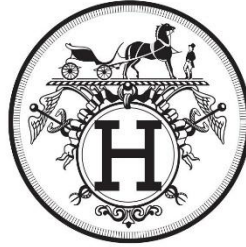


HERMES INTERNATIONAL

Société en Commandite par Actions (limited partnership with shares) with share capital of
€53,840,400.12

Paris Trade and Companies Register (RCS) no. 572 076 396

Registered Office: 24, rue du Faubourg Saint-Honoré 75008 PARIS



On the occasion of a General Meeting, written questions may be submitted to the Company under the conditions defined by law. In accordance with applicable legislation, the answer to a question is deemed given when it is published on the Company's website. Answers to written questions must be provided by executive management.

On 6 March 2026, executive management received an email containing several written questions in anticipation of the 2026 General Meeting, from Forum pour l'Investissement Responsable ("**FIR**").

Please find below the answers from the Hermès Group to the written questions submitted by FIR.

Question 1: Just Transition

The International Labour Organization defines a just transition as “greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind.” According to the French *Institut de la Finance Durable*, it is “a transition to a more environmentally sustainable economy that includes measures (i) aimed at securing the future prospects of workers, their families and the communities affected by this transition, and (ii) based primarily on social dialogue between stakeholders (workers, vulnerable communities, companies, governments).”

This means making short- and medium-term trade-offs in respect of certain activities, in order to support new ones. Such decisions may have implications for the company’s employees, workers throughout its value chain, local communities (impacted by the activities of the company, its suppliers, subcontractors and service providers), as well as the direct and indirect beneficiaries of the company’s products and services.

Policy and Strategy

a) Do you refer to the concept of a just transition within your organisation and/or in your external communications? If so, which definition have you adopted?

Hermès places the principles of a just transition at the heart of its artisanal model and governance, in line with the definitions put forward by the International Labour Organization and the *Institut de la Finance Durable*: an equitable environmental transition that preserves employment and know-how, supports people and regions and is grounded in dialogue with stakeholders. This approach is reflected in particular in the Group’s climate transition plan, responsible purchasing policy and Code of Ethics, which formalise its commitments to respecting people, maintaining a strong local presence, transmitting know-how and upholding social and environmental responsibility. Governance of these matters is led by the Executive Committee and overseen by the CSR Committee and the Supervisory Board.

Sources:

- 2025 Universal Registration Document: sections on the Climate transition plan (4.1.2.1.2 p.228), the responsible purchasing policy, the Code of Ethics (company website, 4.1.4.2.2 p.317) and sustainability governance (4.1.1.2 p.196)
- Climate Transition Plan

b) Have you precisely identified the sectors, activities and stakeholders (employees, clients, suppliers, local communities) most likely to be affected by your company's transition towards a more environmentally sustainable model (including a low-carbon model as well as issues related to nature and biodiversity)?

Hermès' integrated artisanal model, founded on the excellence of its know-how, the durability of its products and a strong local presence, with production predominantly based in France, is a genuine factor of resilience. This approach, centred on craftsmanship, the quality of materials and products and limited volumes, results in a moderate and controlled environmental impact, positioning the house among the least carbon-intensive companies in the CAC 40.

Hermès has precisely identified the sectors, activities and stakeholders likely to be affected by its environmental transition, covering its entire value chain. The stakeholders concerned include employees, suppliers and workers throughout the value chain, local communities, clients and shareholders. An in-depth analysis of climate transition risks conducted in 2023 assessed the resilience of strategic natural raw material supply chains (leather, cashmere, silk) according to several scenarios through to 2050, incorporating both decarbonisation pathways and the physical impacts of climate change. Regarding biodiversity, Hermès draws on the SBTN methodology to identify sites at risk within its own operations and its upstream supply chain. Beyond environmental considerations, this analysis systematically incorporates social factors, including preserving artisanal *savoir-faire*, maintaining skilled employment in local communities and providing support for suppliers.

Sources:

- Climate Transition Plan,
- URD 2025 (3.1.4.2, p175; 4.1.2.1.4 p.236, 237)
- Act4nature international
- Responsible purchasing policy

c) Have you implemented a specific strategy to prepare and achieve a just transition? In particular, are your governance bodies formally involved in defining and overseeing your just transition policy and strategy, and have you established key performance indicators (KPIs) and associated timelines? Do you have a dedicated budget to support the implementation of this strategy (training, social support, regional dialogue, support for suppliers, franchisees, etc.)? If so, how is it allocated and monitored?

The principles and challenges associated with a just transition are fully integrated across the Group's governance, policies and action plans in a structured manner.

The Group's governance bodies are actively involved in steering its environmental and social transition. The Executive Committee oversees the Group's climate strategy and its related social dimensions. The Supervisory Board, through its CAG-CSR Committee, regularly reviews progress in the implementation of the climate transition plan and its social implications. The Sustainable Development Department coordinates operational implementation in close collaboration with the business lines and the HR, procurement and legal functions.

Hermès makes significant investments in these key areas: the transmission of know-how, supplier support, local presence and employment, social and regional dialogue and the continuous training of employees. Additionally, training programmes focused on transition-related issues are

being rolled out for all employees, as well as for members of the Executive Committee and the Supervisory Board.

Key performance indicators include the number of employees trained, the proportion of employees on permanent contracts, the localisation of production, and supplier audits incorporating social and environmental criteria.

Sources:

- Climate Transition Plan
- URD 2025, sections on sustainability governance (4.1.1.2 p.196), social information and the HR policy (4.1.3)
- Social policies

d) Can you describe in detail how this plan was developed, including the stakeholder consultation process (types of dialogue, stakeholders involved, number of meetings, objectives)? Do you engage with local stakeholders (local authorities, NGOs, training organisations, employment agencies) to co-develop solutions?

Hermès' transition plan was developed through a structured approach, in collaboration with a range of stakeholders. Internally, social dialogue is based on regular consultation with employee representative bodies (CSE) and the involvement of the business lines and operational teams. Ongoing dialogue is maintained with suppliers, focusing on decarbonisation and adaptation, alongside support for their own transition initiatives. Hermès also works with local stakeholders, including local authorities to support employment development, training organisations (in collaboration with France Travail and the École Hermès des Savoir-Faire), and NGOs to promote responsible practices within its supply chains (notably through its partnership with World Wide Fund for Nature on the cashmere, silk and calfskin supply chains). This collaborative approach is aligned with the Group's strategy to maintain a strong local presence. Hermès operates in 11 of the 13 regions of mainland France, employs more than 16,300 people in France and carries out 75% of production within the country.

The house also maintains ongoing dialogue with its stakeholders, particularly in the regions where it operates. This dialogue contributes to the assessment and development of local resilience plans, by building projects in close collaboration with economic and institutional stakeholders. The Group also draws on the scientific expertise of external organisations and specialists to strengthen its climate and biodiversity initiatives, notably through recognised methodological frameworks such as the *Science Based Targets initiative* and *Science Based Targets for nature*, an approach underpinned by the principles of consultation with local stakeholders and co-development of action plans.

Sources:

- URD 2025: sections on social dialogue, partnerships and local presence (4.1.1.5.3 p.206, 4.1.3.2.2 p.290);
- Responsible purchasing policy

Internal and External Impacts

e) How does your transition plan impact the adaptation of jobs and skills, training needs and potential disparities across roles, regions or countries? What specific measures have you taken to address these issues (reskilling and upskilling)? Please specify the activities and categories of targeted employees.

Hermès' artisanal model is a key factor of resilience in the context of environmental transformations. Craft professions, which lie at the heart of the house's activity, are preserved and promoted with a view to transmitting know-how.

The adaptation of roles and skills is embedded within the talent development policy, which is itself integrated into the house's business model and its sustainable development strategic framework. In 2025, as part of its social policies, Hermès defined its "Development, savoir-faire and employability" policy, which structures employee support around three pillars: tailored career paths, professional fulfilment and the transmission of *savoir-faire*. In this context, the École Hermès des Savoir-Faire constitutes a key lever, offering certified training programmes that provide access to craft professions while promoting skilled employment and career transitions.

Beyond its craft professions, Hermès continues to integrate responsible practices into its production processes and supports its teams in this transition. The house also implements climate change and biodiversity awareness programmes for all employees, notably through its Sustainable Development Academy – an internal initiative designed to encourage all the business lines, at every level, to address environmental and social concerns.

Further details on the number of employees trained and the training programmes available are provided in the Universal Registration Document.

Sources:

- URD 2025, sections on the HR policy (4.1.1.5.3 p.206, 4.1.3.2.2 p.290); the École Hermès des Savoir-Faire and training indicators (4.1.3.2.2);
- 2025 social policies

f) How do you integrate the challenges associated with a just transition into your human rights policy (including the adaptation of working conditions to climate change, living wages, trade union rights, new supply chains, local development and land rights, etc.)?

Hermès fully integrates the principles of a just transition into its human rights policy, ensuring that the environmental transition is accompanied by strong social safeguards. The Code of Ethics and the Vigilance Plan formalise the Group's commitment to fundamental human rights, non-discrimination and decent working conditions, through the identification of risks and the prevention of serious violations, including those related to climate change. The Supplier Code of Conduct requires compliance with high social standards, including living wages, freedom of association, safe and appropriate working conditions, and respect for land rights and local communities. The climate transition plan explicitly incorporates social considerations, including safeguarding employment, preserving skills, supporting supply chains and adapting working conditions to the physical risks associated with climate change. Supplier audits and the ethics alert mechanism enable the identification and management of risk situations.

Sources:

- URD 2025: sections on the Vigilance Plan (4.3 p.342), and the Code of Ethics (company website, 4.1.4.2.2 p.317),
- Supplier Code of Conduct
- Climate Transition Plan

What is your forward-looking perspective on the issue of a just transition, and what are your short-, medium- and long-term objectives, where applicable?

Vision

Hermès regards a just transition as an integral part of its artisanal model, its sustainable development strategic framework and its humanistic vision. Hermès also integrates these principles into its governance and practices: an equitable environmental transition that safeguards employment and skills, supports people and communities, and is grounded in ongoing dialogue with all its stakeholders.

This approach forms part of a long-term vision, aligned with Hermès' commitment to a responsible, sustainable and resilient model.

Objectives

Hermès maintains ongoing, structured and open dialogue with all its stakeholders: employees, suppliers, regional actors and local communities. This dialogue takes various forms, including structured social dialogue, long-term support for suppliers, joint initiatives with regional stakeholders and close collaboration with the scientific community and non-profit organisations.

The preservation and transmission of know-how, which are central to Hermès' artisanal model, constitute a key lever for sustaining long-term employment and a strong local presence. Accordingly, craft professions are valued and safeguarded through an ongoing process of skills transmission and development.

From an environmental perspective, the house continues to accelerate its trajectory. It builds on its *Science Based Targets initiative* (SBTi)-validated climate targets (a 50.4% reduction in Scope 1 and 2 emissions and a 58.1% reduction in Scope 3 carbon intensity by 2030) and is working to define biodiversity targets as part of the SBTN process, in line with the protection of ecosystems and the resilience of supply chains. Hermès continues to contribute to the sustainable transformation of its supply chains, by enhancing their resilience to climate-related risks, improving the living conditions of workers throughout the value chain and preserving biodiversity.

This approach forms part of the house's long-term vision: a just transition is founded on a sustainable balance between environmental, social and societal excellence, which lies at the heart of its business model.

Question 2: Decent Standard of Living

A decent standard of living is achieved in part through the payment of a living wage, as well as through social protection measures, financial benefits and related provisions.

As a reminder, the Global Living Wage Coalition defines a living wage as “The remuneration received for a standard work week by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events.” This remuneration should also enable the employee and their family to participate fully in society (including access to leisure activities and communication). A living wage, the level of which varies by location depending on the cost of living, should therefore not be confused with the minimum wage that may be set at national level.

This question applies in respect of:

- Employees within your value chain (excluding your own workforce), both upstream (employees of suppliers, service providers, subcontractors, etc.) and downstream (franchisees, etc.);
- Non-salaried personnel, such as self-employed workers, temporary staff or contractors.

Therefore, the question does not concern employees of your company and its subsidiaries.

How do you ensure, assess and enforce a decent standard of living for workers across your entire value chain (wages, bonuses, social protection, benefits), from the identification of risks and relevant populations through to the selection and monitoring of suppliers and partners, the outcomes achieved and the management of non-compliance?

The house’s integrated artisanal model, in which 55% of manufacturing takes place in its exclusive in-house workshops – and 75% in France – relies on a network of suppliers based primarily in France and across Europe. As a result, 46% of the Group’s top 50 direct suppliers are based in France – accounting for 51% of direct purchases – while 48% are located in other European countries. The house maintains long-standing partnerships with its suppliers: the average duration of the relationship between Hermès and its top 50 direct suppliers is 21 years. Hermès incorporates the objective of a decent standard of living into its overall due diligence approach across the value chain, in line with the guiding principles of the United Nations and the International Labour Organization. Each year, risk mapping conducted at Group level and in each business line serves to identify populations and areas exposed to living wage risks. This analysis is based on both a classification of sensitive countries and an assessment of each purchasing category and each supplier.

From the outset of the relationship, partners are required to comply with a Supplier Code of Conduct, which includes a living wage clause (§2.5) and refers to the guidelines of the Global Living Wage Coalition and the Fair Wage Network. Furthermore, the Responsible Purchasing policy sets stringent social standards for all the house’s partners.

Compliance monitoring is based on several complementary tools, including mandatory pre-qualification visits, a CSR questionnaire and an audit programme. In 2025, more than 700 Tier 1 and Tier 2 audits were conducted, combining internal audits carried out by Hermès buyers with external audits performed by independent third parties. When an audit identifies instances of non-compliance, an action plan is co-developed with the supplier and subsequently monitored by the buyer. In the event of a serious breach, the business relationship may be reviewed or terminated.

Finally, the H-Alert! whistleblowing mechanism, available in 21 languages to all workers across the value chain, enables the reporting and monitoring of potential breaches.

This long-term, ongoing approach is consistent with Hermès' model based on long-standing partnerships.

Sources:

- URD 2025 (4.1.3.3 p.302; 2.5.6.1 p.114)
- 2024 Vigilance Plan;
- Supplier Code of Conduct (\$2.5 Living wage);
- Responsible Purchasing policy

What is your forward-looking perspective on the issue of a decent standard of living, and what are your short-, medium- and long-term objectives, where applicable?

Our vision

Our strategy is grounded in a long-term approach, building on the commitments and actions carried out with our suppliers over time. It is based on mutual support that fosters balanced and sustainable relationships.

Hermès regards a decent standard of living as a fundamental right and a core pillar of its social responsibility, intrinsically linked to the excellence of its *métiers* and the quality of its relationships with its partners. Our approach is based on ensuring that all workers throughout the value chain benefit from remuneration, social protection and benefits that enable them to live with dignity, in line with the guiding principles of the United Nations and the International Labour Organization.

Our objectives

Hermès continues to deploy its Supplier Code of Conduct, which includes references to living wages and recognised methodologies (Global Living Wage Coalition, Fair Wage Network), and to strengthen its supplier audit programme, completing more than 700 Tier 1 and Tier 2 audits in 2025. The Group is gradually extending its systems for monitoring and engaging on living wage issues to a broader range of suppliers, giving priority to procurement categories and geographical areas presenting the highest risks. The house also remains attentive to industry-wide initiatives in these areas.

This approach aligns with Hermès' strategy for responsible and sustainable growth, based on long-term, balanced relationships with its partners. It is underpinned by Hermès' strong local presence (75% of manufacturing takes place in France; 96% of its top 50 direct suppliers are based in Europe, including 51% in France), as well as by long-standing business relationships, with an average duration of 21 years with its top 50 direct suppliers. The reinforced Vigilance Plan incorporates risk mapping that explicitly factors in living wage considerations, as well as the H-Alert! whistleblowing system, which is available in 21 languages. The house also prioritises the joint development of solutions with its partners.

Hermès reaffirms its commitment to ensuring that a decent standard of living is a reality for all workers across its value chain, in keeping with its values of excellence, humanism and responsibility.

Question 3: Social Impacts of Artificial Intelligence

How is generative AI affecting the management of your human capital, in terms of job creation, job reductions, training and reskilling, etc.?

To support your response, please provide the following indicators:

- Percentage of employees trained in AI;
- Percentage of employees who use AI on a daily basis;
- Where applicable, the extent to which productivity gains are reinvested in the development of human capital;
- Percentage of employees likely to be adversely affected;
- Where applicable, the level of employee acceptance of AI (for example, as measured through additional questions included in the annual satisfaction or engagement survey), broken down by geographical area, role, length of service, educational background, age or gender;
- Any other relevant indicator.

If no specific data is available, or if no formal surveys have been conducted, please provide a qualitative assessment of employees' perceptions of AI, specifying the main categories concerned.

Artificial intelligence is transforming many industries, reshaping how businesses operate and interact with their stakeholders, including employees, clients and suppliers.

Hermès deploys artificial intelligence in a targeted manner, where it is considered relevant. The house remains open and attentive to innovations that can enhance and support its unique business model, in particular by relieving employees of the most tedious and repetitive tasks, without ever compromising the artisanal excellence and human dimension that underpin its very identity.

Hermès remains particularly vigilant with regard to the governance and ethical issues associated with these technologies. To support and secure their development, while remaining true to the house's values, a dedicated AI governance framework was established in 2025. This framework structures the governance, assessment and responsible deployment of artificial intelligence.

In parallel, dialogue has been initiated with employee representatives (CSE), and a training programme on the responsible use of AI has been made available to all employees to raise awareness and support the informed use of these tools.

Beyond environmental considerations, several social issues associated with the development of AI have also been identified:

- Acculturation, training and skills development: dialogue has been initiated with employee representatives (CSE) on these topics, as it is essential that all employees understand the benefits and limitations of AI in order to use it responsibly. This training programme is particularly important as it helps maintain employability, mitigate the risk of a generational divide, and ensure that expertise across all business lines is passed on to future generations.
- Confidentiality and the protection of sensitive data: safeguarding the privacy of employees and clients is an absolute priority, as is the protection of the company's confidential information.

- Governance: the Group has established a structured internal governance framework, involving certain members of the Executive Committee, to ensure a rigorous and compliant approach. Where appropriate, the house also draws on external expertise.

Sources:

- URD 2025 on training and transmission (4.1.3.2.2), École Hermès des Savoir-Faire (§4.1.3.2.2)
- Social policies

What is your forward-looking perspective on the social impacts of Artificial Intelligence, and what are your short-, medium- and long-term objectives, where applicable?

Hermès views artificial intelligence as a tool at the service of the Group's people and its artisanal model. The house intends to adopt a responsible and measured approach to AI, ensuring that its implementation enhances human capabilities without ever compromising artisanal excellence, while preserving the unique techniques, creativity and human dimension that underpin its identity.

The Group's vision seeks to strike an appropriate balance between reducing the most time-consuming tasks and supporting the evolution of its *métiers*, while continuing to promote acculturation, training and skills development among employees.

In keeping with its commitment to the transmission of know-how, this measured, long-term approach has led Hermès to continue recruiting and training new generations across all its business lines, thereby ensuring the continuity of artisanal skills and the preservation of skilled employment within local communities. This approach reflects a clear ambition to prepare the managers and leaders of tomorrow, while preserving the exceptional craftsmanship that forms part of the house's living heritage.

The involvement of Human Resources in strategic decisions related to AI ensures strong alignment with training requirements, skills development and the transmission of know-how. At the same time, Hermès continues to strengthen its internal governance by involving members of the Executive Committee, building a rigorous framework aligned with the requirements of the forthcoming European AI Act, which is due to come into force in August 2026.

The Group's approach prioritises responsible experimentation, with impacts systematically assessed prior to any deployment, and supports the evolution of support functions towards higher value-added roles, while fully preserving artisanal know-how and ensuring its transmission. Confidentiality and the protection of personal data constitute an absolute priority in this approach, both with regard to employee and client privacy and to the company's sensitive information.

In keeping with the Hermès model, this approach reflects an ongoing commitment to innovating with discernment, always placing people, craftsmanship and the transmission of know-how at the heart of its decisions.

Question 4: Personalised theme

The Hermès Group stands out within the luxury sector for its high level of vertical integration, its long-standing artisanal expertise and its strong emphasis on the quality and traceability of its raw materials. The Group provides structured disclosures on its supply chains, certification policies, commitments to combating deforestation and industrial investments in integrated tanneries. However, the information disclosed remains largely based on percentage-based indicators (such as the share of certified suppliers, the proportion of sustainable materials and supply chain coverage), with limited detail on the absolute volumes of raw materials used, particularly for those materials that are most critical from an environmental and reputational standpoint. This approach limits investors' ability to fully assess the Group's actual footprint, its level of dependence on certain supply chains, and the materiality of the risks associated with raw materials.

- a) In this context, Hermès discloses the volumes of its raw material inflows, but only for each supply chain. Does the Group intend to provide this information for individual raw materials (in absolute figures or, where this is not feasible, as volume ranges), with a breakdown by source and origin (organic or regenerative agriculture, certified or recycled), and to disclose material intensity indicators for each of its strategic raw materials?**

Hermès' artisanal model, with 75% of its products manufactured in France, relies on a network of suppliers located primarily in Europe, where social and environmental practices are among the most stringent. The majority of materials used by Hermès are sourced from natural, partly renewable resources, such as hides from livestock, key textiles and wood. The house's long-standing preference for leather and natural fibres reduces reliance on non-renewable synthetic materials derived from fossil resources. The quality of the raw materials used is the principal guarantee of the durability of Hermès' products.

Hermès identifies the following materials as strategic: leather (bovine, exotic, ovine and caprine), high-quality textiles (silk, cashmere and wool), precious metals (gold and silver), gemstones, wood and cellulosic materials. Hermès aims to obtain specific certifications for its strategic materials, as outlined in the 2025 Universal Registration Document (p.273).

Priority and emblematic supply chains	Actions	Main concrete measures and results
Leather		
Cattle	Better understand and improve its supply chain	In 2025, Hermès Leather Goods & Saddlery launched a multi-criteria study with AgroParisTech, in order to better understand the issues and associated economic, human and environmental impacts of the Young Cattle supply chain in Spain. A study on the Calf and Young Cattle supply chain in Switzerland is being put in place with the signing of a partnership as part of the One Welfare project. Studies launched in 2023 on young animal farms in France continued. Rollout of LWG certification continued.
	Developing traceability	On average, across 2025 as a whole, 75% of tanned calf hides were laser-marked in the Tanneries division.
	Improving livestock farming practices by participating in various collective initiatives	Hermès participates, with other players in the sector, in the "Cuir de Veau Français Responsable" (Responsible French Calfskin or CVFR) collective initiative. The approach aims to pool and roll out animal welfare verification audits across the entire French calf fattening supply chain, and to support farmers in the supply chain in improving the living conditions of animals and people, with the provision of training and investment programmes.
	Rolling out national animal welfare audit, training and investment support programmes to all farms represented by integrators who are members	Since the start of the initiative, more than 665 of French calf farms have benefited from third-party audits. Training efforts and the investment support have made it possible to achieve a rate of 77% satisfactory audits. To date, the investment assistance programme has enabled many farmers to invest in equipment to improve calf welfare. The approach is gradually being developed on livestock farms, thanks to this beneficial partnership between brands and players in the supply chain.
Goats	Rolling out LWG certification to the main partners	In 2025, 93% of tier 1 goat leather suppliers were certified.
	Improving livestock farming practices in a One Welfare approach	As part of the Goat supply chain in India, a One Welfare project is being put in place, with other players in the supply chain and local partners.
Lamb	Better understand and improve its supply chain	In 2025, Hermès Leather Goods & Saddlery continued a multi-criteria study with AgroParisTech, in order to better understand the issues and associated economic, human and environmental impacts of the lamb supply chain in Spain.
Exotic leathers		
Crocodillians	Implementing the highest standards of ethical treatment	All HCP's tanneries are members of the ICFA and 100% of raw crocodilian hides purchased by the Tanneries division came from farms that have been subject to annual external audits by a third partner as part of the ICFA certification process. These farms are all ICFA-certified by the independent control body BSI.
Lizards	Implementing the highest standards of ethical treatment	In total, 100% of the lizard hides bought in Malaysia by the Leather métier in 2025 were LPPS-certified. This standard will be extended to the Indonesian supply chains.
Ostriches	Implementing the highest standards of ethical treatment	In 2025, all of the Leather métier's ostrich hide supplies came from SAOBC-certified sites. This standard has been updated by all players in the supply chain.
Textiles		
Silk	Continuing efforts to improve knowledge of the supply chain	Following a study by the University of Cambridge on the biodiversity footprint of silk in Brazil, a study is underway with the WWF on silk in China. Field visits were carried out on this occasion in 2025. CSR audits were carried out on silk schappe processors. A study of the Silk ecosystem in Brazil was also carried out.

Priority and emblematic supply chains	Actions	Main concrete measures and results
Cashmere	Continuing efforts to improve knowledge of the supply chain	In 2025, Hermès completed its study to understand the nature issues surrounding its cashmere supply chain, with a study conducted by WWF France, WWF China and Donghua University in Shanghai.
	Encouraging sustainable development of the supply chain	In 2025, the AVSF sustainable cashmere programme (which aims to preserve pastures, improve farmers' incomes, and aim for a traceable and labelled supply chain) was renewed in Mongolia. On this occasion, a first industrial contract was signed between Hermès and local cooperatives. Hermès has collaborated with Textile Exchange on scientific studies to analyse the life cycle and carbon emission factors. Hermès has been a member of the SFA since 2024 and participates in improving animal welfare issues. Visits and audits of shearers were conducted in China and Mongolia. Supply efforts of the Group and its partners have made it possible to achieve 80% of fibres reported certified.
Cotton	Continuing efforts to improve knowledge of the supply chain, with the aim of ensuring the best quality and traceability	A control approach was implemented to ensure respect for human rights throughout the supply chain, from production to dyeing and spinning. In 2025, 100% of the fabrics in the herringbone dustbags were made from GOTS-certified or recycled cotton. Supply chain visits to the cotton fields were carried out as part of supply chain audits.
	Performing audits	
	Integrating materials from regenerative agriculture	In 2025, a first finished product was produced using materials from regenerative agriculture in the Fashion métier.
Precious metals and precious stones		
Gold	Continuing efforts to improve knowledge of the supply chain, in particular by improving the analysis of the origin of the metal of components (chains, clasps) and gold salts used for electroplating	Refiners are questioned about their recycled gold supplies to better understand the value chain beyond the refiner.
Diamonds	Continuing traceability and cutting facility audits	Diamond traceability audits were carried out in 2025. Several CSR audits of cutting facilities were carried out and action plans monitored.
Sapphire	Better understand and improve its supply chain	Studies have been carried out on the ecosystems of the main countries of origin of sapphires.
	Performing audits	Audits were carried out at cutting facilities in 2025.

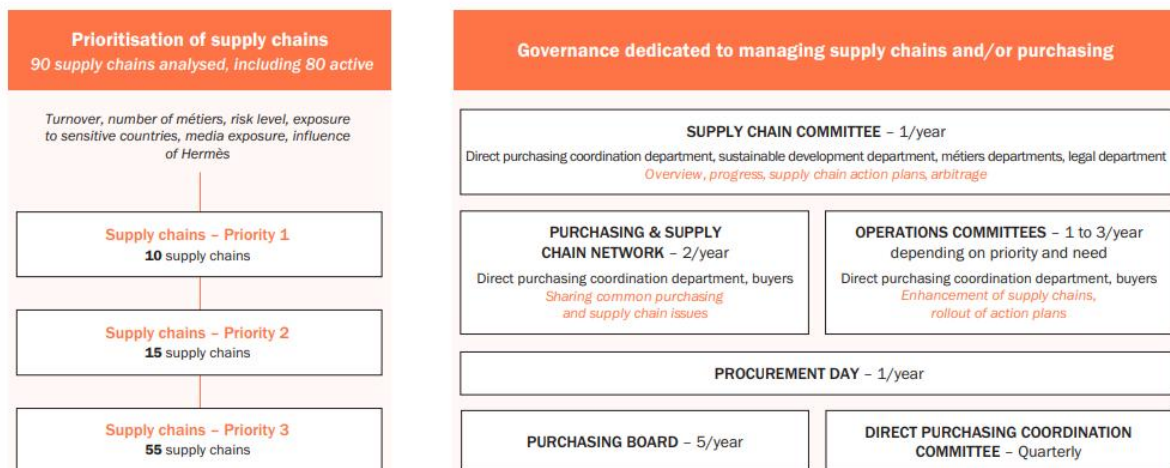
b) To complement the supply chain briefs available on the Group’s website, has Hermès identified the key raw materials that account for the majority of ESG risks (deforestation, pressure on ecosystems, animal welfare, the rights of local communities, social risks and chemical impacts)? How are these risks prioritised?

The sustainability of Hermès’ operations depends on its ability to secure a reliable supply of the exceptional raw materials it uses. Hermès has developed a supply chain classification methodology that takes into account several factors, including their strategic importance to the house, the volumes involved, ESG risks, and the level of control over the supply chain. Based on this classification, supply chains are prioritised, and the level of oversight and support is adapted to the challenges identified. Biodiversity initiatives, which are aligned with the Science-Based Targets for nature, pursue the same objective: identifying priority areas, materials and pressures, and developing concrete actions to address them.

Furthermore, through the Group’s Forests Policy, updated in 2025, Hermès has further formalised its commitment to reducing its impact on natural ecosystems, particularly forests, and on the communities that depend on them. This policy applies to the entire Hermès Group and to all areas of procurement, as well as to all suppliers. It covers leather from cattle farming, wood-based products (including solid wood, panels, paper, cardboard, viscose and cellulose), natural rubber, palm oil and its derivatives, and soya (oil and derivatives).

Hermès has identified these raw materials as posing the greatest risks in terms of deforestation and the conversion of natural ecosystems.

A dedicated governance framework ensures regular monitoring of priority supply chains, through steering committees involving the business lines, the purchasing department and the sustainable development department.



c) Are the volumes of such raw materials specifically monitored and have any long-term targets for reduction or substitution been defined? Please provide details.

Supply chains are monitored according to their classification, supported by a dedicated governance framework that ensures regular oversight of high-risk materials, while maintaining the quality standards that define Hermès.

Where certain supply chains or materials present an elevated level of risk, the house may explore different options, including adjusting sourcing regions or turning to alternative supply chains.

The use of recycled materials is also being developed within the Group. In 2025, the Shoes business line worked on developing alternative recycled materials, notably incorporating leather offcuts, while maintaining the same standard of quality. In 2025, Hermès used 10,306 tonnes of packaging, of which 53% came from sustainable sources (certified materials) and 23% from reused or recycled materials.

The house continues to increase the proportion of certified, recycled or responsibly sourced materials across all its supply chains, in line with its strategy for responsible and sustainable growth.

Sources:

- URD 2025, resource inflows (4.1.2.5.6 p.280)
- Responsible purchasing policy
- 2025 Forests Policy
- Supply chain brief
- CSR brief
- WWF Nat 40 ranking