member are set out in the table below;
- ◆ the variable component proportional to the actual attendance at meetings is preponderant;
- ◆ employee representatives on the Supervisory Board do not receive compensation as members of the Supervisory Board;
- ◆ the variable component proportional to a member's attendance at meetings is calculated by applying to the maximum amount of the variable component the ratio between the number of meetings attended (in the numerator) and the total number of meetings held during the last financial year (in the denominator);
- ◆ no variable component is allocated to the Chairman of the Supervisory Board or the Chairs of the committees, since they must chair all meetings, unless they are prevented from doing so;
- ◆ the fixed and variable components are determined by the Board at its first meeting of the year following the year for which the compensation is paid.

Allocation criteria applicable to 2025	Fixed component	Proportion	Variable component proportional to attendance at meetings	Proportion	Maximum amounts attributable
SUPERVISORY BOARD					
Chairman	€180,000	100.00%	n/a	n/a	€180,000 100.00%
Vice-Chairmen	€12,000	33.33%	€24,000	66.66%	€36,000 100.00%
Members	€12,000	33.33%	€24,000	66.66%	€36,000 100.00%
Employee representative members	n/a	n/a	n/a	n/a	n/a n/a
CAG-CSR COMMITTEE					
Chairman	€40,000	100.00%	n/a	n/a	€40,000 100.00%
Members	€8,000	40.00%	€12,000	60.00%	€20,000 100.00%
AUDIT AND RISK COMMITTEE					
Chairman	€40,000	100.00%	n/a	n/a	€40,000 100.00%
Members	€8,000	40.00%	€12,000	60.00%	€20,000 100.00%

n/a: not applicable.

The allocation criteria include a fixed component and a majority variable component proportional to actual attendance at meetings (66.66% for the Board and 60.00% for the specialised committees).

No additional compensation is paid to Board members who are not resident in France. The attendance record and the corresponding allocation of annual compensation for a financial year are prepared by the CAG-CSR Committee and then approved by the Supervisory Board in the first quarter of the following financial year.

Employment contract

The members of the Supervisory Board of a *société en commandite par actions* (partnership limited by shares) may be bound to the Company by an employment contract with no condition other than that resulting from the existence of a relationship of subordination with the Company and the recognition of effective employment.

- ◆ Mr Prescience Assoh (Sales associate – Hermès Sellier); and
- ◆ Ms Laurence Dunand-Chatellet (head of the Other Hermès Métiers division – Hermès Textile Holding),

Supervisory Board members representing employees appointed on 18 November 2025

and Ms Anne-Lise Muhlmeyer (preparation manager – Ateliers d'Ennoblement d'Irigny), Supervisory Board member representing employees from 15 November 2022 to 17 November 2025,

hold employment contracts within the Hermès Group and receive compensation in this respect that was not granted by virtue of their office. Consequently, and for reasons of confidentiality, their salaries are not disclosed.

No other members of the Supervisory Board are bound to the Company by an employment contract.

Options to subscribe for and purchase shares

No options to subscribe for or purchase shares were granted to Supervisory Board members in financial year 2025, nor were any such options exercised by them.

Allocation of free shares

No free shares were allocated to members of the Supervisory Board during the 2025 financial year (including to employee representative members).

OVERVIEW OF COMPENSATION AND BENEFITS OF ALL KINDS FOR CORPORATE OFFICERS

In accordance with the provisions of Article L. 22-10-77 of the French Commercial Code (*Code de commerce*), the corporate governance report must present all compensation and benefits of all kinds paid to Corporate Officers during the financial year or allocated in respect of their duties in 2025.

The report must also:

- ◆ disclose any compensation paid or granted by a company in the scope of consolidation;
- ◆ enable comparison between (i) the compensation of the Executive Corporate Officers (*i.e.* the Executive Chairmen) and the non-Executive Chairman (*i.e.* the Chairman of the Supervisory Board) on the one hand, and (ii) the average and median compensation of the Company's employees on the other hand.

This section presents the aforementioned items, which will be subject to global and individual *ex-post* votes at the General Meeting of 17 April 2026 (see pages 70 to 76 of this notice of meeting - Explanatory statement to the eighth and tenth resolutions).

Compensation paid to the Executive Chairmen or granted in respect of the 2025 financial year (Executive Corporate Officers) (Article L. 22-10-77 of the French Commercial Code)

Compensation paid in financial year 2025

All the fixed, variable and exceptional components of the total compensation and benefits of any kind paid during the 2025 financial year to Mr Axel Dumas, on the one hand, and Émile Hermès SAS, on the other hand, by virtue of their terms of office as Executive Chairmen, appear in pages 70 to 76 of this notice of meeting - Explanatory statement to the eighth and ninth resolutions.

These elements are all consistent with the compensation policy for the Executive Chairmen presented in pages 40 and 42 above and approved by the General Meeting of 30 April 2025.

Compensation awarded in respect of financial year 2025

The 2026 variable compensation of the Executive Chairmen, awarded in respect of financial year 2025, must be submitted to the General Meeting for approval prior to payment.

All the fixed, variable and exceptional components of the total compensation and benefits of any kind granted in respect of the 2025 financial year to Mr Axel Dumas, on the one hand, and Émile Hermès SAS, on the other hand, by virtue of their terms of office as Executive Chairmen, appear in pages 70 to 76 of this notice of meeting - Explanatory statement to the eighth and ninth resolutions.

These elements are all consistent with the compensation policy for the Executive Chairmen presented above and approved by the General Meeting of 17 April 2025.

The CAG-CSR Committee evaluated the level of achievement of the CSR criterion applicable to 10% of the variable compensation of the Executive Chairmen at its meeting of 9 February 2026 and noted that the three indicators making up the criterion were fully achieved (see table below).

Consequently, the 2026 variable compensation, awarded in respect of financial year 2025, has been calculated by applying the change in the Company's consolidated net income before tax for financial year 2025 compared with financial year 2024, *i.e.* an increase of +5.4%, to the variable compensation paid in 2025 in respect of 2024.

CSR criteria indicators	Importance	Level of achievement and justification
Quantifiable environmental criterion: decoupling of activity growth at constant scope and exchange rates and the evolution of industrial energy consumption;	1/3	100% The continued improvement of the Group's infrastructure (real estate, industrial processes, etc.) as part of the "Decarbonisation" and "Sobriety" plans was confirmed once again this year. The House demonstrated controlled overall energy consumption while achieving a notable increase in its revenue over the reference period. During the reference period – from 1 October 2024 to 30 September 2025 –, confirmation of the decoupling of the two indicators: <ul style="list-style-type: none"> ◆ the Group's revenue over the period grew by +10.6%; ◆ total energy consumption amounted to 162,779 MWh, an increase of +1.55%. At constant scope, this increase was only +1.3%. The positive change in energy consumption is partly due to a scope effect (particularly in the Textiles sector) and partly due to the increase in production capacities. The actions from the "Defossilisation & decarbonisation" plans initiated five years ago continue to show very positive results by limiting the increase in industrial energy consumption and committing to reducing our greenhouse gas emissions by 50% between 2018 and 2030: <ul style="list-style-type: none"> ◆ gas consumption continued its decline (-3,557 MWh, <i>i.e.</i> -4.3%); ◆ electricity consumption increased by +7.7% (+6,017 MWh) in connection with decarbonisation actions (shift to electricity) and the increase in production capacity. In 2024, the House also retained its place in the CDP (Carbon Disclosure Project) A list, which brings together the 400 companies deemed to be the best performing worldwide on environmental issues.

CSR criteria indicators	Importance	Level of achievement and justification
Qualitative social criterion: actions taken to promote the Group's local presence in France and around the world, outside of major cities.	1/3	100% In 2025, the House renewed its commitments in favour of employment through its policy of an effective local presence in all its regions. Job creation continued its positive trend and all employment and inclusion policies and actions were once again acknowledged, as evidenced by the awards and rankings recognising environmental, social and societal performance. These actions are closely aligned with the House's model, which includes, at the heart of its strategy, authenticity, responsibility, humanism, a long-term vision and generosity, in order to give back to the world part of what it has provided. <i>Job creation</i> <ul style="list-style-type: none"> ◆ The House's policies and actions to ensure strong local presence, and more generally its commitment to a process of constant improvement of its social, societal and environmental performance, were once again recognised. For the fifth time in a row, Hermès won the Grand Prix Emploi awarded by Humpact, a non-financial rating agency (ESG) dedicated to social issues. This award recognises companies for their outstanding social policies, in particular their achievements in terms of job creation, gender parity and integration of people with disabilities, young people and seniors. ◆ The House strengthened its local presence in the regions with a steady increase in job creation outside major urban areas. The more moderate pace this year compared to previous years reflects the global dynamic of the Group's headcount. The total number of its employees in this scope increased by +2.9% (compared to +8.1% between 2023 and 2024) to reach a total number of 8,706 employees (+243 compared with 2024), of whom 95% are in production roles. ◆ The École Hermès des Savoir-Faire continued its mission and ambition: <ul style="list-style-type: none"> ◆ promote savoir-faire and demonstrate Hermès' métiers throughout the country; ◆ provide quality diploma training courses to people wishing to become craftspeople, setting up certification courses aimed at recognising changes in certain professions within the House; ◆ work closely with the French Ministry of Education, the Ministry of Labour and joint bodies on orientation, the content of diplomas, and the creation of courses that are lacking; ◆ act with local employment and training partners such as France Travail, the Local Business Skills Operator (OPCO), regional departments and local missions and strengthen the House's local presence in the regions; ◆ achievements in 2025: 12 training centres (+2 compared to 2024), 800 candidates present as at 31 December 2025 (compared with 695 in 2024), 100% success rate in the vocational qualifications in leather work (CAP) and cutting (CQP).

CSR criteria indicators	Importance	Level of achievement and justification
<p>Qualitative social criterion: Group initiatives in favour of gender equality</p>	1/3	<p>100%</p> <p>As a responsible employer, the House encourages and ensures equality, diversity and inclusion at all levels of the organisation, whether in terms of employment, training, support and compensation.</p> <p>The House reaffirms with conviction its commitment and its strategy of global social and societal performance and virtuous and responsible long-term growth.</p> <ul style="list-style-type: none"> ◆ In 2025, the House formalised a corpus of Group-wide social policies, including those relating to Diversity, Equity and Inclusion (fight against discrimination, inclusion of people with disabilities or vulnerabilities, intergenerational links and promotion of gender equality). ◆ Gender equality index: the weighted average index for the Group in France was 92/100 and 99/100 for Hermès International. ◆ The adjusted gender pay gap (see chapter 4 “Sustainability Report”, § 4.1.3.2.8 of the 2025 universal registration document) with comparable levels of responsibility (Adjusted Global Pay Gap) was 2.79%. ◆ Gender balance within the governing bodies was: <ul style="list-style-type: none"> ◆ 49% women and 51% men in the Group's 100 most senior positions; and ◆ 58% women and 42% men on the governing bodies (Executive Committee and Operations Committee, excluding the Executive Chairman). ◆ Continuation and expansion of existing initiatives in favour of gender equality: <ul style="list-style-type: none"> ◆ the entire community of the Group's D&I contacts has been trained since 2023 on the issues of diversity and inclusion through the Diversity Fresco, as well as on unconscious bias; ◆ creation of a network of 150 specially trained harassment and sexist behaviour officers. In 2025, a day of cohesion and development of officers was organised to unite this community and better equip it in its role, in particular by setting up role-playing workshops; ◆ continuation of diversity management training (ALTEREGO training) with 91 new managers covered in 2025 (for a total of 1,150 managers trained); and ◆ at the end of 2025, the HECATE women's network had more than 320 members (+25% compared to 2024) and is continuing to roll out actions enabling each woman to become fully involved in her own development within Hermès. By bringing its members together to hear external speakers and by promoting networking and exchange in an inspiring and caring space for listening and sharing, this network is continuing its concrete action to promote the rollout of female leadership at all levels of the organisation. In 2025, the external presentations mainly focused on the theme "Dare! " with sharing of inspiring experiences around business creation. The "Hecate duos" mentoring programme continued. Its objective is to encourage mutual aid, support and sharing of experiences.

Compensation paid to the Chairman of the Supervisory Board in the course of or allocated in respect of financial year 2025

All the fixed, variable and exceptional components comprising the total compensation and benefits in kind paid in the course of or awarded in respect of financial year 2025 to the Chairman of the Supervisory Board, on which the shareholders are asked to give a binding *ex-post* vote, are set out in pages 70 to 76 – Explanatory statement to the tenth resolution.

These elements are all in line with the compensation policy for the Chairman of the Supervisory Board presented above and approved by the General Meeting of 30 April 2025.

Ratios and annual change in compensation, company performance, average employee compensation and ratios (Article L. 22-10-9 – 6° and 7° of the French Commercial Code (*Code de commerce*))

The following section sets out:

- ◆ the changes over the last five years in the ratios between the level of compensation of each Executive Chairman and the Chairman of the Supervisory Board and:
 - on the one hand, the average pay on a full-time equivalent basis of the Company's employees other than Corporate Officers,
 - on the other hand, the median pay on a full-time equivalent basis of the Company's employees other than Corporate Officers;
- ◆ the annual change in the compensation of the Executive Chairmen and Chairman of the Supervisory Board, the performance of the Company, the average compensation on a full-time equivalent basis of Company employees other than Senior Executives, and ratios, over the past five years.

Methodology used

The methodology used, in line with the Afep guidelines updated in February 2021, is as follows:

- ◆ the notion of full-time equivalent (FTE) reflects a job performed on a full-time basis, *i.e.* as per legal working hours. As such, for part-time employees, compensation has been reconstituted on a full-time basis;
- ◆ based on the INSEE definition, the median wage is that which splits the Company's employees into two equal parts, such that half of the employees of the company in question earn less and the other half earn more. It differs from the average wage, which is the average of all wages in the company in question;
- ◆ the numerator shows the gross compensation (excluding social security contributions) paid to each Executive Chairman during the financial year, *i.e.*:
 - the fixed ("additional") compensation paid during the financial year under review,
 - the variable compensation set by the Articles of Association ("statutory compensation") paid during the financial year under review in respect of the prior year,

- the exceptional compensation paid, if any, during the financial year under review,
- other long-term compensation instruments and multi-year variable compensation paid, where applicable, during the financial year under review (taken at their IFRS value);
- ◆ the denominator shows the gross compensation (excluding social security contributions) of employees (continuously present in the year under review between 1 January and 31 December) of Hermès International – paid during the financial year, *i.e.*:
 - the fixed compensation paid during the financial year under review,
 - the variable compensation paid during the financial year under review in respect of the prior year,
 - the exceptional compensation paid, if any, during the financial year under review,
 - other long-term compensation instruments, in particular grants of free shares, when the rights were allocated or were vesting during the current financial year; measured at their IFRS value, less an annual amount depending on the length of the vesting period(s),
 - employee savings: profit-sharing and incentive schemes;
- ◆ the scope used in the denominator is that provided for by law, *i.e.* employees of the listed company Hermès International whose headcount is representative within the meaning of the law for the determination of the ratios. It represented 479 employees as at 31 December 2025. In addition to strict compliance with the legal requirement, this choice is likely to facilitate understanding of changes in ratios and the consistency of the calculation basis over time, which will be less affected by changes in the scope of consolidation (acquisitions/disposals) within the Group;
- ◆ the following are excluded from the numerator and denominator:
 - severance payments and non-compete payments, which do not constitute recurring compensation,
 - the defined-contribution supplemental pension plans (Articles 82 and 83 of the French General Tax Code), which constitute a post-employment benefit,
 - the defined-benefit supplemental pension plan (Article 39 of the French General Tax Code), which cannot be valued insofar as payment is conditional on the completion of the beneficiary's career in the Company,
 - benefits in kind, which represent an insignificant amount of the compensation of the Executive Chairmen.

With regard to the Company's performance, it was decided to use the consolidated revenue (at constant rates) and the consolidated income before tax, which serve as a reference for the compensation of the Executive Chairmen and which are performance indicators that are particularly relevant to the Group's business model. In addition, they are commonly used in results press releases.

AMOUNT OF COMPENSATION USED WITH REFERENCE TO THE NUMERATOR

	2025	2024	2023	2022	2021
MR AXEL DUMAS	€7,832,677	€7,287,713	€5,852,276	€4,486,458 ¹	€3,182,697
ÉMILE HERMÈS SAS	€3,299,921	€3,062,583	€2,450,571	€1,866,465 ¹	€1,279,003
MR ÉRIC DE SEYNES	€180,000	€180,000	€140,000	€140,000 ¹	€140,000

(1) The Executive Chairmen waived more than 75% of the increase, provided for by the applicable compensation policy, in their fixed compensation for 2022 ("additional"). Thus, in 2022, the Executive Chairmen received actual fixed compensation up 10% from their actual fixed compensation for 2021.

Presentation of ratios and annual change in compensation, the performance of the Company, the average compensation of employees and ratios

Mr Axel Dumas - Executive Chairman	2025	2024	2023	2022	2021
Change in total compensation paid during the financial year compared with the previous financial year	7.5%	24.5%	24.4%	41.0%	(0.1)%
Ratio compared with the average compensation of employees	30	29	26	22	17
Change compared with the previous financial year	+1 point	+3 points	+4 points	+5 points	0 point
Ratio compared with the median compensation of employees	66	62	53	44	34
Change in points compared with the previous financial year	+4 points	+9 points	+9 points	+10 points	-3 points

Émile Hermès SAS - Executive Chairman	2025	2024	2023	2022	2021
Change in total compensation paid during the financial year compared with the previous financial year	7.7%	25.0%	31.3%	45.9%	(0.1)%
Ratio compared with the average compensation of employees	13	12	11	9	7
Change compared with the previous financial year	+1 point	+1 point	+2 points	+2 points	0 point
Ratio compared with the median compensation of employees	28	26	22	18	14
Change in points compared with the previous financial year	+2 points	+4 points	+4 points	+4 points	-1 point

Mr Éric de Seynes - Chairman of the Supervisory Board	2025	2024	2023	2022	2021
Change in total compensation paid during the financial year compared with the previous financial year	0.0%	29.0%	0.0%	0.0%	0.0%
Ratio compared with the average compensation of employees	1	1	1	1	1
Change compared with the previous financial year	0 point	0 point	0 point	0 point	0 point
Ratio compared with the median compensation of employees	2	2	1	1	1
Change in points compared with the previous financial year	0 point	+1 point	0 point	0 point	-1 point

Employees of the listed company	2025	2024	2023	2022	2021
Change in the average compensation compared with the previous financial year	2.5%	13.0%	9.0%	8.0%	(0.0)%

Group performance	2025	2024	2023	2022	2021
Change in consolidated revenue at constant rates	8.9%	14.7%	20.6%	23.4%	41.8%
Change in consolidated net income before tax	5.4%	8.9%	26.9%	35.1%	73.2%

Explanatory notes on the employees

The changes over the five financial years presented in the tables above take into account the overall change in payroll.

The change in overall employee compensation also reflects (i) a positive dynamic of salary measures throughout the years presented,

as well as (ii) the scope effects in terms of the natural headcount turnover. At constant scope, the change in the average salary at Hermès International was 8.6% compared with that of the 2024 financial year. Lastly, allocations under employee shareholding plans may also lead to an impact, depending on the plans and the respective duration of vesting periods.

The overall policy, and all of the components of the compensation awarded to employees of the listed company, and those of other Group entities in France and abroad, are presented and set out in chapter 4 "Sustainability Report", § 4.1.3.2.2 of the 2025 universal registration document.

Compensation of the Supervisory Board, the Audit and Risk Committee and the CAG-CSR Committee awarded in respect of 2025 or paid in 2025

Compensation awarded to and received by members of the Supervisory Board in the last two financial years by Hermès International and the entities it controls as defined by Article L. 233-16 of the French Commercial Code (*Code de commerce*) is detailed in chapter 2 "Corporate Governance", § 2.8.4.3 of the 2025 universal registration document. This compensation constitutes the only elements referred to in Article L. 22-10-9, I of the French Commercial Code (*Code de commerce*) awarded in respect of 2025 or paid in 2025. Data relating to the past financial year will be voted on by the General Meeting in 2026 ("global" *ex-post* vote), see pages 70 to 76 of this notice of meeting – Explanatory statement to the seventh resolution.

ALLOCATION OF FREE SHARES AND STOCK OPTIONS

General policies for the allocation of free shares and stock options

Allocations of stock options and free share awards form part of the Hermès Group's long-term compensation and retention policy. Such allocations have historically been made on a multiyear basis (see comments below on the plans in force); they are exceptional and their benefits have always extended beyond the Corporate Officers and Senior Executives of the Group.

Free share allocation plans in force

In accordance with Article L. 225-197-4 of the French Commercial Code (*Code de commerce*), information is provided on free share allocation plans carried out in financial year 2025.

Executive Management was authorised by the Extraordinary General Meetings of 20 April 2023 and 30 April 2024 to award free existing shares in the Company, on one or more occasions, to employees of the Company or certain categories thereof, or Senior Executives, as well as to employees and Senior Executives of companies affiliated to the Company. The conditions of delegations of authority still in force are shown in chapter 2 "Corporate Governance", § 2.9.4 of the 2025 universal registration document.

The total number of free shares awarded under each of these delegations and the total number of stock options granted and not yet exercised are limited to 2% of the number of shares in the Company on the day of allocation, without taking into account those already granted under previous delegations.

In accordance with the explanatory statement to the nineteenth resolution of the General Meeting of 30 April 2024 (see 2023 universal registration document, page 548), the Executive Management made use of this authorisation as part of the implementation of a retirement savings scheme ("Article 82"-type, with reference to the French General Tax Code (*Code général des impôts*)), for the benefit of certain Senior Executives, excluding the

Executive Chairmen. This was introduced to offset the freezing of the conditional rights under the defined-benefit pension plan provided for under Article 39 of the French General Tax Code (*Code général des impôts*) as at 31 December 2019.

Details of free share award plan terms and conditions (and, in particular, vesting periods and the application of performance conditions, where applicable) are presented in chapter 2 "Corporate Governance", § 2.8.4.10 of the 2025 universal registration document and details of free shares awarded to the top 10 employee beneficiaries who are not Corporate Officers are presented in chapter 2 "Corporate Governance", § 2.8.4.11 of the 2025 universal registration document.

In accordance with the provisions of Articles L. 225-197-1 *et seq.* of the French Commercial Code (*Code de commerce*), these awards are always contingent on presence conditions and, for certain plans, also on performance conditions. To harmonise the vesting conditions, the free shares granted by Executive Management in 2019 (plans [h] and [i]) and in 2023 (plans [j] and [k]) were subject to identical vesting periods for Group employees in France and internationally. In line with its long-term strategy, the Executive Management has set the vesting periods for these awards at four years. However, as permitted by applicable law (Articles L. 225-197-1 *et seq.* of the French Commercial Code (*Code de commerce*)) and in accordance with the provisions of the twenty-eighth resolution of the Combined General Meeting of 20 April 2023 (see page 544 of the 2022 universal registration document), and the nineteenth resolution of the Combined General Meeting of 30 April 2024 (see page 550 of the 2023 universal registration document), no lock-up period was established, leaving each beneficiary employee free to decide how long to hold the shares acquired.

With regard to allocations of free shares by the Executive Management in 2024 (plan [l]) and 2025 (plan [m]), these provide for a one-year vesting period, with a one-year retention period. These grants also introduce a special retention period which extends from the end of the aforementioned retention period until the date of the beneficiary's retirement. This retention period may be reduced, subject to the effective reinvestment of at least 50% of the proceeds from the disposal of the shares in an "Article 82"-type pension insurance policy taken out by Hermès International.

Free share awards do not dilute the share capital because they consist exclusively of existing shares in the Company. Their value at the grant date, calculated according to the method used for the consolidated financial statements, is shown in chapter 5 "Consolidated financial statements", § 5.6 (Note 7.4) of the 2025 universal registration document.

Stock options

There were no stock option plans in place as at 31 December 2025, as indicated in page 59 of this notice of meeting.

As at 31 December 2025, there was no authorisation from the General Meeting to allow Executive Management to grant stock options.

Stock subscription options

All subscription option plans lapsed in 2009. No authorisation from the General Meeting allows the Executive Management to grant stock subscription options.

TABLES DRAWN UP IN ACCORDANCE WITH AMF POSITION-RECOMMENDATION DOC -2021-02 (§ 13.3) OF 5 JANUARY 2022 ON THE PRESENTATION OF COMPENSATION

The standardised presentation of all the components of compensation provided for in Appendix 2 of position recommendation DOC-2021-02 of 5 January 2022 is presented below.

Table 1

Summary table of compensation and options and shares allocated to each Executive Chairman

	2025	2024
	From 1/1/2025 to 31/12/2025	From 01/01/2024 to 31/12/2024
Mr Axel Dumas		
Compensation awarded in respect of the financial year (detailed in Table 2)	€7,832,677	€7,287,713
Valuation of multi-year variable compensation awarded during the financial year	n/a	n/a
Valuation of options granted during the financial year (detailed in Table 4)	n/a	n/a
Valuation of free shares allocated (detailed in Table 6)	n/a	n/a
Valuation of other long-term compensation plans	n/a	n/a
Total natural person as Executive Chairman	€7,832,677	€7,287,713
Emile Hermès SAS	From 1/1/2025 to 31/12/2025	From 1/1/2025 to 31/12/2025
Compensation awarded in respect of the financial year (detailed in Table 2)	€3,299,921	€3,062,583
Valuation of multi-year variable compensation awarded during the financial year	n/a	n/a
Valuation of options granted during the financial year (detailed in Table 4)	n/a	n/a
Valuation of free shares allocated (detailed in Table 6)	n/a	n/a
Valuation of other long-term compensation plans	n/a	n/a
Total legal entity as Executive Chairman	€3,299,921	€3,062,583

n/a: not applicable.

Table 2

Summary table of the compensation of each Executive Chairman

Gross annual compensation of the Executive Chairmen	2025		2024	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Mr Axel Dumas				
Fixed compensation (referred to as "additional" in the Articles of Association)	€2,790,386	€2,790,386	€2,657,510	€2,657,510
Annual variable compensation set by the Articles of Association ("statutory compensation")	€5,042,291	€5,042,291	€4,630,203	€4,630,203
Multi-year variable compensation	n/a	n/a	n/a	n/a
Exceptional compensation	n/a	n/a	n/a	n/a
Total compensation	€7,832,677	€7,832,677	€7,287,713	€7,287,713
Compensation allocated on account of the office as member of the Board	n/a	n/a	n/a	n/a
Benefits in kind	Representation/Car	Representation/Car	Representation/Car	Representation/Car
Emile Hermès SAS				
Fixed compensation (referred to as "additional" in the Articles of Association)	€948,562	€948,562	€903,392	€903,392
Annual variable compensation set by the Articles of Association ("statutory compensation")	€2,351,359	€2,351,359	€2,159,191	€2,159,191
Multi-year variable compensation	n/a	n/a	n/a	n/a
Exceptional compensation	n/a	n/a	n/a	n/a
Total compensation	€3,299,921	€3,299,921	€3,062,583	€3,062,583
Compensation allocated on account of the office as member of the Board	n/a	n/a	n/a	n/a
Benefits in kind	n/a	n/a	n/a	n/a

n/a: not applicable.

Table 3

Table of compensation received by Supervisory Board members

	Amounts awarded in respect of financial year 2025 and amounts paid in 2026	Amounts awarded in respect of financial year 2024 and amounts paid in 2025
Total amount of compensation allocated by the General Meeting of Hermès International	€900,000	€900,000
Total amount of compensation actually awarded by Hermès International	€775,429	€754,857
Mr Éric de Seynes		
Compensation as Chairman of the Supervisory Board	€180,000	€180,000
Compensation as member of the Hermès Sellier Management Board	€1,500 ¹	€3,000
Ms Estelle Brachlianoff ²		
Compensation as member of the Supervisory Board	€29,143	€36,000
◆ fixed component	€12,000	€12,000
◆ variable component based on attendance	€17,143	€24,000
Compensation as member of the Audit and Risk Committee	€20,000	€18,000
◆ fixed component	€8,000	€8,000
◆ variable component based on attendance	€12,000	€10,000
Compensation as member of the CAG-CSR Committee	€12,000	€20,000
◆ fixed component	€4,000	€8,000
◆ variable component based on attendance	€8,000	€12,000
Compensation as Chairwoman of the CAG-CSR Committee	€20,000	-
Ms Monique Cohen		
Compensation as member of the Supervisory Board	€36,000	€36,000
◆ fixed component	€12,000	€12,000
◆ variable component based on attendance	€24,000	€24,000
Compensation as Chairwoman of the Audit and Risk Committee	€40,000	€40,000
Ms Dominique Senequier ³		
Compensation as member of the Supervisory Board	€9,429	€29,143
◆ fixed component	€6,000	€12,000
◆ variable component based on attendance	€3,429	€17,143
Compensation as Chairwoman of the CAG-CSR Committee	€20,000	€40,000
Ms Dorothee Altmayer		
Compensation as member of the Supervisory Board	€36,000	€32,571
◆ fixed component	€12,000	€12,000
◆ variable component based on attendance	€24,000	€20,571
Compensation as Director of Comptoir Nouveau de la Parfumerie	€3,000 ¹	€3,000
Mr Prescience Assoh (employee representative) ⁴		
Compensation as member of the Supervisory Board	n/a	n/a
Mr Charles-Éric Bauer ⁵		
Compensation as member of the Supervisory Board	€36,000	€32,571
◆ fixed component	€12,000	€12,000
◆ variable component based on attendance	€24,000	€20,571
Compensation as member of the Audit and Risk Committee	€12,000	€20,000
◆ fixed component	€4,000	€8,000
◆ variable component based on attendance	€8,000	€12,000

	Amounts awarded in respect of financial year 2025 and amounts paid in 2026	Amounts awarded in respect of financial year 2024 and amounts paid in 2025
Ms Cécile Béliot-Zind ⁶		
Compensation as member of the Supervisory Board	€23,143	-
◆ <i>fixed component</i>	€6,000	-
◆ <i>variable component based on attendance</i>	€17,143	-
Compensation as member of the Audit and Risk Committee	€8,000	-
◆ <i>fixed component</i>	€4,000	-
◆ <i>variable component based on attendance</i>	€4,000	-
Mr Jean-Laurent Bonnafé ⁷		
Compensation as member of the Supervisory Board	€19,714	-
◆ <i>fixed component</i>	€6,000	-
◆ <i>variable component based on attendance</i>	€13,714	-
Compensation as member of the CAG-CSR Committee	€6,000	-
◆ <i>fixed component</i>	€2,000	-
◆ <i>variable component based on attendance</i>	€4,000	-
Mr Matthieu Dumas		
Compensation as member of the Supervisory Board	€36,000	€36,000
◆ <i>fixed component</i>	€12,000	€12,000
◆ <i>variable component based on attendance</i>	€24,000	€24,000
Compensation as member of the CAG-CSR Committee	€20,000	€20,000
◆ <i>fixed component</i>	€8,000	€8,000
◆ <i>variable component based on attendance</i>	€12,000	€12,000
Compensation as Director of Comptoir Nouveau de la Parfumerie	€3,000 ¹	€3,000
Ms Laurence Dunand-Chatellet (employee representative) ⁸		
Compensation as member of the Supervisory Board	n/a	n/a
Mr Bernard Émié ⁹		
Compensation as member of the Supervisory Board	€23,143	-
◆ <i>fixed component</i>	€6,000	-
◆ <i>variable component based on attendance</i>	€17,143	-
Mr Blaise Guerrand		
Compensation as member of the Supervisory Board	€36,000	€36,000
◆ <i>fixed component</i>	€12,000	€12,000
◆ <i>variable component based on attendance</i>	€24,000	€24,000
Compensation as member of the Hermès Sellier Management Board	€3,000 ¹	€1,500
Ms Julie Guerrand		
Compensation as member of the Supervisory Board	€36,000	€36,000
◆ <i>fixed component</i>	€12,000	€12,000
◆ <i>variable component based on attendance</i>	€24,000	€24,000
Ms Olympia Guerrand		
Compensation as member of the Supervisory Board	€36,000	€32,571
◆ <i>fixed component</i>	€12,000	€12,000
◆ <i>variable component based on attendance</i>	€24,000	€20,571
Compensation as member of the Hermès Sellier Management Board	€3,000 ¹	€3,000

	Amounts awarded in respect of financial year 2025 and amounts paid in 2026	Amounts awarded in respect of financial year 2024 and amounts paid in 2025
Mr Renaud Momméja		
Compensation as member of the Supervisory Board	€36,000	€36,000
◆ fixed component	€12,000	€12,000
◆ variable component based on attendance	€24,000	€24,000
Compensation as member of the Audit and Risk Committee	€20,000	€18,000
◆ fixed component	€8,000	€8,000
◆ variable component based on attendance	€12,000	€10,000
Ms Anne-Lise Muhlmeyer (employee representative) ¹⁰		
Compensation as member of the Supervisory Board	n/a	n/a
Mr Alexandre Viros ¹¹		
Compensation as member of the Supervisory Board	€12,857	€36,000
◆ fixed component	€6,000	€12,000
◆ variable component based on attendance	€6,857	€24,000
Compensation as member of the Audit and Risk Committee	€12,000	€20,000
◆ fixed component	€4,000	€8,000
◆ variable component based on attendance	€8,000	€12,000

n/a: not applicable.

(1) Subject to the decisions of the company Boards concerned.

(2) Member of the CAG-CSR Committee until 30 April 2025. Chairwoman of the CAG-CSR Committee from 30 April 2025.

(3) Member of the Supervisory Board and Chairwoman of the CAG-CSR Committee until 30 April 2025.

(4) Supervisory Board member representing employees appointed on 15 November 2022 and reappointed on 18 November 2025.

(5) Member of the Audit and Risk Committee until 30 April 2025.

(6) Member of the Supervisory Board and of the Audit and Risk Committee appointed on 30 April 2025.

(7) Member of the Supervisory Board and of the CAG-CSR Committee appointed on 30 April 2025.

(8) Member of the Supervisory Board appointed on 18 November 2025.

(9) Member of the Supervisory Board appointed on 30 April 2025.

(10) Supervisory Board member representing employees until 15 November 2025.

(11) Member of the Supervisory Board until 30 April 2025.

Table 4

Options to subscribe for or purchase shares granted during the financial year to the Executive Chairmen by Hermès International and by any Group company

Name of the Executive Corporate Officer	Number and date of plan	Nature of options	Valuation of options according to the method used for the consolidated financial statements	Number of options granted during the financial year	Exercise price	Exercise period
Mr Axel Dumas	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a

n/a: not applicable.

Table 5

Exercise of options to subscribe for or purchase shares during the financial year by the Executive Chairmen of Hermès International

Name of the Executive Corporate Officer	Number and date of plan	Number of options exercised during the financial year	Exercise price
Mr Axel Dumas	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a

n/a: not applicable.

Table 6

Free shares allocated during the financial year to each Executive Chairman

Performance-based share distributions awarded by the Shareholders' General Meeting during the financial year to each Corporate Officer by the issuer and by all companies of the Group (nominative list)	Number and date of plan	Number of shares awarded during the financial year	Valuation of options according to the method used for the consolidated financial statements	Vesting date	Availability date	Performance conditions
Mr Axel Dumas	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a

n/a: not applicable.

Table 7

Free shares allocated and becoming available during the financial year for each Executive Chairman

Name of the Corporate Officer	Number and date of plan	Number of shares acquired during the financial year	Vesting conditions
Mr Axel Dumas	n/a	0	n/a
TOTAL	n/a	0	n/a

n/a: not applicable.

Table 8

History of allocation of options to subscribe for or purchase shares
Information on the stock subscription or purchase options

General Meeting of 25/05/1998 (6th resolution) – Subscription or purchase options	Plans 1 to 4 expired
General Meeting of 03/06/2003 (15th resolution) – Purchase options	Plans 5 and 6 expired
General Meeting of 06/06/2006 (9th resolution) – Purchase options	Plan 7 expired
General Meeting of 02/06/2009 (14th resolution) – Purchase options	No plan implemented in 2009, 2010 or 2011
General Meeting of 30/05/2011 (21st resolution) – Purchase options	No plan implemented in 2011 or 2012
General Meeting of 29/05/2012 (13th resolution) – Purchase options	No plan implemented in 2012 or 2013
General Meeting of 04/06/2013 (18th resolution) – Purchase options	No plan implemented in 2013 or 2014
General Meeting of 03/06/2014 (16th resolution) – Purchase options	No plan implemented in 2014 or 2015
General Meeting of 02/06/2015 (14th resolution) – Purchase options	No plan implemented in 2015 or 2016
General Meeting of 31/05/2016 (14th resolution) – Purchase options	No plan implemented from 2016 to 2019
General Meeting of 24/04/2020 (18th resolution) – Purchase options	No plan implemented from 2020 to 2022
General Meeting of 20/04/2022 (18th resolution) – Purchase options	No plan implemented in 2022, 2023 or 2024 (authorisation expired in 2024, not renewed)

Table 9

Options to subscribe for or purchase shares granted to the top 10 employees (not Corporate Officers) receiving options and options exercised by them

	Total number of shares granted/shares subscribed or purchased	Weighted average price	Plans 1 to 7
Options granted during the financial year by the issuer and any entity within the option allocation scope to the 10 employees of the issuer and any entity within this scope for whom the number of options thus granted is the highest (overall information)	n/a	n/a	
Options held on the issuer and aforementioned entities exercised during the financial year by the 10 employees of the issuer and these entities, for whom the number of options thus purchased or subscribed is the highest (overall information)	n/a	n/a	Plans expired

n/a: not applicable.

Table 10

History of free share and performance share allocation plans still in force as at 1 January 2025
Information on free shares allocated

	Plan j	Plan k	Plan l	Plan m
Date of General Meeting	20/04/2023 (28th resolution)	20/04/2023 (28th resolution)	30/04/2024 (19th resolution)	30/04/2024 (19th resolution)
Date of the decision by the Executive Management	15/06/2023	15/06/2023	04/06/2024	04/06/2025
Total number of shares awarded	210,168 ¹	92,400 ¹	2,204 ¹	2,158 ¹
Shares allocated to Senior Executives ²	120	10,500	2,204	2,158
Number of Senior Executives ² concerned	10	10	9	9
Allocations of shares to Senior Executives as % of share capital	n.m.	0.01%	n.m.	n.m.
Terms of grant	1 tranche of 12 shares	n/a	n/a	n/a
Vesting period	4 years	4 years	1 year	1 year
Date of transfer of ownership of shares	15/06/2027	15/06/2027	04/06/2025	04/06/2026
End of the retention period	n/a	n/a	04/06/2026 ⁴	04/06/2027 ⁴
Performance conditions	No	Yes	No	No
Number of shares vested ³ as at 31/12/2024	396	80	2,204	0
Number of shares lost as at 31/12/2024	19,992	2,820	0	0

n.m. : not material; n/a: not applicable.

(1) At the end of the employee acceptance period.

(2) The following are treated as Senior Executives in this Table 10: the Executive Chairmen, members of the Supervisory Board (excluding employee representatives) and members of the Executive Committee of the issuer on the grant date.

(3) Including by early release in accordance with the regulations of the plan (death, disability).

(4) The initial retention period of one year, from the vesting date, is followed by a special retention period running until the beneficiary's retirement date.

Table 10 bis (drawn up pursuant to Article L. 225-197-4 of the French Commercial Code [Code de commerce])

Free shares awarded to the top 10 employees (not Corporate Officers)

	Total number of shares awarded	Date of plans
Shares awarded during the financial year to the 10 employees of the issuer and any entity included in this scope for whom the number of shares thus granted is the highest (overall information)	2,158	4 June 2025

n/a: not applicable.

Table 11

Senior Executives (natural persons)	Employment contract	Supplemental pension plan	Compensation or benefits due or liable to be due because of the termination of or change in duties ¹	Compensation relative to a non-compete clause
Mr Axel Dumas, Executive Chairman Date of start of term of office: 05/06/2013 Date of end of term of office: open-ended	No ²	Yes	Yes	No

(1) Details of these commitments can be found in chapter 8 "Combined General Meeting of 17 April 2026", § 8.2.1 of the 2025 universal registration document – Explanatory statement to the eighth resolution.

(2) Since 5 June 2013.

SUMMARY TABLE OF THE VOTES OF THE GENERAL MEETING ON THE RESOLUTIONS RELATING TO THE COMPENSATION OF CORPORATE OFFICERS

	2025 GM (financial year 2024) ¹
Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended to the Corporate Officers (global <i>ex-post</i> vote) – 7th resolution	Resolution approved by 91.30%
Approval of the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended to Mr Axel Dumas, Executive Chairman (individual <i>ex-post</i> vote) – 8th resolution	Resolution approved by 91.34%
Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended to Émile Hermès SAS, Executive Chairman (individual <i>ex-post</i> vote) – 9th resolution	Resolution approved by 91.32%
Approval of the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended to Mr Éric de Seynes, Chairman of the Supervisory Board (individual <i>ex-post</i> vote) – 10th resolution	Resolution approved by 99.98%
Approval of the compensation policy for the Executive Chairmen (<i>ex-ante</i> vote) – 11th resolution	Resolution approved by 91.12%
Approval of the compensation policy for Supervisory Board members (<i>ex-ante</i> vote) – 12th resolution	Resolution approved by 99.99%

(1) Details of the results of the votes at the General Meeting are available on the Company's financial website <https://finance.hermes.com/en/general-meetings/>.



SUPERVISORY BOARD REPORT TO THE COMBINED GENERAL MEETING OF 17 APRIL 2026

In accordance with legal and regulatory provisions, we hereby present our report on the accomplishment of our duties for the financial year ended 31 December 2025.

Firstly, you are advised that:

- ♦ the Executive Management has kept us regularly informed of the Company's business operations and results;
- ♦ the balance sheet and its notes, as well as the income statement, have been provided to us as required by law;
- ♦ transactions subject to prior authorisation by the Supervisory Board under the terms of specific provisions contained in the Company's Articles of Association have been duly approved by us;
- ♦ lastly, the Supervisory Board ruled on various matters within its exclusive competence with respect to the Articles of Association.

1. COMMENTS ON THE PARENT COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS

In the light of the comprehensive review already provided, we have no specific comments on the business performance or on the financial statements for the financial year ended 31 December 2025. We issue a favourable opinion on the approval of the financial statements.

2. ALLOCATION OF NET INCOME

On 11 February 2026, the Executive Management decided to pay an interim dividend of €5 per share. The payment of this interim dividend took place on 18 February 2026.

You are asked to approve the allocation of net income as it appears in the explanatory statement in this notice of meeting (see page 66 - Explanatory statement to the fourth resolution) and which provides for an ordinary dividend per share of €18.

After deduction of the interim dividend, the balance, *i.e.* a total amount of €13 per share, will be detached from the share on 21 April 2026 and payable in cash on 23 April 2026 on the positions closed in the evening of 22 April 2026.

3. RELATED-PARTY AGREEMENTS

As no related-party agreement requiring the authorisation of the Supervisory Board was entered into in 2025, you are asked to note that there are none to approve.

The agreements approved previously by the General Meeting are presented in the Statutory Auditors' special report on the agreements mentioned in Articles L. 226-10, L. 225-38 to L. 225-43, L. 22-10-12 and L. 22-10-13 of the French Commercial Code (*Code de commerce*), which appear in the 2025 universal registration document (chapter 8 "Combined General Meeting of 17 April 2026", § 8.4.3 of the 2025 universal registration document). None of these agreements changed significantly with respect to amounts or financial terms in 2025.

No other agreements were downgraded in 2025.

A summary of the related-party agreements in force is presented in the Supervisory Board's corporate governance report in the 2025 universal registration document (see page 64 - Summary of related-party agreements in force described in the statutory auditors' special report).

In accordance with the provisions of Article L. 225-38 of the French Commercial Code (*Code de commerce*), authorisation decisions of the Supervisory Board since 1 August 2014 are all supported by justification. A review of the related-party agreements entered into during previous financial years and whose execution has continued over time is carried out by the Supervisory Board each year in accordance with the provisions of Article L. 225-40-1 of the French Commercial Code (*Code de commerce*).

Following the review of 2025, the Board had no comments to make.

In addition, the Company is required to put in place a procedure to regularly assess whether agreements relating to current transactions and concluded under normal conditions meet these conditions.

This procedure, which applies only to Hermès International and not to its subsidiaries, was approved by the Supervisory Board on 25 February 2020. Its purpose is to enable Hermès International to periodically assess the appropriateness of the classification used for ongoing agreements entered into during the financial year, those that continue over several years, and any agreements that may have been modified.

The description of this procedure and its implementation are given in the Supervisory Board's corporate governance report in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.9.1.3 of the 2025 universal registration document).

4. ACTIVITIES OF THE SUPERVISORY BOARD

The Supervisory Board's 2025 activity is presented in the Supervisory Board corporate governance report in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.5.4 of the 2025 universal registration document).

5. COMPOSITION OF THE SUPERVISORY BOARD

We fully support the proposal that is made to you in the explanatory statement in the 2025 universal registration document (see page 78 – Explanatory statement to the thirteenth to fifteenth resolutions) to renew for a three-year term, pursuant to the Articles of Association, the expiring terms of office of:

- ◆ Ms Dorothee Altmayer;
- ◆ Mr Renaud Momméja; and
- ◆ Mr Éric de Seynes.

We also fully support the proposal that is made to you in the explanatory statement in the 2025 universal registration document (see pages 80 à 82 – Explanatory statement to the sixteenth resolution) to appoint as a new member of the Supervisory Board:

- ◆ Ms Lucia Sinapi-Thomas.

The diversity policy applied within the Supervisory Board is presented in the Supervisory Board corporate governance report in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.4.3 of the 2025 universal registration document).

6. RECOMMENDATIONS ON THE DRAFT RESOLUTIONS SUBMITTED TO THE COMBINED GENERAL MEETING OF 17 APRIL 2026

We are in favour of all the draft resolutions submitted.

This concludes our report on the information and opinions we considered necessary to bring to your attention in connection with this Meeting, and we recommend that you vote to adopt all the resolutions submitted to you.

The Supervisory Board

SUMMARY OF RELATED-PARTY AGREEMENTS IN FORCE DESCRIBED IN THE STATUTORY AUDITORS' SPECIAL REPORT

Nature of the agreement	Persons concerned	Nature, purpose and terms of the agreement	Amount
Service agreement with Studio des Fleurs	Mr Frédéric Dumas, member of the Executive Management Board of Émile Hermès SAS, Executive Chairman of Hermès International	<p>The Supervisory Board authorised the conclusion of a contract between Hermès International and Studio des Fleurs relating to photography and retouching services for e-commerce product packshots.</p> <p><u>Reasons why the agreement is beneficial for the Company</u></p> <p>Studio des Fleurs agreed to the following points, which were fundamental to Hermès International:</p> <ul style="list-style-type: none"> ◆ Studio des Fleurs' obligations: compliance with very precise specifications, duty of advice, monitoring of services, quality control; ◆ performance indicator monitoring criteria; ◆ no minimum order guaranteed; ◆ fixed three-year term followed by indefinite duration; ◆ long notice of termination (18 months); ◆ non-exclusivity; ◆ undertaking by Studio des Fleurs to take the necessary measures to maintain its economic independence (in particular by expanding and diversifying its customer base) from the Hermès Group; ◆ confidentiality and prohibition on using Hermès as a reference; ◆ no revision of rates before the expiry of three years, and then revision possible but capped. <p><u>Date of approval by the Supervisory Board</u> 20 March 2018 Contract 29 July 2021 New commercial conditions</p>	For 2025, €72,372 was invoiced for services provided under the agreement.
Design agreement with architectural firm RDAI ¹	Ms Sandrine Brekke, partner with a stake of more than 10% in RDAI and member of the Management Board of Émile Hermès SAS, Executive Chairman of Hermès International.	<p>The Supervisory Board authorised a new framework agreement between Hermès International and all the companies that it controls either directly or indirectly, and RDAI, defining the outline of RDAI's assignment for the exclusive application of the architectural concept in Hermès projects.</p> <p><u>Date of approval by the Supervisory Board</u> 7 July 2017 and 13 September 2017</p>	For 2025, €25,941 was invoiced for services provided under the agreement.

(1) At the time of approval of this agreement, related-party agreements did not need to be justified.

9

EXPLANATORY STATEMENTS AND DRAFT RESOLUTIONS

RESOLUTIONS SUBMITTED FOR APPROVAL TO THE COMBINED GENERAL MEETING OF 17 APRIL 2026

ORDINARY BUSINESS

FIRST, SECOND AND THIRD RESOLUTIONS: APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS (PARENT COMPANY AND CONSOLIDATED) – EXECUTIVE MANAGEMENT DISCHARGE

Explanatory statement

In the first and second resolutions, you are asked to approve:

- ◆ the parent company financial statements for financial year 2025, which show a net profit of €4,173,421,783, and the expenses and charges mentioned in Article 39-4 of the French General Tax Code;
- ◆ the consolidated financial statements for financial year 2025.

In the third resolution, you are asked to grant discharge to the Executive Management for its management in respect of said financial year.

You will find:

- ◆ the consolidated financial statements in the 2025 universal registration document (chapter 5 “Consolidated financial statements”, § 5.1 to 5.6);
- ◆ the parent company financial statements in the 2025 universal registration document (chapter 6 “Parent company financial statements”, § 6.1 to 6.5);
- ◆ the Statutory Auditors’ reports on the parent company and consolidated financial statements in the 2025 universal registration document (chapter 6 “Parent company financial statements”, § 6.9 and chapter 5 “Consolidated financial statements”, § 5.7, respectively).

First resolution

Approval of the parent company financial statements

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Executive Management report on the activity and situation of the Company, the Supervisory Board report and the Statutory Auditors’ report for the financial year ended 31 December 2025, approves as presented the parent company financial statements for said financial year, including the balance sheet, income statement, and notes, which show a net profit of €4,173,421,783, as well as the transactions reflected in these financial statements or described in these reports.

Pursuant to Article 223 *quater* of the French General Tax Code, the General Meeting approves the expenses and charges mentioned in Article 39-4 of the French General Tax Code, which amounted in the financial year ended 31 December 2025 to €285,223, and which generated an estimated income tax expense of €102,966.

Second resolution

Approval of the consolidated financial statements

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Executive Management report on the activity and situation of the Group, the Supervisory Board report and the Statutory Auditors’ report for the financial year ended 31 December 2025, approves as presented the consolidated financial statements for said financial year, including the balance sheet, income statement, and notes, as well as the transactions reflected in these financial statements or described in these reports.

Third resolution

Executive Management discharge

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, grants discharge to the Executive Management for its management in respect of the financial year beginning 1 January 2025 and ended 31 December 2025.

FOURTH RESOLUTION: ALLOCATION OF NET INCOME - DISTRIBUTION OF AN ORDINARY DIVIDEND

Explanatory statement

In the fourth resolution, the allocation of net income for the financial year, in the amount of €4,173,421,783, is submitted for your approval. Of this amount, pursuant to the Articles of Association (Article 26), the sum of €27,961,926 is to be distributed to the Active Partner.

You are asked to allocate €500,000,000 to the other reserves. The Supervisory Board proposes that you set the ordinary dividend at €18 per share.

For shareholder beneficiaries who are natural persons fiscally domiciled in France, this entire dividend will be subject to a single flat-rate withholding tax at the overall rate of 31.4%.

The latter will consist in the application of tax on the income paid as an interim payment (so-called flat-rate withholding tax) withheld at source at a single flat rate of 12.8% of gross revenue, to which will be added social security withholdings of 18.6%.

This flat-rate taxation at the single rate of 12.8% will be automatically applicable unless the progressive tax scale is opted for overall, allowing the taxpayer to benefit from the 40% tax reduction ⁽¹⁾.

For shareholders who are not fiscally domiciled in France, the dividend distributed is subject to withholding tax at source at one of the rates specified in Article 187 of the French General Tax Code (*Code général des impôts*), in accordance with Article 119 bis of said Code, which may be reduced in application of any tax agreement concluded between France and the State in which the beneficiary is fiscally resident.

As an interim dividend of €5 per share was paid on 18 February 2026, the balance of the ordinary dividend, i.e. €13 per share, i.e. a total to be paid of €18 per share, would be detached from the share on 21 April 2026 and payable in cash on 23 April 2026 on the positions closed on the evening of 22 April 2026. As Hermès International is not entitled to receive dividends for shares held in treasury, the corresponding sums will be transferred to "Retained earnings" on the date the dividend becomes payable.

The five-year summary of the Company's financial data required under Article R. 225-102 of the French Commercial Code (*Code de commerce*) is presented in the 2025 universal registration document (chapter 6 "Parent company financial statements", § 6.6).

Fourth resolution

Allocation of net income – Distribution of an ordinary dividend

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, noting that the profit for the financial year amounts to €4,173,421,783 and that the prior retained earnings amount to €4,422,386,972, and after noting that the legal reserve is fully allocated, approves the allocation of these sums representing distributable profits of €8,595,808,755, as proposed by the Supervisory Board, namely:

- ◆ to the Active Partner, pursuant to Article 26 of the Articles of Association, the amount of €27,961,926;
- ◆ to the shareholders, an "ordinary" dividend of €18 per share, i.e. €1,900,249,416 ⁽²⁾;
- ◆ allocation to other reserves in the amount of €500,000,000;
- ◆ to the "Retained earnings" item, the balance of the distributable profits, i.e. €6,167,597,413;
- ◆ **together €8,595,808,755.**

The Ordinary General Meeting resolves that the balance of the ordinary dividend for the financial year (an interim dividend of €5 per share having been paid on 18 February 2026), i.e. €13 per share, will be detached from the share on 21 April 2026 and payable in cash on 23 April 2026 on the positions closed on the evening of 22 April 2026.

As Hermès International is not entitled to receive dividends for shares held in treasury, the corresponding sums will be transferred to "Retained earnings" on the date the dividend becomes payable.

For shareholder beneficiaries who are natural persons fiscally domiciled in France, this entire dividend will be subject to a single flat-rate withholding tax at the overall rate of 31.4%.

The latter will consist in the application of tax on the income paid as an interim payment (so-called flat-rate withholding tax) withheld at source at a single flat rate of 12.8% of gross revenue, to which will be added social security withholdings of 18.6%.

1) Within the scope of the single flat-rate withholding tax, taxpayers may opt, expressly and irrevocably before the deadline for the declaration and overall for all their revenue defined in Article 200-A-1 of the French General Tax Code, for their revenue to be taxed using the progressive income tax scale, in accordance with Article 200-A-2 of the French General Tax Code (*Code général des impôts*).

2) The total amount of the distribution is calculated on the basis of the number of shares comprising the share capital as at 31 December 2025, i.e. 105,569,412 shares, and may vary if the number of shares giving entitlement to dividends changes between 1 January 2026 and the ex-dividend date, depending in particular on the change in the number of treasury shares, which do not give entitlement to dividends in accordance with the provisions of Article L. 225-210 paragraph 4 of the French Commercial Code (*Code de commerce*).

This flat-rate taxation at the single rate of 12.8% will be automatically applicable unless the progressive tax scale is opted for overall, allowing the taxpayer to benefit from the 40% tax reduction ⁽¹⁾.

For shareholders who are not fiscally domiciled in France, the dividend distributed is subject to withholding tax at source at one of the rates specified in Article 187 of the French General Tax Code (*Code général des impôts*), in accordance with Article 119 *bis* of said Code, which may be reduced in application of any tax agreement concluded between France and the State in which the beneficiary is fiscally resident.

In accordance with the provisions of Article 43 *bis* of the French General Tax Code (*Code général des impôts*), the General Meeting duly notes that dividends distributed to shareholders in respect of the three previous financial years were as follows:

In euros	Financial year		
	2024	2023	2022
“Ordinary” dividend	16.00	15.00	13.00
“Exceptional” dividend	10.00	10.00	-

FIFTH RESOLUTION: APPROVAL OF RELATED-PARTY AGREEMENTS

Explanatory statement

Related-party agreements are presented in detail in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.9.1).

In the fifth resolution, in the absence of related-party agreements authorised and signed during the 2025 financial year, we ask you to note that there are no agreements to approve.

Agreements authorised in prior years

The agreements authorised and signed during previous financial years and whose performance continued during the last financial year are described in the Statutory Auditors’ special report on the agreements referred to in Articles L. 226-10, L. 225-38 to L. 225-43, L. 22-10-12 and L. 22-10-13 of the French Commercial Code (*Code de commerce*). Since they have already been approved by the General Meeting, they are not resubmitted to you for a vote.

This report can be found in the 2025 universal registration document (chapter 8 “Combined General Meeting of 17 April 2026”, § 8.4.3).

A summary of the related-party agreements in force is presented in the Supervisory Board corporate governance report in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.9.1).

Fifth resolution

Approval of related-party agreements

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Statutory Auditors’ special report on the agreements pertaining to the combined provisions of Articles L. 226-10,

L. 225-38 to L. 225-43, L. 22-10-12 and L. 22-10-13 of the French Commercial Code (*Code de commerce*), approves said report in all its provisions, as well as the agreements and transactions referred to therein.

1) Within the scope of the single flat-rate withholding tax, taxpayers may opt, expressly and irrevocably before the deadline for the declaration and overall for all their revenue defined in Article 200-A-1 of the French General Tax Code, for their revenue to be taxed using the progressive income tax scale, in accordance with Article 200-A-2 of the French General Tax Code.

SIXTH RESOLUTION: AUTHORISATION GRANTED TO THE EXECUTIVE MANAGEMENT TO TRADE IN THE COMPANY'S SHARES

Explanatory statement

In the sixth resolution, you are asked to renew the authorisation granted to the Executive Management to trade in the Company's shares.

Purpose

The shares may be repurchased in order to be allocated to the objectives permitted by Regulation (EU) no. 596/2014 of 16 April 2014 on market abuse (Market Abuse Regulation – “MAR”):

- ◆ objectives provided for in Article 5 of the MAR: capital decrease, hedging of debt securities exchangeable for shares and coverage of employee shareholding plans;
- ◆ objectives provided for in Article 13 of the MAR and, under the sole market practice accepted by the French Financial Markets Authority (AMF): the implementation of a liquidity contract by an investment service provider acting independently and in accordance with the provisions of AMF decision no. 2021-01 of 22 June 2021;
- ◆ other objectives: acquisitions, hedging of equity securities exchangeable for shares and, more generally, allocation to the completion of any transactions in accordance with the regulations in force.

Limits of the authorisation

- ◆ purchases and sales of securities representing holdings of up to 10% of the share capital would be authorised, *i.e.* for indicative purposes as at 31 December 2025: 10,556,941 shares;
- ◆ the maximum purchase price (excluding costs) would be set at €3,400 per share;
- ◆ the maximum amount of funds to be committed would be set at €10 billion. It is specified that treasury shares held on the day of the General Meeting are not taken into account in this maximum amount;
- ◆ pursuant to the law, the total number of shares held at any given date may not exceed 10% of the share capital as at that date.

Duration of the authorisation

This authorisation would be valid for a period of 18 months from the date of the General Meeting.

Sixth resolution

Authorisation granted to the Executive Management to trade in the Company's shares

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Executive Management report:

- 1) authorises the Executive Management, with the option to sub-delegate under the terms and conditions set by law, in accordance with the provisions of Articles L. 22-10-62 *et seq.* of the French Commercial Code (*Code de commerce*) and Regulation (EU) no. 596/2014 of 16 April 2014 on market abuse (MAR), to buy Company shares or have Company shares bought, within the limits stipulated by legal and regulatory provisions, provided that:
 - ◆ the number of shares purchased by the Company during the term of the buyback programme shall not exceed 10% of the total number of shares comprising the Company's share capital, at any time; this percentage shall apply to share capital adjusted in accordance with transactions that may affect it subsequent to this General Meeting. In accordance with the provisions of Article L. 22-10-62 of the French Commercial Code (*Code de commerce*), the number of shares used as a basis for calculating the 10% limit is the number of shares bought, less the number of shares sold during the term of the authorisation if these shares were purchased to ensure liquidity under the conditions defined by the French Financial Markets Authority (AMF) General Regulation, and
 - ◆ the Company will not at any time own more than 10% of its share capital on the date in question;

2) resolves that the shares may be acquired with a view to:

- ◆ objectives provided for in Article 5 of the MAR:
 - cancelling all or part of the shares bought back in this way in order notably to increase the return on equity and earnings per share, and/or to neutralise the dilutive impact for shareholders of capital increases, wherein such purpose is contingent upon adoption of a special resolution by the Extraordinary General Meeting,
 - reallocating them upon the exercise of rights attached to debt securities giving entitlement by conversion, exercise, redemption, exchange, presentation of a warrant or in any other way, to the allocation of Company shares,
 - allotting or selling the shares to employees and Corporate Officers of the Company or a Group company, under the terms and conditions stipulated by law, as part of stock option plans (in accordance with the provisions of Articles L. 225-179 *et seq.* of the French Commercial Code (*Code de commerce*)), or free share allocations (in accordance with the provisions of Articles L. 225-197-1 *et seq.* and L. 22-10-59 *et seq.* of the French Commercial Code (*Code de commerce*)), or with respect to their participation in the Company's profit-sharing or through a shareholding plan or a company or group savings plan (or similar plan) under conditions provided by law, in particular Articles L. 3332-1 *et seq.* of the French Labour Code;

- ♦ objectives provided for in Article 13 of the MAR and under the sole market practice accepted by the French Financial Markets Authority (AMF):
 - ensuring the promotion of a secondary market or the liquidity of the share through an investment service provider acting independently under a liquidity contract in accordance with an ethics charter recognised by the French Financial Markets Authority (AMF), and in accordance with the provisions of AMF decision no. 2021-01 of 22 June 2021;
- ♦ other objectives:
 - retaining the shares, in order subsequently to transfer the shares in payment, exchange or as other consideration for acquisitions initiated by the Company, it being specified that the number of shares purchased by the Company in view of retaining them and subsequently delivering them in payment or exchange under the terms of a merger, demerger or contribution shall not exceed 5% of the share capital,
 - reallocating them upon the exercise of rights attached to equity securities giving entitlement by conversion, exercise, redemption, exchange, presentation of a warrant or in any other way, to the allocation of Company shares; and more generally,
 - allocating them to the completion of any transactions in accordance with the applicable regulations.

This programme is also intended to enable the Company to operate for any other purpose that may be authorised, or come to be authorised, by law or regulations in force, including in particular any other market practice that may come to be approved by the French Financial Markets Authority (AMF), subsequent to this General Meeting.

In such case, the Company would inform its shareholders by publishing a special notice;

- 3) resolves that, except for shares acquired for allocation under share purchase plans for the Company's employees or Corporate Officers, the purchase price per share shall be no higher than three thousand four hundred euros (€3,400), excluding costs;
- 4) resolves that the Executive Management may nevertheless adjust the aforementioned purchase price in the event of a change in the par value of the share, a capital increase by capitalisation of reserves, a free share allocation, a stock split or reverse split, a write-off or reduction in the share capital, a distribution of reserves or other assets, or any other equity transactions, to take into account the effect of such transactions on the value of the share;

- 5) resolves that the maximum amount of funds that may be committed to this share purchase programme cannot exceed ten billion euros (€10 billion);
- 6) resolves that the shares may be purchased by any means, including all or part of interventions on regulated markets, multilateral trading systems, with systematic internalisers or OTC, including block purchases of securities (without limiting the portion of the buyback programme carried out by this means), by public tender or exchange offering or the use of options or derivatives (in compliance with legal and regulatory requirements applicable at the time), excluding the sale of put options, and at the time that the Executive Management deems appropriate, including during a public offering for the shares of the Company, in accordance with stock market regulations, either directly or indirectly via an investment services provider. The shares acquired pursuant to this authorisation may be retained, sold, or transferred by any means, including by block sales, and at any time, including during public offerings;
- 7) grants all powers to the Executive Management to implement this delegation, and in particular:
 - ♦ to decide and carry out the transactions provided for by this authorisation,
 - ♦ to determine the terms, conditions and procedures applicable thereto,
 - ♦ to place all orders, either on or off market,
 - ♦ to adjust the purchase price of the shares to take into account the effect of the aforementioned transactions on the value of the share,
 - ♦ to allocate or re-allocate the acquired shares to the various objectives pursued under the applicable legal and regulatory conditions,
 - ♦ to enter into all agreements, in particular for purposes of maintaining the stock transfer ledgers,
 - ♦ to file all necessary reports with the French Financial Markets Authority (AMF) and any other relevant body,
 - ♦ to undertake all formalities, and
 - ♦ to generally carry out all necessary measures;
- 8) resolves that this authorisation is granted for a period of 18 months from this meeting.

This authorisation cancels and replaces, for the remaining term and the unused portion, the authorisation granted by the Combined General Meeting of 30 April 2025 in its sixth resolution ("Authorisation granted to the Executive Management to trade in the Company's shares").

SEVENTH, EIGHTH, NINTH AND TENTH RESOLUTIONS: APPROVAL OF TOTAL COMPENSATION AND BENEFITS OF ALL KINDS PAID DURING OR AWARDED IN RESPECT OF THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 TO THE CORPORATE OFFICERS - EFFECTIVE APPLICATION OF THE COMPENSATION POLICY

Explanatory statement

The mechanism applicable to *sociétés en commandite par actions* (partnerships limited by shares) governing Senior Executive compensation is described in detail in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8).

In respect of the past financial year (ended on 31 December 2025), this mechanism provides for:

- ◆ a so-called “global” *ex-post* vote concerning the information referred to in I of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*). This information reflects, for each of the Corporate Officers in office during the financial year ended on 31 December 2025, the effective application of the compensation policy for that financial year.

The information referred to in 1°, 2° and 4° of Article L. 22-10-9, I. of the French Commercial Code (*Code de commerce*) is detailed and explained below. The other information referred to in this Article, which is also subject to the global *ex-post* vote, is described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1, § 2.8.2 and § 2.8.4).

In the seventh resolution you are asked to approve this information for each of the Corporate Officers;

- ◆ a so-called “individual” *ex-post* vote concerning the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended to the Executive Chairmen and the Chairman of the Supervisory Board.

In the eighth to tenth resolutions, you are asked to approve the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to the Executive Chairmen and the Chairman of the Supervisory Board.

The components making up this total compensation and benefits of all kinds are presented in the tables below:

Resolution	Corporate Officers concerned
Global ex-post vote	
7th (information on the compensation and benefits of all Corporate Officers)	Executive Chairmen, Chairman and members of the Supervisory Board
Individual ex-post votes	
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

Executive Chairmen

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Seventh and eighth resolutions (global and individual ex-post votes): Mr Axel Dumas			<p>To the extent that the Executive Chairmen receive neither multi-year variable compensation nor deferred variable compensation, only the following elements are subject to a vote:</p> <ul style="list-style-type: none"> ◆ fixed compensation paid during financial year 2025; ◆ variable compensation awarded in respect of financial year 2024, paid during financial year 2025; ◆ variable compensation awarded in respect of financial year 2025 whose payment in 2026 is contingent on approval by shareholders at the General Meeting of 17 April 2026; and ◆ benefits of all kinds. <p>The components of compensation detailed below all comply with the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.2).</p> <p>The other information referred to in Article L. 22-10-9, I. of the French Commercial Code (<i>Code de commerce</i>), which is also subject to the global ex-post vote, is described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1, § 2.8.2 and § 2.8.4).</p> <p>In the seventh resolution you are asked to approve this information for each of the Corporate Officers.</p>
Gross annual fixed compensation for 2025 (or “additional” compensation in the Articles of Association)	€2,790,386		<p>The fixed compensation of Mr Axel Dumas for 2025 was determined by the Executive Management Board on 12 February 2025, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 13 February 2025.</p> <p>In accordance with the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.2), the actual gross annual fixed compensation in 2025 of Mr Axel Dumas increased (a change limited to +5% compared with an increase in revenue at constant exchange rates of +14.7%) compared to the 2024 financial year.</p>
Gross annual variable compensation for 2025 (compensation set by the Articles of Association (“statutory compensation”))	€5,042,291 of which 10% for achieving the CSR criterion		<p>The gross annual variable compensation in 2025 of Mr Axel Dumas, awarded in respect of financial year 2024, was determined by the Executive Management Board on 12 February 2025, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 13 February 2025.</p> <p>This part of compensation was approved by shareholders at the General Meeting of 30 April 2025 (seventh and eighth resolutions).</p> <p>In accordance with the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.2), the actual gross annual variable compensation in 2025 of Mr Axel Dumas increased (+8.9%) compared to the 2024 financial year.</p>
Deferred variable compensation	n/a		The principle of the allocation of deferred variable compensation is not provided for.
Multi-year variable compensation	n/a		The principle of such compensation is not provided for.
Exceptional compensation	n/a		The principle of such compensation is not provided for.

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Stock options, performance-based shares or any other component of long-term compensation (IFRS valuation at the allocation date)	Stock options: n/a Performance-based shares: n/a Other items: n/a		No stock option or performance-based share plans benefiting the Executive Chairmen were implemented during or in respect of the 2025 financial year.
Compensation for assumption of duties		n/a	No such commitment exists.
Severance payment	€0	€0	The conditions governing the severance payment are presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.2.4). No payment has been made during or in respect of financial year 2025.
Non-compete indemnity		n/a	Mr Axel Dumas is not subject to any non-competition agreement, therefore no compensation is made in this respect.
Supplemental pension plan	1. With respect to Article 39: no payment 2. With respect to Article 83: no payment 3. With respect to Article 82: no payment in favour of the Executive Chairman Gross contribution of €1,648,869 (after deduction of the applicable social security contributions and the withholding of income tax, the amount of the contribution that was paid (net amount) to the insurer was €768,667)		The supplemental pension plans (with reference to Articles 39, 82 and 83 of the French General Tax Code) are presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.2.4). No payment has been made during or in respect of financial year 2025. 1. <i>Defined-benefit pension plan (Article 39 of the French General Tax Code – Article L. 137-11 of the French Social Security Code)</i> Subject to satisfying the conditions of the plan at the time of liquidation of his pension, in particular, the beneficiary ending his career in the Company after at least 10 years' of service and the liquidation of the retirement pension as per the basic social security pension regime, and any statutory changes that may occur, the potential pension rights calculated for Mr Axel Dumas as at 31 December 2025 would be €165,326. 2. <i>Defined-contribution pension plan (Article 83 of the French General Tax Code)</i> For information, the estimated maximum gross amount of the annual pension under the defined-contribution pension plan, if Mr Axel Dumas had been able to liquidate his pension rights as at 31 December 2025, would amount to €13,442. 3. <i>Defined-contribution funded pension plan (Article 82 of the French General Tax Code)</i> The plan provides for a gross annual contribution based on the "Reference Compensation" of the Executive Chairman, consisting, at the payment date, of (i) the annual fixed compensation for year N and (ii) the annual variable compensation awarded in respect of year N-1 and paid in year N (subject to approval by the Shareholders' General Meeting). The contribution is calculated by applying a rate to the Reference Compensation that varies from 0% to 20% depending on the achievement of the applicable performance conditions (chapter 2 "Corporate governance", § 2.8.1.2.4). The CAG-CSR Committee evaluated the level of achievement of the performance criteria at its meeting of 13 February 2025 and noted that the three indicators making up the criteria were fully achieved. Consequently, and in accordance with the system, a gross contribution amount of €1,648,869 was determined, corresponding to 20% of the Reference Remuneration (€8,244,480). It is specified that after deduction of the applicable social security contributions and the withholding of income tax, the net amount of the contribution that was paid to the insurer was €768,667. Mr Axel Dumas did not receive any cash payment.
Compensation paid or awarded by a company falling within the scope of consolidation		n/a	The principle of such compensation is not provided for.

n/a: not applicable.

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Valuation of benefits of all kinds		€12,415	Benefits in kind are presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.2.4).
Death and disability plan			The death and disability plan is presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.2.4).
Gross annual variable compensation for 2026 (compensation set by the Articles of Association ("statutory compensation"))	€5,314,575 of which 10% for achieving the CSR criterion		<p>The gross annual variable compensation for 2026 of Mr Axel Dumas, awarded in respect of financial year 2025, was determined by the Executive Management Board on 10 February 2026, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 11 February 2026.</p> <p>A portion of the variable compensation is subject to a "CSR" criterion representing the Group's firm and ongoing commitments to sustainable development.</p> <p>The CAG-CSR Committee evaluated the level of achievement of the CSR criterion applicable to 10% of the variable compensation of the Executive Chairmen at its meeting of 9 February 2026 and noted that the three indicators making up the criterion were fully achieved. The details of this assessment can be found in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.2.1.2).</p> <p>Consequently, the gross variable compensation awarded in respect of financial year 2025 was calculated by applying the change in the Company's consolidated net income before tax for financial year 2025 compared with 2024, i.e. an increase of +5.4%, to the variable compensation paid in 2025 in respect of financial year 2024.</p> <p>Payment of this compensation is subject to the approval of the General Meeting of 17 April 2026.</p>

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Seventh and ninth resolutions (global and individual ex-post votes): Émile Hermès SAS			<p>To the extent that the Executive Chairmen receive neither multi-year variable compensation nor deferred variable compensation, only the following elements are subject to a vote:</p> <ul style="list-style-type: none"> ◆ fixed compensation paid during financial year 2025; ◆ variable compensation awarded in respect of financial year 2024, paid during financial year 2025; ◆ variable compensation awarded in respect of financial year 2025 whose payment in 2026 is contingent on approval by the shareholders at the General Meeting of 17 April 2026; ◆ benefits of all kinds. <p>The components of compensation presented below all comply with the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.1 and § 2.8.1.2).</p> <p>The other information referred to in Article L. 22-10-9, I. of the French Commercial Code (<i>Code de commerce</i>), which is also subject to the global ex-post vote, is described in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1, § 2.8.2 and § 2.8.4).</p> <p>In the seventh resolution you are asked to approve this information for each of the Corporate Officers.</p>
Gross annual fixed compensation for 2025 (or "additional" compensation in the Articles of Association)		€948,562	<p>The fixed compensation paid in 2025 to Émile Hermès SAS was determined by the Executive Management Board on 12 February 2025, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 13 February 2025.</p> <p>In application of the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.8.1.1 and § 2.8.1.2), the actual gross annual fixed compensation of Émile Hermès SAS in 2025 has evolved upwards (an increase limited to +5%, compared to an increase in revenue at constant exchange rates of +14.7%) for the 2024 financial year.</p>

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Gross annual variable compensation for 2025 (compensation set by the Articles of Association (“statutory compensation”))		€2,351,359 of which 10% for achieving the CSR criterion	The gross annual variable compensation of Émile Hermès SAS in 2025, awarded in respect of financial year 2024, was determined by the Executive Management Board on 12 February 2025, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 13 February 2025. This part of compensation was approved by shareholders at the General Meeting of 30 April 2025 (7th and 9th resolutions). In accordance with the compensation policy for the Executive Chairmen presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and 2.8.1.2), the actual gross annual variable compensation for 2025 of Émile Hermès SAS increased (+8.9%) in respect of financial year 2024.
Deferred variable compensation		n/a	The principle of the allocation of deferred variable compensation is not provided for.
Multi-year variable compensation		n/a	The principle of such compensation is not provided for.
Exceptional compensation		n/a	The principle of such compensation is not provided for.
Stock options, performance-based shares or any other component of long-term compensation (IFRS valuation at the allocation date)	Stock options: n/a Performance-based shares: n/a Other items: n/a		No stock option or performance-based share plans benefiting the Executive Chairmen were implemented during or in respect of the 2025 financial year. Émile Hermès SAS, a legal entity, is in addition not eligible for the stock option or performance-based share plans.
Compensation for assumption of duties		n/a	No such commitment exists.
Severance payment		n/a	No such commitment exists.
Non-compete indemnity		n/a	No such commitment exists.
Supplemental pension plan		n/a	Émile Hermès SAS, a legal entity, is not eligible for a supplemental pension plan.
Compensation paid or awarded by a company falling within the scope of consolidation		n/a	The principle of such compensation is not provided for.
Valuation of benefits of all kinds		n/a	Émile Hermès SAS does not receive benefits of all kinds.
Death and disability plan		n/a	Émile Hermès SAS, a legal entity, is not eligible for a death and disability plan.

n/a: not applicable.

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Gross annual variable compensation for 2026 (compensation set by the Articles of Association (“statutory compensation”))	€2,478,332 of which 10% for achieving the CSR criterion		<p>The gross annual variable compensation of Émile Hermès SAS in 2026, awarded in respect of financial year 2025, was determined by the Executive Management Board on 10 February 2026, in accordance with the compensation policy for the Executive Chairmen, and was submitted to the Supervisory Board for approval at its meeting of 11 February 2026.</p> <p>A portion of the variable compensation is subject to a “CSR” criterion representing the Group’s firm and ongoing commitments to sustainable development.</p> <p>The CAG-CSR Committee evaluated the level of achievement of the CSR criterion applicable to 10% of the variable compensation of the Executive Chairmen at its meeting of 9 February 2026 and noted that the three indicators making up the criterion were fully achieved. The details of this assessment can be found in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.2.1.2).</p> <p>Consequently, the gross variable compensation awarded in respect of financial year 2025 was calculated by applying the change in the Company’s consolidated net income before tax for financial year 2025 compared with 2024, i.e. an increase of +5.4%, to the variable compensation paid in 2025 in respect of financial year 2024.</p> <p>Payment of this compensation is subject to the approval of the General Meeting of 17 April 2026.</p>

Chairman of the Supervisory Board

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Seventh and tenth resolutions (global and individual ex-post votes): Mr Éric de Seynes			<p>The components of compensation detailed below all comply with the compensation policy for members of the Supervisory Board described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.3).</p> <p>The other information referred to in Article L. 22-10-9, I. of the French Commercial Code (<i>Code de commerce</i>), which is also subject to the global ex-post vote, is described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1, § 2.8.2 and § 2.8.4).</p> <p>In the seventh resolution you are asked to approve this information for each of the Corporate Officers.</p>
Gross annual fixed compensation	€180,000	€180,000	The Chairman of the Supervisory Board is entitled to fixed annual compensation of €180,000. This is deducted from the total amount of compensation awarded to the Supervisory Board by the General Meeting. He is not entitled to any variable compensation as he attends all Supervisory Board meetings.
Gross annual variable compensation		n/a	The principle of such compensation for the Chairman is not provided for.
Other components of compensation		n/a	No other form of compensation is provided for.
Other commitments		n/a	No other commitments exist.

Other members of the Supervisory Board

Components of compensation submitted to the vote	Amount awarded in respect of financial year 2025 or accounting valuation	Amount paid during financial year 2025	Presentation
Seventh resolution (global ex-post vote): Members of the Supervisory Board (excluding the Chairman)			The components of compensation detailed below all comply with the compensation policy for members of the Supervisory Board described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.3). The other information referred to in Article L. 22-10-9, I. of the French Commercial Code (<i>Code de commerce</i>), which is also subject to the global ex-post vote, is described in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1, § 2.8.2 and § 2.8.4). In the seventh resolution you are asked to approve this information for each of the Corporate Officers.
Gross annual fixed compensation for Board members	Please refer to Table 3 in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.4.3)		The allocation principles provided for in the compensation policy are presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.3).
Gross annual variable compensation for Board members	Please refer to Table 3 in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.4.3)		The allocation principles provided for in the compensation policy are presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.3).
Other components of compensation		n/a	No other form of compensation is provided for.
Other commitments		n/a	No other commitments exist.

Seventh resolution

Approval of the information referred to in I of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*) with regard to compensation for the financial year ended 31 December 2025, for all Corporate Officers (global ex-post vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Supervisory Board’s corporate governance report, approves, in accordance with I of Article L. 22-10-77 of the French Commercial Code (*Code de commerce*), in respect of each Corporate Officer, the information referred to in I of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*), as presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.2) and in the explanatory statements to the resolutions.

Eighth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Axel Dumas, Executive Chairman (individual ex-post vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, in accordance with the provisions of II of Article L. 22-10-77 of the French Commercial Code (*Code de commerce*), approves the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Axel Dumas, Executive Chairman, as presented in the explanatory statements to the resolutions.

Ninth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Émile Hermès SAS, Executive Chairman (individual ex-post vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, in accordance with the provisions of II of Article L. 22-10-77 of the French Commercial Code (*Code de commerce*), approves the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Émile Hermès SAS, Executive Chairman, as presented in the explanatory statements to the resolutions.

Tenth resolution

Approval of total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Éric de Seynes, Chairman of the Supervisory Board (individual ex-post vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, in accordance with the provisions of II of Article L. 22-10-77 of the French Commercial Code (*Code de commerce*), approves the total compensation and benefits of all kinds paid during or awarded in respect of the financial year ended 31 December 2025 to Mr Éric de Seynes, Chairman of the Supervisory Board, as presented in the explanatory statements to the resolutions.

ELEVENTH AND TWELFTH RESOLUTIONS: COMPENSATION POLICIES FOR THE EXECUTIVE CHAIRMEN AND SUPERVISORY BOARD MEMBERS (EX-ANTE VOTES)

Explanatory statement

The mechanism applicable to *sociétés en commandite par actions* (partnerships limited by shares) governing Senior Executive compensation is described in detail in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8).

This system provides that the Shareholders’ General Meeting votes each year on the compensation policies of the Corporate Officers (i.e. the Executive Chairmen and the Supervisory Board members). These are presented in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 to § 2.8.1.3).

As explained in § 2.8.1.2.1 of chapter 2 “Corporate governance”, the Executive Management Board of Émile Hermès SAS, Active Partner, renewed the compensation policy for the Executive Chairmen approved by the General Meeting of 17 April 2025.

In the eleventh resolution, you are asked to approve the compensation policy for the Executive Chairmen (unchanged).

In the twelfth resolution, you are asked to approve the compensation policy for members of the Supervisory Board (unchanged).

Resolution	Corporate Officers concerned
Ex-ante votes	
11th (compensation policy)	Executive Chairmen
12th (compensation policy)	Members of the Supervisory Board

Eleventh resolution

Approval of the compensation policy for the Executive Chairmen (ex-ante vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Supervisory Board’s corporate governance report, pursuant to II of Article L. 22-10-76 of the French Commercial Code (*Code de commerce*), approves the compensation policy for Executive Chairmen, as set out in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.2).

Twelfth resolution

Approval of the compensation policy for Supervisory Board members (ex-ante vote)

The General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the Supervisory Board’s corporate governance report, pursuant to II of Article L. 22-10-76 of the French Commercial Code (*Code de commerce*), approves the compensation policy for members of the Supervisory Board, as set out in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.8.1.1 and § 2.8.1.3).

THIRTEENTH, FOURTEENTH AND FIFTEENTH RESOLUTIONS: REAPPOINTMENT OF SUPERVISORY BOARD MEMBERS

Explanatory statement

The terms of office of four members of the Supervisory Board (Ms Dorothée Altmayer, Ms Monique Cohen, Mr Renaud Momméja and Mr Éric de Seynes) expire at the end of this meeting.

In the thirteenth, fourteenth and fifteenth resolutions, the Active Partner asks you to renew, for the three-year period, the terms of office of Ms Dorothée Altmayer, Mr Renaud Momméja and Mr Éric de Seynes.

These three terms of office would thus expire at the end of the General Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Ms Dorothée Altmayer has been a member of the Supervisory Board since 6 June 2017. She brings to the Board her in-depth knowledge of the history and culture of Hermès. Her professional background, her skills in human resources, and the commitment with which she carries out her duties enable her to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.

Mr Renaud Momméja has been a member of the Supervisory Board since 2 June 2005. He brings to the Board his in-depth knowledge of the history and culture of Hermès, as well as that of Asia. His professional background, his expertise in the fields of real estate, finance, corporate strategy and CSR, and the commitment with which he carries out his duties and participates in the Audit and Risk Committee enable him to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.

Mr Éric de Seynes has been a member of the Supervisory Board since 7 June 2010 (he previously held this position from 2005 to 2008). He brings to the Board his in-depth knowledge of the history and culture of Hermès, alongside his leadership skills. His professional background, his extensive managerial experience, his skills as an operational and functional executive of an industrial group with an international dimension, and the commitment with which he carries out his duties enable him to make an effective contribution to the quality of the discussions and work of the Board in all of its areas of responsibility.

Cumulative attendance over the last three years (2023-2025) of their term of office

	Supervisory Board	Audit and Risk Committee	CAG-CSR Committee
Ms Dorothée Altmayer	95.24%	n/a	n/a
Mr Renaud Momméja	95.24%	94.44%	n/a
Mr Éric de Seynes	100.00%	n/a	n/a

n/a: not applicable.

Information concerning the persons whose reappointment is submitted for your approval is provided in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.4.8.1, § 2.4.8.2, § 2.4.8.4 and § 2.4.8.12).

These reappointments are in line with the diversity policy applied within the Supervisory Board, which is described in detail in the 2025 universal registration document (chapter 2 “Corporate governance”, § 2.4.3).

The Supervisory Board has set itself objectives or principles in terms of optimal Board size, age limit, number of independent members and diversity (representation of women and men, nationalities, international experience, expertise, etc.), and has gradually changed the composition of the Board to achieve this.

These proposed reappointments submitted to the vote of the General Meeting meet these objectives and principles, in particular by enabling a variety of skills and experience to be retained, covering each of the areas of expertise corresponding to the main operational issues facing the Hermès Group and the core subjects that the Supervisory Board and its committees are required to oversee as part of their duties. They also respond to the Board’s desire to maintain a composition that takes into account the specific nature of the Maison Hermès.

Thirteenth resolution

Reappointment of Supervisory Board member Ms Dorothée Altmayer for a term of three years

On proposal of the Active Partner, the General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, renews, as a member of the Supervisory Board the mandate of:

Ms Dorothée Altmayer

Pursuant to Article 18.2 of the Articles of Association, her three-year term of office will expire at the end of the Annual Ordinary General Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Ms Dorothée Altmayer has indicated that she is prepared to accept the renewal of her mandate, and that she does not hold any positions and is not subject to any restrictions that could prevent her from carrying out her duties.

Fourteenth resolution

Reappointment of Supervisory Board member Mr Renaud Momméja for a term of three years

On proposal of the Active Partner, the General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, renews, as a member of the Supervisory Board the mandate of:

Mr Renaud Momméja

Pursuant to Article 18.2 of the Articles of Association, his three-year term of office will expire at the end of the Annual Ordinary General Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Mr Renaud Momméja has indicated that he is prepared to accept the renewal of his mandate, and that he does not hold any positions and is not subject to any restrictions that could prevent him from carrying out his duties.

Fifteenth resolution

Reappointment of Supervisory Board member Mr Éric de Seynes for a term of three years

On proposal of the Active Partner, the General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, renews, as a member of the Supervisory Board the mandate of:

Mr Éric de Seynes

Pursuant to Article 18.2 of the Articles of Association, his three-year term of office will expire at the end of the Annual Ordinary General Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Mr Éric de Seynes has indicated that he is prepared to accept the renewal of his mandate, and that he does not hold any positions and is not subject to any restrictions that could prevent him from carrying out his duties.

SIXTEENTH RESOLUTION: APPOINTMENT OF ONE NEW MEMBER OF THE SUPERVISORY BOARD**Explanatory statement**

The term of office of Ms Monique Cohen, independent member of the Supervisory Board of Hermès International since 2014 and Chairwoman of the Audit and Risk Committee, expires at the end of this meeting.

Ms Monique Cohen will have served terms of office totalling 12 years on 3 June 2026 and will therefore lose her status as an independent Board member according to the criteria of the Afep-Medef Code. This rule has always been strictly applied by Hermès International. For this reason, the renewal of her term of office is not proposed to this meeting.

In 2024, the Supervisory Board, in conjunction with the CAG-CSR Committee, initiated a selection process to find candidates to be proposed to the General Meeting of 17 April 2026. This process enabled the CAG-CSR Committee to identify and propose the candidacy of one person.

The sixteenth resolution proposes the appointment of Ms Lucia Sinapi-Thomas as a new member of the Supervisory Board and future Chairwoman of the Audit and Risk Committee.

Ms Lucia Sinapi-Thomas held strategic positions within Capgemini for more than 30 years, including Group Chief Tax Officer, Head of Corporate Finance, Treasury and Investor Relations, and then Deputy Chief Financial Officer until 2015. From 2016 to 2019, she served as Executive Director, Business Platforms. Since 2019, she has managed Capgemini Ventures, a structure dedicated to investments in innovation and emerging technologies. Her expertise in corporate governance is illustrated through her terms of office as a director at several listed companies, including Dassault Aviation, Eutelsat Communications and previously Bureau Veritas and Capgemini SE. This appointment would provide the Board with an in-depth understanding of the challenges of digital transformation and innovation. In addition, her international background and knowledge of best governance practices would be major assets for the Supervisory Board. Her dual financial and legal expertise, combined with her experience as a member of the Audit Committees of listed companies, makes her a particularly qualified candidate to chair the Audit and Risk Committee. Her career of more than 30 years within an international group, where she served as Deputy Chief Financial Officer, gives her an in-depth understanding of the financial, internal control and risk management issues essential to this function.

Pursuant to Article 18.2 of the Articles of Association, her first term of office will have a term of three years.

The Supervisory Board analysed the compliance with the various independence criteria of Ms Lucia Sinapi-Thomas, Executive VP of Capgemini Ventures, during its meeting of 9 January 2026, based on the work of the CAG-CSR Committee of 8 January 2026. The Supervisory Board paid particular attention to the criterion relating to business relationships.

Thus, the business relationship between the two groups was assessed on the basis of the following quantitative and qualitative criteria:

- ◆ duration of the relationship between the Hermès Group and Capgemini;
- ◆ stability of relationship;
- ◆ economic importance of this relationship (including in particular the distribution of powers in negotiations, the absence of exclusivity and the share in the respective revenue of the parties);
- ◆ any investments made as part of the relationship;
- ◆ economic interdependence between the parties (risk of serious consequences, particularly economic, in the event of a sudden termination of the relationship);
- ◆ the organisation of the relationship (decision-making power of the person proposed for appointment in the relationship/compensation of the person proposed for appointment in connection with the business relationship);
- ◆ the possible existence of links between the entity or group in question and other companies in which other members of the Supervisory Board hold executive management positions or chair an administrative or supervisory body.

Ms Lucia Sinapi-Thomas holds positions at Capgemini Ventures, a company with which the Hermès Group has no business relationship. Furthermore, Capgemini SE provides Hermès International and its subsidiaries with ongoing and arm's length consulting services in the areas of strategy and transformation, applications and technology, engineering and operations, which represent a non-significant portion of Capgemini SE's net revenue.

The Supervisory Board was thus able to conclude that Ms Lucia Sinapi-Thomas meets all the independence criteria of the Afep-Medef Code, as well as the additional criterion specific to Hermès International (not being a partner or member of the Executive Management Board of Émile Hermès SAS, Active Partner).

Subject to the approval of her appointment by this meeting, Ms Lucia Sinapi-Thomas will join the Audit and Risk Committee as its Chairwoman.

The appointment proposed to you will leave the ratios (excluding employee representatives) unchanged, namely:

- ◆ 54% women and 46% men on the Board;
- ◆ 38% independent members on the Board;
- ◆ 75% independent members on the Audit and Risk Committee; and
- ◆ 67% independent members on the CAG-CSR Committee.

This appointment is fully in line with the diversity policy applied within the Supervisory Board, which is described in detail in the 2025 universal registration document (chapter 2 "Corporate governance", § 2.4.3).

This proposed appointment submitted to the vote of the General Meeting meets the objectives and principles set by the Board, in particular by enabling a variety of skills and experience to be retained, covering each of the areas of expertise corresponding to the main operational issues facing the Hermès Group and the core subjects that the Supervisory Board and its committees are required to oversee as part of their duties. It also responds to the Board's desire to maintain a composition that takes into account the specific nature of the Maison Hermès.

The information concerning the persons whose appointment is subject to your approval is set out below:

<p>Age 61 years ¹ (19 January 1964)</p> <p>Nationality French</p> <p>Address c/o Hermès International 24, rue du Faubourg Saint-Honoré 75008 Paris</p> <p>Shares held as at 31 December 2025 None ² —</p> <p>Date of first appointment Supervisory Board ³ 17 April 2026 Audit and Risk Committee ⁴ 17 April 2026</p> <p>Term of current office 2029 GM</p>		<p>LUCIA SINAPI-THOMAS</p> <p>Independent member of the Supervisory Board of Hermès International (Vice-Chairwoman) ³ Member of the Audit and Risk Committee (Chairwoman) ⁴</p> <p>Summary of main areas of expertise and experience Ms Lucia Sinapi-Thomas is a graduate of ESSEC (1986) and holds a master's degree in law from Paris II-Panthéon Assas (1988). She was admitted to the Paris Bar as a lawyer in 1989 and obtained a financial analyst certification from the SFAF in 1997. She began her career as a lawyer in the field of business law and taxation before joining Capgemini in 1992, successively as Group Tax Director, then Head of Corporate Finance, Treasury and Investor Relations, with her scope later extended to Risk Management and Insurance, as well as being a member of the Group Commitments Committee. Deputy Chief Financial Officer from 2013 to 2015, she was then appointed Executive VP Business Platforms within the Capgemini group in 2016. Since 1 January 2019, Ms Lucia Sinapi-Thomas has been Executive Director of Capgemini Ventures.</p> <p>Ms. Lucia-Sinapi served on the Board of Directors of Capgemini SE for 12 years, as an employee shareholder representative, where she also chaired the Supervisory Board of FCPE Capgemini. She was a Director of Bureau Veritas for 12 years, during which time she contributed to the work of the Compensation and Appointments Committee and the Strategy Committee. She currently sits on the Board of Directors of Dassault Aviation, where she is a member of the Audit Committee, as well as on the Board of Directors of Eutelsat Communication.</p> <p>Key skills Ms Lucia Sinapi-Thomas will bring to the Supervisory Board an in-depth understanding of digital transformation issues, acquired over more than 30 years in the digital services sector. She has a strategic vision of innovation, supporting companies in their technological and operational transformation. Ms Lucia Sinapi-Thomas will also bring recognised financial experience. This expertise, combined with his experience on several committees, represents a major asset for the chairmanship of the Audit and Risk Committee. This significant experience as a director also gives her an in-depth understanding of governance issues and compliance requirements. Ms Lucia Sinapi-Thomas will also bring global operational expertise including in-depth knowledge of customer relationships and the strategic challenges of large organizations.</p>	
Main activities outside the Company		Executive VP at Capgemini Ventures.	
Offices and positions held during financial year 2025	In Hermès Group companies	French companies ▲ <i>None</i>	Foreign companies ▲ <i>None</i>
	Outside Hermès Group companies	French companies ◆ Capgemini Ventures Executive VP ◆ Dassault Aviation ● * Director and member of the Audit Committee ◆ Eutelsat Communications ● * Director and Chairwoman of the Compensation Committee	Foreign companies ◆ Azqore (Switzerland) Director
Other offices and positions held during the previous four financial years and having ended before 1 January 2025		French companies ◆ Capgemini ● Director representing employee shareholders and member of the Compensation Committee (term ended in 2024) ◆ Bureau Veritas ● Director and member of the Audit Committee (2013 to 2019), the Compensation and Appointments Committee and the Strategy Committee (term ended on 19/06/2025) ◆ FCPE Capgemini Chairwoman of the Supervisory Board (term ended in 2022)	Foreign companies ◆ Sogeti Sverige (Sweden) Director (term ended in 2021) ◆ Fifty Five Genesis Project (United States) Director (term ended in 2021)

(1) The ages indicated are determined in number of full years as at 31 December 2025.

(2) In accordance with Article 18.1 of the Company's Articles of Association, Ms Lucia Sinapi-Thomas will hold one Hermès International share as at the date of the General Meeting of 17 April 2026.

(3) Subject to the decisions of the General Meeting of 17 April 2026.

(4) Subject to the decisions of the General Meeting of 17 April 2026 and the Supervisory Board.

▲ Hermès Group company. ● Listed company. * Office taken into account when calculating plurality of offices.

Sixteenth resolution

Appointment of Ms Lucia Sinapi-Thomas as a new member of the Supervisory Board for a term of three years

On proposal of the Active Partner, the General Meeting, acting under the quorum and majority requirements applicable to Ordinary General Meetings, appoints, as a member of the Supervisory Board the mandate of:

Ms Lucia Sinapi-Thomas

Pursuant to Article 18.2 of the Articles of Association, her three-year term of office will expire at the end of the Annual Ordinary General Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Ms Lucia Sinapi-Thomas has indicated that she is prepared to accept this appointment, and that she does not hold any positions and is not subject to any restrictions that could prevent her from carrying out her duties.

EXTRAORDINARY BUSINESS

SEVENTEENTH RESOLUTION: AUTHORISATION TO REDUCE THE SHARE CAPITAL BY CANCELLATION OF SHARES

Explanatory statement

In the seventeenth resolution, you are asked to renew the authorisation granted to the Executive Management to cancel, on one or more occasions, in the amounts and at the times it so decides, all or part of the shares acquired by the Company under the programme to purchase its own shares.

Limit

Up to a maximum of 10% of the share capital per 24-month period.

Duration of the authorisation

This authorisation would be valid for 24 months from the date of the General Meeting.

The Statutory Auditors' report on the seventeenth resolution is presented in the 2025 universal registration document (chapter 8 "Combined General Meeting of 17 April 2026", § 8.4.5).

Seventeenth resolution

Authorisation to be granted to the Executive Management to reduce the share capital by cancellation of all or part of the treasury shares held by the Company (Article L. 22-10-62 of the French Commercial Code (*Code de commerce*)) – General cancellation programme

The General Meeting, acting under the quorum and majority requirements applicable to Extraordinary General Meetings, having reviewed the Executive Management report, the Supervisory Board report and the Statutory Auditors' special report, authorises the Executive Management, in accordance with Article L. 22-10-62 of the French Commercial Code (*Code de commerce*), to reduce the share capital by cancelling, on one or more occasions, in the amounts and at the times it so decides, some or all of the shares held by the Company or acquired by the Company under the share buyback programme referred to in the sixth resolution ("Authorisation granted to the Executive Management to trade in the Company's shares") submitted to this Meeting and/or pursuant to any authorisation granted by a past or future General Meeting, up to a maximum of 10% of the share capital per 24-month period.

The General Meeting delegates the broadest of powers to the Executive Management for the purpose of implementing this delegation, and in particular:

- ♦ to allocate the difference between the purchase price and the par value of the cancelled shares to whichever reserve account it sees fit, and to record the reduction(s) in share capital resulting from the cancellations authorised by this resolution;
- ♦ to amend the Company's Articles of Association accordingly, and to undertake all necessary formalities.

This delegation is granted to the Executive Management for a period of 24 months.

It cancels and replaces, for the remaining term and the unused portion, the authorisation granted by the Combined General Meeting of 30 April 2025 in its nineteenth resolution ("Authorisation to reduce the share capital by cancellation of shares").

EIGHTEENTH RESOLUTION: ALLOCATION OF FREE SHARES

Explanatory statement

Resolution		Reason for possible use/comments
Free shares		
18th resolution	<p>Authorisation: free allocation of existing ordinary shares</p> <p>Duration (expiry): 38 months (17 June 2029)</p> <p>Individual limit: 2% of the number of ordinary shares outstanding</p>	<p>Authorisation that is part of the Group's compensation policy, which aims in particular to:</p> <ul style="list-style-type: none"> ◆ share the fruits of growth with employees and enable them to be more closely involved in Hermès' long-term development decisions; ◆ support certain Senior Executives, excluding the Executive Chairmen, in building up occupational pension savings. <p>Delegation may be used during a public offering on the Company's shares</p>

Free allocation of shares

By the eighteenth resolution, you are asked to renew the authorisation given to the Executive Management to allocate free existing ordinary shares of the Company.

The Company wishes to renew this authorisation in order to benefit from a tool that is part of the Group's compensation policy.

The total number of free shares granted under this authorisation and not yet vested shall not represent a number of shares greater than 2% of the number of ordinary shares of the Company on the allocation date, without taking into account:

- ◆ those already allocated under previous authorisations;
- ◆ those that have not been definitively allocated at the end of the vesting period provided for in the sixth paragraph of Article L. 225-197-1, I of the French Commercial Code (*Code de commerce*);
- ◆ those that are no longer subject to the retention obligation provided for in the seventh paragraph of Article L. 225-197-1, I of the French Commercial Code (*Code de commerce*).

The total number of free shares granted must also comply with the maximum limit authorised by Article L. 225-197-1 of the French Commercial Code (*Code de commerce*) and, more generally, applicable laws.

The vesting period for the shares allocated may not be less than two years, with the Executive Management being authorised to reduce the vesting period to one year, if the allocation of shares is accompanied by a mandatory retention period of a minimum of one year. The mandatory retention period for shares may not be less than one year, with the Executive Management being authorised to modify it or eliminate it, under the conditions and limits provided for by the law in force on the date of the allocation decision, except for the specific cases set out in the resolution.

In accordance with Article L. 233-32 of the French Commercial Code (*Code de commerce*), this delegation of authority may be implemented during a public offering on the shares of the Company. In the event of allocation to one or more Executive Chairmen:

- 1) the Company must fulfil one or more of the conditions provided for in Article L. 22-10-60 of the French Commercial Code (*Code de commerce*), namely:
 - ◆ either grant free shares to all of the Company's employees and to at least 90% of the employees of its French subsidiaries, or
 - ◆ grant stock options to the employees referred to above, or
 - ◆ provide the above-mentioned employees with a unilateral contribution to the employee savings plan, or
 - ◆ improve (or set up, where applicable) the terms of employee incentive and/or profit-sharing schemes of the Company and its French subsidiaries;
- 2) in accordance with the provisions of Article L. 225-197-1, II of the French Commercial Code (*Code de commerce*), the Supervisory Board shall ensure that the allocated shares cannot be sold prior to the termination of the duties of the Executive Chairman or Chairmen, or shall set a quantity of these shares that the latter must hold in registered form until the termination of their duties;
- 3) in addition, in accordance with the Afep-Medef Corporate Governance Code, which the Company has adopted:
 - ◆ the free shares allocated will be subject to demanding performance conditions to be met over several years and defined at the time of their allocation, the maximum percentage of free shares that may be allocated will be 0.05%,
 - ◆ the beneficiary Executive Chairmen shall make a formal commitment not to use any risk hedging operations relating to their performance-based shares, until the end of the share retention period set.

This authorisation would be valid for 38 months from the date of the General Meeting.

The Statutory Auditors' report on the eighteenth resolution is presented in the 2025 universal registration document (chapter 8 "Combined General Meeting of 17 April 2026", § 8.4.7).

Eighteenth resolution

Authorisation to be given to Executive Management to grant free existing shares

The General Meeting, acting under the quorum and majority requirements applicable to Extraordinary General Meetings, having reviewed the Executive Management report, the Statutory Auditors' report and the Supervisory Board's report, in accordance with Articles L. 225-197-1 *et seq.*, L. 22-10-59 and L. 22-10-60 of the French Commercial Code (*Code de commerce*):

- 1) authorises the Executive Management to carry out, on one or more occasions, for the benefit of employees and/or Corporate Officers of the Company and companies or groups related to it under the conditions referred to in Article L. 225-197-2 of the French Commercial Code (*Code de commerce*), or to certain classes of them, free allocations of existing ordinary shares of the Company. The existing shares that may be allocated under this resolution shall be acquired by the Company under the share buyback programme authorised by the sixth resolution ("Authorisation granted to the Executive Management to trade in the Company's shares") under Article L. 22-10-62 of the French Commercial Code (*Code de commerce*), or any share buyback programme applicable previously or subsequently;
- 2) resolves that the Executive Management will determine the identity of beneficiaries or categories of beneficiaries of the allocations as well as the conditions and, where applicable, the criteria for allocating the shares;
- 3) resolves that the Executive Management will set, under the legal conditions and limits, the dates on which the free allocations will be made;
- 4) resolves that the total number of ordinary shares granted free of charge under this authorisation may not be such that the total number of free shares granted under this resolution and not yet exercised represents a number of shares greater than 2% of the number of ordinary shares of the Company on the day the free shares are allocated, without taking into account:
 - ◆ those already allocated pursuant to authorisations by previous General Meetings,
 - ◆ those that have not been definitively allocated at the end of the vesting period provided for in the sixth paragraph of Article L. 225-197-1 of the French Commercial Code (*Code de commerce*),
 - ◆ those that are no longer subject to the retention obligation provided for in the seventh paragraph of Article L. 225-197-1, I of the French Commercial Code (*Code de commerce*);
- 5) resolves that the Executive Management will set, at the time of each allocation, the vesting period at the end of which the allocation of ordinary shares will become final, with this period not being less than one year; however, in the event of the death of the beneficiary, his or her heirs may request the allocation of the shares within six months of the beneficiary's death, subject, where applicable, to the achievement of the performance conditions; in addition, in the event of disability of the beneficiary corresponding to the classification in the second or third of the categories provided for in Article L. 341-4 of the French Social Security Code and resulting in the cessation of all professional activity, the latter may request the allocation of his or her shares before the end of this period, subject, where applicable, to the achievement of the performance conditions;
- 6) resolves that the Executive Management will set, in principle, at the time of each allocation, a retention period during which the shares must be held by the beneficiaries, which will run from the final allocation of the ordinary shares and may not be less than one year, with the Executive Management nevertheless being authorised to modify or eliminate the said retention period, under the conditions and limits provided for by the law in force on the date of the allocation decision. However, the shares will be freely transferable in the event of the death of the beneficiary, as well as in the event of disability of the beneficiary corresponding to the classification in the second or third category provided for in Article L. 341-4 of the French Social Security Code;
- 7) authorises the Executive Management to set, where applicable, the conditions and criteria for the allocation of shares, such that, without the following list being exhaustive, the conditions of length of service, the conditions relating to the continuation of the employment contract or corporate office during the vesting period, and any other financial or individual or collective performance condition;
- 8) authorises the Executive Management to register the free shares allocated in a registered account in the name of their holder, stating, where applicable, the unavailability of the shares;
- 9) authorises the Executive Management to make, if necessary, during the vesting period of the allocated shares, all adjustments in order to take into account the impact of transactions on the Company's share capital and, in particular, to determine the conditions under which the number of ordinary shares allocated will be adjusted;
- 10) confirms that, pursuant to Article L. 233-32 of the French Commercial Code (*Code de commerce*), this delegation may be implemented during a public offering on the shares of the Company;
- 11) more generally, gives the broadest of powers to the Executive Management, with the option of subdelegation under the legal conditions, for the purpose of entering into all agreements, preparing all documents, carrying out all formalities and declarations to all bodies, and, more generally, to do whatever is otherwise necessary:
 - ◆ the period during which the Executive Management may make use of this authorisation, on one or more occasions, is set at 38 months from the date of this Meeting,
 - ◆ in the event of allocation to one or more Executive Chairmen:
 - resolves that the Executive Management shall ensure that the Company meets one or more of the conditions provided for in Article L. 22-10-60 of the French Commercial Code (*Code de commerce*), and shall take all measures to this effect,

- resolves that the Supervisory Board shall ensure that the allocated shares cannot be sold prior to the termination of the duties of the Executive Chairman or Chairmen, or shall set a quantity of these shares that the latter must hold in registered form until the termination of their duties,
- resolves that, in accordance with the Afep-Medef Corporate Governance Code, which the Company has adopted:
 - the free shares awarded will be subject to demanding performance conditions to be met over several consecutive years, defined at the time of their allocation,
 - the maximum percentage of free shares that may be allocated to the Executive Chairmen under this resolution will be 0.05%, this sub-limit being deducted from the 2% limit of this resolution,
 - the beneficiary Executive Chairmen shall make a formal commitment not to use any risk hedging operations relating to their performance-based shares, until the end of the share retention period set,
 - ♦ each year, the Executive Management shall inform the General Meeting of the allocations made under this resolution pursuant to the legal conditions, and in particular Article L. 225-197-4 of the French Commercial Code (*Code de commerce*).

This delegation cancels, for the remaining term and up to the unused portion, and replaces the delegation granted by the Combined General Meeting of 30 April 2024 in its nineteenth resolution (free allocations of existing shares).

NINETEENTH RESOLUTION: AMENDMENT OF THE ARTICLES OF ASSOCIATION

Explanatory statement

By the 19th resolution, we ask you to amend Article 24.2 of the Articles of Association in order to bring them into compliance with Decree No. 2026-94 of 13 February 2026. In particular, this decree brings forward the "record date" for participation in General Meetings, which is now set at D - 5 working days at 00:00 (and no longer D-2 working days at 00:00) in relation to the General Meeting.

The right to participate in General Meetings is therefore now subject to the shareholder's shares being "registered in an account" on the fifth working day preceding the meeting at midnight (Paris time).

Nineteenth resolution

Amendment of Article 24.2 of the Articles of Association

The General Meeting, acting under the quorum and majority requirements applicable to Extraordinary General Meetings, having reviewed the Executive Management report and the Supervisory Board's report, decides to amend Article 24.2 of the Articles of Association as follows:

24 - SHAREHOLDERS' GENERAL MEETING

The first paragraph of section 24.2 now reads as follows (the words added are underlined and in bold, the words deleted are crossed out):

"24.2 - The right to participate in General Meetings is subordinated to

registered shares being entered in the Company's register or bearer shares being registered in a securities account opened with an authorised financial intermediary, ~~no later than two business days before the date of the meeting before midnight, Paris time~~ **in accordance with the terms and conditions provided for by the regulations in force**. Shareholders owning bearer shares must obtain a shareholding certificate from the authorised financial intermediary evidencing the registration of their shares, which is attached to the postal vote or proxy form. All shareholders may cast their votes remotely or by proxy, under the conditions set forth in the applicable regulations.

TWENTIETH RESOLUTION: POWERS

Explanatory statement

The twentieth resolution is a standard resolution making it possible to undertake all legal filing and disclosure formalities required by law, following the General Meeting.

Twentieth resolution

Delegation of authority to carry out the formalities related to the General Meeting

The General Meeting, acting under the quorum and majority requirements applicable to Extraordinary General Meetings, confers full powers on any bearer of an extract or copy of these minutes

recording its resolutions, in order to carry out all legal publication or other formalities.



REQUEST FOR THE MAILING OF DOCUMENTS AND LEGAL INFORMATION

COMBINED GENERAL MEETING OF 17 AVRIL 2026

Every shareholder can, from the notice of the meeting and up to five days before the meeting, i.e. until 10 April 2026, request that legal documents and information be sent to the shareholder.

If you wish to receive these documents, please return the present form to the following address:

Uptevia, Services des Assemblées - 90-110 Esplanade du Général de Gaulle - 92931 Paris La Défense Cedex

The documents will be sent to you, with the exception of the documents appended to the notice of meeting.

I Mr Mrs

Surname:.....

First Name:.....

Address:.....

Owner of:..... registered share(s)

..... bearer share(s) held by:

.....¹

requests that the following documents be sent to the address above:

the legal documents and information listed in Articles R. 225-81 and R. 225-83 of the French Commercial Code (*Code de commerce*);

the 2025 universal registration document:

in French,

in English.

IMPORTANT: this request should only be sent, dated and signed, if the shareholder intends to avail of the specified regulatory provisions. This form may serve as a general request for all Shareholders' Meetings, if specified by the shareholder.

In:, on:2026

(signature)

1. Necessarily join a certificate of registration of the shares.

The universal registration document includes the Executive Management's report, the consolidated accounts, the annual accounts, the table of the allocation of results which details the origin of the sums to be allocated, the report from the Supervisory Board to the General Meeting, the Supervisory Board's report on corporate governance, the reports from the Statutory Auditors and the sustainability auditor, the 2025 annual financial report and the report on sustainability information. These documents, in addition to the information contained in the present notice of meeting and the postal ballot and proxy form, constitute the information under Articles R. 225-81 and R. 225-83 of the French Commercial Code (*Code de commerce*).

These documents are available on the Company's website: <https://finance.hermes.com/en/general-meetings/>.