The Environmental Profit & Loss

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World Forum on Natural Capital
23 November, 2015
A world leader in luxury apparel and accessories

**Luxury**

GUCCI · BOTTEGA VENETA · SAINT LAURENT
ALEXANDER McQUEEN · BALENCIAGA · BRIONI
CHRISTOPHER KANE · MCQ · STELLA McCARTNEY ·
BOUCHERON · DODO · GIRARD-PERREGAUX ·
JEANRICHARD · POMELLATO · ULYSSE NARDIN · QEELIN

€6,759 million

Breakdown by brand

Gucci 52%
Bottega Veneta 17%
Saint Laurent 10%
Other brands 21%

Breakdown by product category

Leather goods 53%
Shoes 12%
Ready-to-wear 16%
Watches 4%
Jewellery 4%
Other 3%

**Sport & Lifestyle**

PUMA · VOLCOM
COBRA · ELECTRIC

€3,245 million

Breakdown by brand

PUMA 32%
Other brands 3%

Breakdown by product category

Footwear 60%
Apparel 50%

Accessories 20%
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What is an E P&L?

Environmental Footprint \times Valuation = EP&L

5000 Suppliers
578 Processes
107 Materials
126 Countries
62 Env. Indicators

14,190 Coefficients
582 Studies
Value in Euros by Impact and Location

Desktop Analysis by Tier, Process, Material, Business Units...
KERING ENVIRONMENTAL PROFIT & LOSS ACCOUNT

Using the E P&L as a Business decision tool
Using the E P&L as a Business decision tool

Raw Material Impacts by Type

Comparision of the Impacts of Different Types of Fibres, Per Kg of Textile

- Textile - wool: 65.52
- Textile - cotton: 54.2
- Textile - polyester: 37.9
- Textile - cellulose-based: 2.86
- Textile - linen: 0.88
Using the E P&L as a Business decision tool

VALUED E P&L IMPACTS PER 1 KG OF CONVENTIONAL AND ORGANIC COTTON FROM INDIA AND TURKEY

INDIA COTTON

INDIA ORGANIC COTTON

TURKEY COTTON

TURKEY ORGANIC COTTON
<table>
<thead>
<tr>
<th>Category</th>
<th>Tier 3: Raw Material Processing</th>
<th>Tier 2: Manufacturing</th>
<th>Tier 1: Assembly</th>
<th>Tier 1: Stores, Warehouse, Offices</th>
<th>Total in Millions</th>
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<tbody>
<tr>
<td>Air Pollution</td>
<td></td>
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<td>Greenhouse Gas Emissions</td>
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<td>Land Use</td>
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<td>Waste</td>
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<td>Water Pollution</td>
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<td>Total in Millions</td>
<td>7% €52.4</td>
<td>14% €111.8</td>
<td>5% €36.6</td>
<td>25% €202.3</td>
<td>100% €792.8</td>
</tr>
</tbody>
</table>
KERING ENVIRONMENTAL PROFIT & LOSS ACCOUNT

2013 vs. 2014

EP&L Impact (€ millions)

Raw Material changes

- €2
- €9
€15
€12
- €1
€564
€552
€6
- €15
- €7
- €9
€6
€2
- €2
- €9
€18
€9

2013 Pro Forma
Tier 0
2014

KERING ENVIRONMENTAL PROFIT & LOSS

Future Innovations

Climate Change Risk

20+ years Sheep

Biodiversity and Ecosystem services

20+ years Silk