Jewellery Maisons

Key results

<table>
<thead>
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<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
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<td>6 452</td>
</tr>
<tr>
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Percentage of Group sales 2019: Jewellery Maisons 51%

Richemont’s Maisons

Cartier
Van Cleef & Arpels
Founded in 1847, Cartier is not only one of the most established names in the world of jewellery and watches, it is also the reference of true and timeless luxury. The Maison Cartier distinguishes itself by its mastery of all the unique skills and crafts used for the creation of a Cartier piece. Driven by a constant quest for excellence in design, innovation and expertise, the Maison has successfully managed over the years to stand in a unique and enviable position; that of a leader and pioneer in its field.

- The excellence of Cartier craftsmanship was once again displayed with the launch of Coloratura de Cartier, the new High Jewellery collection.

- Cartier added an exceptional new range of leather goods to its collection – Guirlande de Cartier.

Showcased at a major international event in San Francisco, the watch collection Santos de Cartier was the key highlight at the beginning of the year, generating great coverage and commercial success.

In July, Cartier demonstrated the excellence of its craftsmanship with the launch of a new High Jewellery collection Coloratura de Cartier. Composed of more than 200 creations, the collection was unveiled in Paris and subsequently presented around the globe, including Beijing, Seoul and Riyadh.

In jewellery, Cartier continued to reach new heights, supported by the strong performance of iconic collections Juste un Clou and Love.

In December, Cartier successfully introduced its new leather goods collection Guirlande de Cartier, a feminine handbag based on the Maison’s emblematic red box.

Cartier’s desire to showcase its creations in the ultimate retail environment has been at the centre of the Maison’s priorities. Revealed last year, the new Cartier store design concept was rolled out in 38 boutiques, including the New Bond Street ‘temple’ in London and the Peking Road flagship store in Hong Kong. To complement and support the appeal of its boutiques, Cartier has an e-commerce network made up of 20 versions of the Cartier website, tailored to the specific needs of local markets all over the world, including the People’s Republic of China.

The Fondation Cartier pour l’art contemporain (‘Fondation’), created in 1984, is a pioneering creative space for artists and a place where art and the public can meet. In 2018, the Fondation presented ‘Freeing Architecture’ by Japanese architect Junya Ishigami, the first large-scale solo show devoted to an architect by the Fondation. This was followed by ‘Southern Geometries, from Mexico to Patagonia’, celebrating the wealth of colour in the geometric art of Latin America. Abroad, the Shanghai Power Station of Arts exhibited a selection of 100 key works from the Fondation’s collection.

In 2018, Cartier Philanthropy celebrated its fifth anniversary. Instituted to catalyse the Maison’s philanthropic commitment to improve the livelihoods of the most vulnerable, Cartier Philanthropy focuses on the most excluded, in particular women and children living in the world’s least developed regions.

In the year ahead, Cartier will unveil a new audacious jewellery collection and an outstanding High Jewellery collection. Santos, Panthère and Baignoire de Cartier will be the key highlights in watches. Major boutique openings in the coming year, featuring Cartier’s new retail concept, will be New York Hudson Yards and Beijing China World, as well as in Shanghai and Hong Kong.

Cyrille Vigneron
Chief Executive
Van Cleef & Arpels is a High Jewellery Maison embodying the values of creation and expertise. Each new jewellery and timepiece collection is inspired by the identity and heritage of the Maison and tells a story with a universal cultural background, a timeless meaning, and expresses a positive and poetic vision of life.

In 2018, Van Cleef & Arpels’ main highlights included the High Jewellery launch Quatre Contes de Grimm in Vienna, the 50th anniversary celebration of the iconic Alhambra collection, the Lucky Animals jewellery collection, and the continuous enrichment of the Perlée and Frivole collections as pillars of the Maison. The Poetry of Time universe was enriched with new models, notably presented at the first international watchmaking press event held by the Maison in Sharjah.

With a network of 133 stores worldwide, the Maison has built a well-balanced portfolio geographically. Retail distribution was reinforced through the opening of six new boutiques in key markets, including the US, the People’s Republic of China, Australia and the United Arab Emirates. It also strengthened its partnerships by opening three new franchised retail stores in Switzerland, Qatar and Canada.

Van Cleef & Arpels continued to enhance its heritage dimension through the ‘When elegance meets art’ patrimonial exhibition in Beijing and reinforced its links with the world of culture and dance, notably with the fourth edition of the Fedora – Van Cleef & Arpels Prize for Ballet.

L’École des Arts Joailliers developed new classes, as well as creative workshops for children. It continued to promote the jewellery culture worldwide by travelling to Beijing, Tokyo and New York.

Van Cleef & Arpels kept strengthening its digital presence, reflecting the long-standing values of the Maison. Projects regarding e-communication, e-services and e-sales are developed continuously.

Human resources are at the heart of the Maison. The main focuses have been building sustainable teams, reinforcing expertise, promoting flexibility and adaptability of the organisation, ensuring that Van Cleef & Arpels’ vision and values are understood at all levels.

The key moments of the year ahead will be the launch of Treasure of rubies High Jewellery collection in Thailand, the arrival of nomadic L’École in Dubai, and the opening of the patrimonial exhibition ‘Van Cleef & Arpels: Time, Nature, Love’ in Milan.

The network upgrade programme will continue with major projects like the renewal of the historic flagship on Place Vendôme, the renovation of both the Beverly Hills Rodeo Drive and Hong Kong Prince’s Building stores, and the extension of the Shanghai Plaza 66 boutique.

Nicolas Bos
Chief Executive
Specialist Watchmakers

Key results

<table>
<thead>
<tr>
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<th>2019</th>
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<td>Operating result (€ m)</td>
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Percentage of Group sales

- 2019: 21%

Richemont’sMaisons

A LANGE & SÖHNE
GLASHÜTTE 1845
BAUME & MERCIER
MAISON D’HORLOGERIE SINCE 1830
PIAGET
IWC
SCHAFFHAUSEN
ROGER DUBUIS
VACHERON CONSTANTIN

Manufacture Horlogère, Genève, August 1755.
A. Lange & Söhne creates outstanding hand-finished mechanical timepieces with challenging complications that follow a clear and classical design line. Innovative engineering skills and traditional craftsmanship of the highest level guarantee state-of-the-art calibre design, the utmost mechanical precision and meticulously hand-finished movements.

Since its re-establishment, A. Lange & Söhne has developed 63 different in-house calibres, each revealing its unmistakable origins in high-precision Lange pocket watches.

With the Lange 1 ‘25th Anniversary’, A. Lange & Söhne is celebrating the jubilee of its award-winning model in a white gold edition limited to 250 pieces. Its special features include a deep-blue printed argenté dial and a hand-engraved cuvette. In the course of the anniversary year 2019, A. Lange & Söhne will launch a collection of different limited models in white gold that pay tribute to the key milestones of the Lange 1 watch family. There will be one launch per month until 24 October 2019, which is exactly the 25th anniversary of the day when A. Lange & Söhne founders Walter Lange and Günter Blümlein presented the first four wristwatches of the new era.

The triple complication Datograph Perpetual Tourbillon, with its unique combination of flyback chronograph, perpetual calendar and tourbillon with stop seconds, presents itself for the first time in a white gold case with a solid pink gold dial.

The Richard Lange Jumping Seconds makes a strong statement with its prominent white gold case and black dial. Red colour accents emphasise the scientific-technical design of the timepiece.

A limited edition of the Langematik Perpetual is now available with a case in honey gold. Used exclusively by A. Lange & Söhne, the material is particularly robust.

Once again, A. Lange & Söhne has organised the international Walter Lange Watchmaking Excellence Award to support the education of the next generation of watchmakers. This competition for young talent has been running successfully for nine years now.

The Maison is also perpetuating its regional sponsorships of the Dresden State Art Collections and the Semperoper Opera House in Dresden. Additionally, the long-lasting partnership with the Concorso d’Eleganza Villa d’Este, a renowned contest for beauty and elegant design of classic automobiles, will continue. This will be complemented by a second collaboration with the Concours d’Elegance at Hampton Court Palace in September.

Wilhelm Schmid
Chief Executive
Baume & Mercier has been creating watches of the highest quality since 1830, combining performance, technical achievement and refined design.
For both men and women, the Maison offers style with cutting-edge technology.

Baume & Mercier is engaged in a constant quest for quality. After several years of development, the Baumatic calibre, its first in-house mechanical self-winding movement that enhances the owner’s experience by responding to daily requirements – higher power reserve, insensitivity to magnetism, better precision and reduced maintenance – was unveiled. A partnership with Indian Motorcycle has reinforced the Maison’s presence in the masculine mechanical sports watch area. A collaboration was pursued with brand ambassador Chen Kun, in the People’s Republic of China, conveying the values of the modern gentleman. Baume & Mercier has reinforced its presence in e-commerce, which was successfully implemented in eight new countries in Europe. The year also marked the extension of the brand’s distribution strategy, with key accounts, chains and department stores.

As Baume & Mercier’s teams are constantly working to find the highest level of quality and performance, an updated version of the Baumatic calibre was launched this year in an extension of the Clifton range. In order to enrich the Baumatic technological platform, Baume & Mercier presented the Clifton Baumatic Perpetual Calendar, a remarkable combination of the Maison’s spirit of innovation and 189 years of watchmaking expertise. To enhance the feminine offer, Baume & Mercier also enriched the Classima Lady range with new dials and sizes, maintaining its historical position at the forefront of trends and sophisticated watches for women.

In May, BAUME, the new digital and social born brand affiliated to Baume & Mercier, was launched in Los Angeles. Drawing on the experience of rich watchmaking history, BAUME embodies an innovative mindset and a commitment to design new creations using sustainable, recycled and up-cycled materials. This year, BAUME presented two collections available online in 83 countries: the Iconic Series, an automatic watch crafted in recycled aluminium with a 100% recycled PET strap, and the Baume Custom Timepiece Series, a fully customisable offering, designed through a web-based configurator with over 2,000 permutations. In October, BAUME introduced its first limited edition series with legendary skateboarder Erik Ellington, made of up-cycled skateboard decks previously used by Erik and his friends.
10

Richemont Annual Report and Accounts 2019

Business review

IWC Schaffhausen is the engineer of fine watchmaking and the choice for ambitious individuals with an appreciation of mechanics, a sense of style and a taste for adventure.

At the Salon International de la Haute Horlogerie 2019, the Maison presented several additions to its Pilot’s Watches line, with a focus on the new Spitfire collection. This collection consists of military-inspired pure instrument watches, all featuring in-house movements. The flagship Timezoner model celebrates ‘The Longest Flight’ project, a partnership between IWC and the Boultbee Flight Academy that will take a fully restored 1943 Spitfire Mark IX around the globe in 2019/20. The re-worked Top Gun line features models made from innovative and robust materials, such as black and sand-coloured ceramic, but also Ceratanium®, a material both as light and robust as titanium and as scratch-resistant as ceramic. Lastly, the Le Petit Prince line was enriched by the launch of the Big Pilot Constant-Force Tourbillon.

In 2018, IWC celebrated its 150th anniversary and organised 58 events around the world, including in Geneva, Miami, Amsterdam, Hong Kong, Zürich, Singapore and Dubai. The celebrations’ highlight was the formal inauguration of IWC’s new Manufakturzentrum in August, attended by more than 3 500 guests and 180 journalists. The building unites component production, movement assembly and case making under one roof and allows visitors to chronologically follow each step of production, from raw bars of metal to finished cases and watch movements.

During the year, IWC opened or relocated six internal boutiques, in Beijing, Shanghai, Hong Kong, Osaka and Tokyo. IWC also launched a watch configurator in March on iwc.com in the US, with the first custom Ingenieur Chronograph designed by US actor James Marsden. Furthermore, IWC extended its e-commerce capabilities in Europe.

In 2018, IWC became the first luxury watchmaker to release a sustainability report to Global Reporting Initiative standards, committing to eight sustainability targets to be reached by 2020. This contributed to IWC being rated the best-performing of all Swiss watch and jewellery brands evaluated by the World Wide Fund for Nature in a 2018 Environmental Impact report.

In the year ahead, IWC will keep increasing its value proposition by delivering on its promise with products of the highest level of engineering and quality at commercially attractive price points, paired with evocative storytelling and a high level of client experience and service. IWC will reinforce its presence within the world of Pilot’s watches by supporting and activating projects and events around ‘The Longest Flight’ as well as the US Naval Aviation and ‘TOPGUN’ community.

Christoph Grainger-Herr
Chief Executive
Since its founding in 1833, Jaeger-LeCoultre has created over 1,200 calibres and registered more than 400 patents, placing the Manufacture at the forefront of invention in fine watchmaking. Its leading position stems from its full integration with over 180 areas of expertise gathered under one roof, in the heart of the Vallée de Joux.

- The Maison unveiled a new collection, the Jaeger-LeCoultre Polaris named after the iconic Memovox Polaris launched 50 years ago, in 1968. The new Jaeger-LeCoultre Polaris has been successfully introduced as the elegant sport watch of the Maison, the highlight of the collection being the Jaeger-LeCoultre Polaris Memovox with an alarm function.

- Another highlight of 2018 was the unveiling of the latest development of the long-lasting partnership with the family-owned Argentine bootmaker, Casa Fagliano, with a special edition of a pink gold Reverso Tribute Duoface Large with a bi-tone Casa Fagliano leather strap. The Reverso, limited to 100 pieces exclusively for Jaeger-LeCoultre boutiques, features a slate grey dial on the front and a silver dial for the second time zone.

- Following the internalisation of its business in the United Arab Emirates, the Maison opened a new boutique in the Dubai Mall.

During the year, the Maison continued to develop and improve the quality of its distribution network, ensuring the highest level of service and client-centricity in boutiques, retailers and e-commerce.

In 2018, Jaeger-LeCoultre unveiled a new collection, the Jaeger-LeCoultre Polaris with as highlight of the collection, the Jaeger-LeCoultre Polaris Memovox with alarm function.

The Maison expanded and reinforced its presence in key markets, strengthening its relationship with strategic partners. Following the internalisation of its business in the United Arab Emirates, Jaeger-LeCoultre opened a new boutique in the Dubai Mall. The Maison is working to improve its customer-knowledge, in order to offer them an enhanced client experience in the future.

In the year ahead, Jaeger-LeCoultre will pay tribute to the Art of Precision as a homage to the Manufacture craftsmen and to its in-house ‘Métiers rares’: guillochage, enamelling, gemsetting and engraving. This will be demonstrated first with the introduction of the latest hybris mechanica, the new Master Grande Tradition Gyrotourbillon Westminster Perpétuel and subsequently the art of precise gesture with the unveiling of the Dazzling Rendez-Vous, with prong-set diamonds.

Catherine Rénier
Chief Executive
Officine Panerai’s exclusive sports watches are a natural blend of Italian design, Swiss innovative technology and maritime heritage.

The year was marked by the launch of new references in the iconic Luminor Due collection, especially the 38mm assortment.

Panerai continued to enrich its unique concept of ‘Laboratorio di Idee’ by delivering spectacular editions such as the submersible BMG-Tech™, a material exclusive to Panerai, and the LAB-ID™, opening a new generation of high-end concepts to the Maison.

Reflecting the same approach, Panerai continued to explore the segment of high complications with the launch of two innovative skeletonised tourbillons, among which is one produced using Direct Metal Laser Sintering – DMLS a revolutionary technology.

Panerai has supported several significant events with influential designers, such as the Milan Design Week and Design Miami during which the Maison has presented unique artworks including one created by Damien Hirst.

Panerai has reinforced its collaboration with the global community of brand ambassadors such as Mike Horn, explorer of the extreme, and Guillaume Néry, freediving world champion.

The year ahead, the Maison will unveil a new communication campaign focused on the brand’s innovation power and will strengthen its digital visibility in order to raise brand awareness and desirability at a global level.

Jean-Marc Pontroué
Chief Executive

Established 1860 at
Piazza San Giovanni 14/R, Palazzo Arcivescovile, Florence, Italy
Chief Executive Officer Jean-Marc Pontroué
Chief Financial Officer Olivier Bertoin
www.panerai.com
The journey of the Maison Piaget began in 1874, with a unique vision: always push the limit of innovation to be able to liberate creativity. Known for its audacity, it enjoys unrivalled credentials as both a watchmaker and a jeweller.

Piaget launched an impressive Haute Joaillerie collection, Sunlight Escape, that beautifully blends the creativity of Piaget with exceptional stones, decorative techniques and Métiers d’art. To unveil this collection, the Maison held major events in Paris and throughout the People’s Republic of China.

Moreover, Piaget’s iconic Possession collection welcomed a new watch adorned with a playful rotating bezel and interchangeable straps, to express the joyfulness of the Maison.

This was also a year of innovation in the ultra-thin territory, mastered like no other by Piaget, with the launch of Altiplano ultimate, an exclusive concept watch with a thickness of only 2mm. This incredible breakthrough embodies five exclusive patents and allows Piaget to reaffirm its legacy in the ultra-thin territory.

For the Salon International de la Haute Horlogerie 2019, the Maison expressed its unique craftsmanship through every creation. On the feminine side, a new Limelight Gala diamond set watch, with its iconic asymmetrical shape, was presented, as well as a high jewellery, fully paved Possession watch, establishing the Maison’s uniqueness in jewellery watches. On the masculine side, a new limited edition of Altiplano, the reference in ultra-thin watches, was unveiled with an exclusive meteorites dial, including an ultra-thin tourbillon, representing the height of Piaget know-how in gem setting, decorative stones and ultra-thin watchmaking.

Going forward, Piaget will continue to assert its unique identity by expanding its iconic lines and writing its very own style across watches and jewellery creations, more than ever focussed around its concept of ‘the sunny side of life’.

Jessica Chastain, Michael B Jordan and Hu Ge, Piaget international brand ambassadors, represented the Maison during all the major cinema festivals and Maison gatherings with the Piaget Society.

Historically, Piaget has a very strong relationship with art. In 2018, the Maison pursued its collaboration with Art Dubai, with whom the Maison has collaborated for the past three years, by supporting local emerging artists and reflecting Piaget’s creative spirit.

Chabi Nouri
Chief Executive

Established 1874
37, chemin du Champ-des-Filles, Geneva, Switzerland
Chief Executive Officer Chabi Nouri
Chief Financial Officer Giorgio Ferrazzi
www.piaget.com
Representing a disruptive blend of distinctive character and Haute Horlogerie expertise, Roger Dubuis has been at the forefront of the contemporary watchmaking scene since 1995. The Manufacture offers a range of audacious, hand-crafted, all-mechanical timepieces combining inventive calibres with powerful and daring designs.

Roger Dubuis’ manufacture and headquarters, Geneva

- Roger Dubuis’ comprehensive mastery of in-house production has contributed to its specialisation in limited editions.
- Roger Dubuis offers exceptional complications highlighted by Excalibur, embodying a world of spectacular performance and disruptive innovations.
- In 2019, Roger Dubuis will go further beyond boundaries, consolidating the partnerships with Pirelli and Lamborghini within a spectacular product offer.

The exceptional degree of vertical integration achieved by the Manufacture Roger Dubuis enables it to enjoy the comprehensive mastery of its in-house production. This capacity has also contributed to its specialisation in spectacular limited editions, as well as to its enviable reputation in the domain of skeletonised flying complications. The investments in research and development, conducted by its technical lab, and the creativity of the design studio have led to a steady stream of breakthrough technical solutions as well as inventive combinations of materials. Many of the resulting world premiere mechanisms or inventions are protected by patents. The manageable scale of production also provides the flexibility and freedom required to enable the Maison to offer its clients almost limitless scope for personalisation of movements, watch exteriors and finishes, regrouped under the Rarities concept.

In 2018, a daring attitude and the determination to break existing codes emerged as key values of Roger Dubuis’ DNA. Driven by an avant-garde spirit, a firm commitment to attract avid hedonists, and a penchant for strong mechanical content, the Maison’s rampant creativity is unleashed onto extravagant, disruptive designs complemented by a continuous quest for innovation.

This has led to the cementing of partnerships with two other iconic names, Pirelli and Lamborghini, equally committed to delivering standout customer experiences, and the ensuing launch of a series of spectacular, emotion-fuelling, Geneva-hallmarked models that have clearly celebrated the encounter of visionary engineers with incredible watchmakers.

In 2019, Roger Dubuis will continue combining its DNA with that of its partners, chosen for their reputations of being at the forefront of technology and equally determined to shatter existing boundaries.

The first result is a revolutionary and unique timepiece based on the Maison’s favourite platform of expression: the Excalibur collection.

In the year ahead, Roger Dubuis will further exploit its creativity and craftsmanship with a renewed offer of limited editions, innovations in materials and calibres, and exciting novelties associated with its motorsport partners.

All the new developments will contribute to strengthen Roger Dubuis as the ‘Serial Innovator’.

Nicola Andreatta
Chief Executive
Crafting eternity since 1755, Vacheron Constantin is the world’s oldest watch Manufacture, faithfully perpetuating a proud heritage based on transmitting expertise through generations of master craftsmen.

Epitomising the spirit of ‘Belle Haute Horlogerie’, Vacheron Constantin continues to create outstanding timepieces for connoisseurs who value understated luxury aesthetics, superlative finishing and technical excellence.

The development of Les Cabinotiers expresses the ultimate Maison skills in both technical and Métiers d’art fields. The Mécaniqques Sauvages theme of 2018 gathered technically and aesthetically exquisite unique pieces crafted to delight the Maison’s clientele of connoisseurs.

‘One of not many’ was the main theme of 2018, supported by the launch of the new communication campaign in the autumn. Leveraging its long-standing quest for excellence and rich heritage, the Maison incarnates its values with talents whose work, path and quest echo its own.

While deploying this theme, the Maison launched the Fiftysix collection, retro-contemporary watches in steel and gold, from simple to complicated pieces.

The recently revealed Traditionnelle TwinBeat® perpetual calendar leverages the Maison’s expertise and creativity.

Les Aérostiers limited series brought to life five historical milestones of ballooning exploration.

Vacheron Constantin has built a consistent boutique network in key luxury capitals around the world, as well as an exclusive distribution network with retailers.

Staying true to its values and motto, the Maison will keep innovating in the year ahead, leveraging its expertise and creativity to delight its clients. It recently revealed the Traditionnelle TwinBeat® perpetual calendar, as well as high complications including the first Overseas tourbillon in steel, a midnight blue offer within the Patrimony collection, and exclusive petrol blue dials adding to the existing Fiftysix assortment.

Vacheron Constantin looks to the future with confidence, building on its successful collections, its unassailable reputation for fine craftsmanship, its unique one-to-one approach to client relations as well as the talent and commitment of its teams – all forged in accordance with François Constantin’s motto “do better if possible, and that is always possible”.

Louis Ferla
Chief Executive
Online Distributors

Key results

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</thead>
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Percentage of Group sales

- Online Distributors 15%

Richemont’s Maisons

[Logos of Richemont’s Maisons]

[Brands of Richemont’s Maisons]
Founded in 2002, Watchfinder buys and resells pre-owned watches. It is the leader in the segment. Watchfinder operates both online and through its network of boutiques across the UK, enabling it to reach customers wherever they are through a fully integrated, omni-channel approach.

As a leader in the market for pre-owned watches, Watchfinder is focused on the end-customers’ experience, whether buying or selling. Watchfinder is the only player to offer a wide choice of products combined with high-level customer service. Each watch on the Watchfinder website is owned by the company. Watchfinder’s team of experts will put each watch through robust processes for authentication, provenance and inspection, to enable the seller to receive a fair market quote quickly. The prospective buyer has the peace of mind of knowing that he or she is buying an original watch, along with the valuable Watchfinder warranty.

Some of Watchfinder’s most memorable achievements during the year relate to its continued success as one of the most trustworthy and knowledgeable players in the pre-owned market, as it has continued to innovate and deliver superior client reviews. It has opened a showroom in Manchester and reopened its flagship at Royal Exchange in the City of London. Watchfinder’s YouTube channel now has more than a quarter of a million subscribers, with some 30 million views. It is by far the most popular dedicated watch channel on the platform. This content broadcasts Watchfinder’s expertise, its broad choice of watches and its independence around the world. This year, Watchfinder also added Panerai, IWC and Jaeger-LeCoultre watch servicing accreditations to its existing portfolio. These accreditations act as an indicator of competency to the customer and Watchfinder can clearly differentiate its in-house capabilities against any other independent, global, pre-owned operator. In total, the Watchfinder service centre is accredited by 16 manufacturers for spare parts and repairs.

Watchfinder has started its expansion into Europe by opening its first office outside the UK, in Paris.

Next year, Watchfinder will focus on utilising its part-exchange capabilities to enable the Group’s Maisons to drive new watch sales and will continue introducing the Watchfinder service to clients in new territories.

Stuart Hennell
Chief Executive
YOOX NET-A-PORTER is the world’s leading online luxury and fashion retailer. As the pioneers in bringing together the realms of luxury and technology, YOOX NET-A-PORTER has nearly two decades of experience in global luxury e-commerce and meets the needs of modern luxury customers through superior service, mobile-led innovation, high-quality content and an expertly curated multi-brand selection.


- Richemont and Alibaba Group announced a partnership to bring the offerings of NET-A-PORTER and MR PORTER to Chinese consumers.
- YOOX debuted its first own-label collection, 8 by YOOX, consisting of stylish essentials powered by artificial intelligence (‘AI’), while THE OUTNET launched an exclusive collection by ELLERY.
- A new flagship store was launched for Maison Alaïa by the Online Flagship Stores Division.

The YOOX NET-A-PORTER ecosystem consists of the Luxury Division, the Fashion Division and the Online Flagship Stores Division. It serves an unrivalled client base of more than 3.5 million high-spending customers generating around one billion online visits.

During the year the Luxury Division brands NET-A-PORTER and MR PORTER enriched their portfolio of the world’s most coveted brands with hundreds of new launches and exclusive capsules.

Innovative customer service enhancements included the MR PORTER Style Assistant, a Facebook Messenger chatbot designed to help customers with their holiday shopping, focusing on mobile luxury consumers. Both brands launched Style Trial, allowing EIPs (Extremely Important People) to order up to 30 pieces to try at home before they buy, for a trial period.

Richemont and Alibaba Group announced a global strategic partnership which would bring the offerings of NET-A-PORTER and MR PORTER to Chinese consumers. This joint venture will enable the Luxury Division to be a significant and sustainable online player in the market and creates a neutral, powerful platform for luxury brands to access China’s immense potential.

Within the Fashion Division, YOOX and THE OUTNET both significantly enriched their portfolios. YOOX debuted its first own-label collection, 8 by YOOX, consisting of stylish essentials powered by artificial intelligence (‘AI’). THE OUTNET launched an exclusive collection by celebrated luxury womenswear brand ELLERY.

The Online Flagship Stores Division launched new flagships for Alaïa and Balmain. The implementation of NEXT ERA, the leading omni-channel business model currently live with Valentino, showed great early success and is a key differentiator for the division. Omni-Channel Light features (e.g. buy online, pickup in-store) have been implemented across 24 brands, connecting 1,400 boutiques to enhance the service experience.

Looking to the year ahead, YOOX NET-A-PORTER will continue to develop its unique business model and strengthen its position as the number one online luxury and fashion retailer. The Group’s innovations in AI and mobile will deliver new ways to serve the global luxury customer. Global expansion will be led by a focus on the Middle East and the People’s Republic of China. All brands will continue to leverage the one ecosystem to delight customers for years to come.

Federico Marchetti
Chief Executive
## Other

### Key results

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### Percentage of Group sales

- Other 13%

### Richemont’s Maisons

- Alaïa Paris
- Mont Blanc
- Dunhill London
- Chloé
- Purdey
“My obsession is to make women beautiful. When you create with this in mind things can’t go out of fashion.” Azzedine Alaïa

Mr Alaïa’s well known obsession to honour the timeless beauty of women has been the Maison's greatest inspiration this year. In a year of change and expansion, the Alaïa team executed and completed several important projects, and laid the foundation for future ventures.

In April, the new flagship store in London at 139 New Bond Street delivered an important message to the market about the continued presence and visibility of the Maison. In May, coinciding with the London flagship opening, the exhibition ‘Azzedine Alaïa: The Couturier’ opened at the London Design Museum. It welcomed visitors for more than four months, with attendance surpassing expectations. These two events reinforced the unique qualities of the Maison not only in the London market, but also internationally.

In September, the launch of its own online business brought focus to the Maison’s digital presence. Through controlled and co-ordinated growth across several platforms, Alaïa is proactively working on the digital presence it needs for visibility and future growth.

In December, Alaïa introduced a new boutique in the Dubai Mall. The Maison, having already established brand loyalty among its Middle Eastern clientele, sees its presence in this important shopping mall as a major step to growth in this market.

Collaboration with the Alaïa Association, created in 2007 to preserve and exhibit Mr Alaïa’s work as well as present his large holdings of art, design and fashion, expanded further this year. Two well-received exhibitions were mounted in Paris by the Alaïa Association, strengthening the connection between the timeless appeal of this great couturier and his contemporary Maison.

A bookstore of contemporary and historic fashion publications also opened in the Alaïa Association in Paris.

In the year ahead, the Maison will focus on mono-brand store development in order to strengthen its image and provide the best service to clients. Investment in the infrastructure of the organisation will also be addressed. Finally, working with a 360 degree approach, from development of product lines to the final customer, the Maison will support continued growth and build greater awareness in the distinctive Alaïa vision of modern femininity and timeless beauty.

Alison Sachs
Chief Executive
Chloé

Chloé is the most naturally feminine Parisian fashion Maison, located at the intersection of couture savoir faire and youthful attitude. The Maison was founded some 65 years ago by Gaby Aghion. Today, Chloé continues to embody the free spirit and values of femininity, modernity, effortlessness and grace.

- Chloé successfully extended its shoe business to the active market by releasing Sonnie, the Maison’s first sneaker.
- Making its debut in August was the Tess bag, defined by two signature Chloé features.
- The Maison launched a new fragrance, Nomade.

Thanks to a series of product launches and the thriving vision of its artistic director, Natacha Ramsay-Levi, 2018 represented an important transition year for Chloé.

In June, Chloé successfully extended its shoe business to the active market by releasing Sonnie. The Maison’s first sneaker signals a woman who moves through life with forward momentum. Dynamic in form and purposeful in function, the design stands out within a crowded category.

The Tess bag, defined by two signature Chloé features, a central gold ring and an elegantly equestrian saddle shape, made its debut in August, adding to the Maison’s line-up of covetable accessories that register as cool yet timeless. New sunglass styles performed well, reaffirming the category’s strength. The launch of a new fragrance, Nomade, was also significant for Chloé. The fresh, dynamic eau de parfum captures the essence of a confident woman encountering the world, and is embodied by actress Ariane Labed, a modern representation of the Chloé girl.

The Spring Summer 2019 show that took place in October at the Maison de la Radio furthered Natacha Ramsay-Levi’s unique interpretation of Chloé’s feminine codes and free-spiritedness, while upholding the independent and intellectual spirit of Gaby Aghion, who once said, “You must dare”. Titled Hippie Modernism, the collection was positively received by press and trade alike and arrived in stores mid-February along with the new Chloé C bag.

In 2019, Natacha Ramsay-Levi has the honour of presiding over the fashion jury of the 34th International Festival of Fashion, Photography and Accessories at Hyères.

Geoffroy de La Bourdonnaye
Chief Executive
Founded in 1893 in London, Dunhill has been design-driven with style and purpose for 125 years. Today the Maison is of the moment yet enduring, representing the best of British leather goods and menswear.

The new direction created for Dunhill builds on its brand DNA with an updated concept and strategy. Brand positioning has been elevated across all categories, focused on leather and menswear led by outerwear, capitalising on the smart casualisation trend in luxury.

During the year, the Maison launched the new Duke and Cadogan leather pillars and an expanded collection of footwear with a focus on sneakers, which is proving to be a vital cornerstone of a winning strategy in the luxury space.

Seasonal runway shows and a digital-first approach leads the communications strategy, conveying the renewed brand direction and maximising reach, amplifying Creative Director Mark Weston’s updated vision for Dunhill.

A modern language of retail design has been created to showcase the new direction in a relevant and approachable way. This year the Tokyo Ginza and Dubai Mall flagships have been expanded and redesigned with a completely new look, including barber and bar services. New stores opened in Hong Kong IFC and Elements, New York’s Hudson Yard, Harrods in London and in Wuxi, Tsian and Nanjing in the People’s Republic of China.

The Maison’s digital-first approach and mindset aims to deliver seamless connection between retail and digital. It is the first port of call and the primary interface through which customers experience the brand.

New digital enhancements continue to elevate customer experience and seamlessly connect online and offline environments. In the last twelve months click & collect, personalised dynamic content and check-in-store product availability were rolled out. Dunhill in the People’s Republic of China pioneered the use of WeChat e-commerce mini programming to unite commerce, content and experience.

For the coming year, the Maison will continue to elevate brand positioning and enhance brand awareness, and develop its presence in key locations around the world.

Andrew Maag
Chief Executive
For over a century, Montblanc’s writing instruments have been the symbol of the art of writing. Driven by its passion for craftsmanship and creativity, Montblanc provides elegant, sophisticated and innovative creations in the fields of fine watchmaking, fine leather and jewellery.

Paying tribute to its icon, Montblanc introduced a new collection of writing instruments inspired by the literary character of Saint-Exupéry’s Le Petit Prince. Starting with a major launch event in One World Trade Center in New York, the Maison launched a global omni-channel campaign with brand ambassador Hugh Jackman, celebrating the power of gifting and imagination.

With its high artistry limited editions, Montblanc pushes the boundaries of creativity and technical virtuosity. Pairing the traditional expertise of Métiers d’art with high precision technology, the recent collection of the Maison’s limited editions is dedicated to the Chinese Emperor Kangxi.

In the leather goods segment, Montblanc introduced a new stylish and functional luggage collection designed to meet the demands of urban explorers. Crafted in Italy, the luggage collection brings together Italian savoir faire, German mechanics and Japanese high performance technology, blending lightweight polycarbonate with elegant leather trimming.

In fine watchmaking, Montblanc captured the spirit of mountain exploration with its new 1858 collection, inspired by the legendary professional Minerva watches from the 1920s and 30s and celebrating over 160 years of Minerva heritage.

This year, Montblanc gained major media impact thanks to the launch of the Smartwatch Summit 2, which redefines connected elegance. Summit 2 is the first Smartwatch worldwide to feature the latest technology for enhanced performance.

Montblanc announced a strong collaboration with RED, a non-governmental organisation (‘NGO’) raising money and awareness to end HIV/AIDS, with a special creation of a writing instrument designed by Marc Newson. A portion of proceeds from the product goes directly to the Global Fund, an organisation created to accelerate the end of AIDS.

During the year, Montblanc continued the upgrade of its network with key flagship renovations. In total, 35 boutiques were opened or renovated in the new concept, seven of them global flagships, including Tokyo Ginza, Geneva Place du Port and Hong Kong Heritage.

In 2019, the Maison will re-launch its second iconic writing instruments line StarWalker, while further expanding in the limited edition high artistry segment.

Concentrating on key collections and hero products in the watch category, Montblanc will continue to nurture its 1858, Heritage and Star Legacy collections, celebrating its Minerva heritage.

Continuing the successful launch of its new luggage collection, the Maison will further drive innovation and growth in the travel universe, capitalising on its luxury lifestyle positioning.

Nicolas Baretzki
Chief Executive
Peter Millar designs classic, luxury sportswear embracing timeless style with a modern twist. Displaying superior craftsmanship, unexpected details and the highest quality materials from the finest mills in the world, Peter Millar lifestyle apparel offers a distinctive vision of casual elegance.

Peter Millar boutique, 313 Worth Avenue, Palm Beach, Florida

- A new luxury performance line Crown Crafted was launched which features Italian yarns, cutting-edge technical fabrics and a modern silhouette.
- Peter Millar will continue to invest in the online shopping experience and digital marketing campaigns and will open more branded boutiques.

One of the fastest growing and most respected brands in luxury apparel, more specifically in the US, Peter Millar enjoys distribution through the finest specialty retail stores, prestigious resorts and the most exclusive country clubs, as well as through its own branded boutiques and online store. Strong relationships, exceptional product offerings and a premier level of customer service have cultivated an extraordinarily loyal clientele around the world.

The Maison continued to execute its growth strategy over the past year. Growth within the Maison’s sartorially focused Peter Millar Collection line and its innovative performance apparel Crown Sport line drove deeper penetration in existing accounts. The Maison’s more classically designed Crown line also saw continued development and growth. Finally, the Maison launched a new luxury performance line Crown Crafted, which features Italian yarns, cutting-edge technical fabrics and a modern silhouette.

Peter Millar achieved significant growth in consumer engagement over the past year, supported by the improvement of its US website, which benefited from an upgraded front-end interface. This website upgrade, combined with digital marketing, led to measurable brand awareness growth, and will continue to yield favourable returns as the Maison leverages this information to enhance the brand experience online and in boutiques.

The Maison saw strong wholesale and e-commerce growth in the Los Angeles-based brand G/FORE, which it acquired in January 2018. G/FORE is a golf inspired sportswear and accessories brand launched with the vision of becoming a global lifestyle brand, deriving its DNA from the sport of golf.

In the year ahead, Peter Millar will continue to refine its main product ranges, including the expansion of its Crown Crafted line. The Maison will continue to invest in the online shopping experience and digital marketing campaigns as well as open more branded boutiques, including a flagship boutique in Chicago in April 2019. As always, a focus on outstanding quality and world-class customer service will underpin these initiatives.

Scott Mahoney
Chief Executive
James Purdey & Sons, gunmaker to the British Royal Family, was founded in 1814 and has been crafting the finest shotguns and rifles for more than two centuries. The combination of precision craftsmanship and exquisite finish make Purdey guns the authentic choice for the passionate shooter.

Purdey emphasises the tradition of fine craftsmanship. It continues to innovate in its traditional gun and rifles sectors, as well as extending its clothing and accessories selection to include a leather goods range.

Significant investment in the Purdey factory in London has facilitated the rigorous testing of a new bolt action rifle and trigger plate shotgun, which were both launched in 2018. Purdey continues to develop new gun variants, which meet the demands of modern markets and are manufactured using traditional techniques. Purdey is focusing on strengthening the skill craft base by recruiting more craftsmen alongside ongoing investment in apprentices.

The acquisition of the Royal Berkshire Shooting School in 2018 has allowed Purdey to develop a complete offering for the sporting shooter, from tuition, purchasing and fitting of guns, to the ability to book their shooting trips through its worldwide sporting agency.

Sales growth from the new website in 2018 not only increased contact with those buying older Purdey guns as a foothold investment in the brand, but also helped to increase the sales of clothing and accessories online.

Purdey’s clothing, luggage and accessories form a key part of its international growth strategy, through a fuller range of products appealing to the luxury lifestyle consumer. The Maison increased its global footprint through working with selected distributors in Europe, North America, Japan, Australasia and South Africa. In addition, it has gained new UK listings in Harrods and on Mr Porter.

Purdey continues to hold the Purdey Awards for Game and Conservation, which are well established as a driving force in promoting greater awareness of the synergy between shooting and conservation. This has been further enhanced with the launch of the Eat Game Awards, which attracted over 4 000 food-related business entries in October.

In the year ahead, the Maison will be building on its new product ranges and wholesale growth, alongside continued focus on growing new investments both in the UK and abroad, while preserving Purdey’s authenticity and heritage.

James Horne
Chief Executive
Richemont has support functions around the world, which bring to our Maisons all the expertise, competences and tools they need to grow their brand equity and focus on their strengths in design creation, sales and marketing. Working as business partners with the Maisons, they foster the capturing of synergies and the sharing of best practices, while respecting the specifics of each Maison.
Richemont

Richemont’s regional and central functions enable our Maisons to enter new markets more easily and, aided by in-house tools, support our teams and development initiatives. With some 6,000 employees directly employed by our subsidiaries, these functions make a regular and significant contribution to the Group’s sales growth and operating margins. The following section highlights specific developments during the year under review.

REGIONAL FUNCTIONS

Europe and Latin America
This year the focus in Europe and Latin America was on empowering the local market teams to establish client-centric, entrepreneurial and cross-functional initiatives to foster business development and engagement. On the operational side, the focus was on value creation and streamlining processes across all regional functions, as well as managing uncertainty in social and political environments.

For the coming year the objective is to accelerate the transition towards innovation and flexibility, driven by modernisation and digitalisation.

Middle East, India and Africa
The Group’s fifth region was created in April. In the Middle East, the environment was challenging due to the geopolitical situation as well as to a more complex regulatory environment with the introduction of VAT in the United Arab Emirates. In Saudi Arabia, the internalisation of our business for our Jewellery Maisons is continuing well into 2019. To respond faster in our supply chain to our customers, a multitude of system, process and efficiency improvements were successfully rolled out across the local platforms. This will continue in 2019 to further improve our operating model in the region.

Asia Pacific
This region was focused on the ramping up of the SAP and digital projects in the People’s Republic of China. This project will further support the development of client-centric digital solutions in the region. Operational efficiencies were enhanced, particularly in the areas of finance and logistics. The market for prime retail locations continues to be extremely competitive and our real estate teams secured boutiques in key locations for our Maisons. This region also invested in talent programmes and achieved awards in Hong Kong and the People’s Republic of China in recognition of these efforts. Going forward we will drive for continuous improvement in all areas in order to support the operations and development of all our Maisons in the region.

North America
This year was an important year for strengthening partnerships with our clients, partners and employees. The region solidified a joint management structure with a change of mindset and culture towards more empowerment, engagement and collaboration. Logistics operations were streamlined to substantially improve time-to-market and to generate efficiencies. At the same time, organisation and processes were upgraded in order to grasp major growth opportunities, with a key focus on omni-channel, talent management and strategic markets. This strategy will continue being deployed during the coming year.

Japan
Richemont Japan sales benefited from positive factors mainly stemming from the continuous growth in tourism and from a resilient local demand, with a successful expansion of the Maisons’ retail businesses. The region further enhanced service levels for both retail and wholesale customers and continued to provide a highly satisfactory partnership to Maisons, including the roll-out of point of sale system enhancements.
CENTRAL SUPPORT FUNCTIONS

Technology
The role of the Group Technology Department is to provide, update and improve the necessary IT tools for our Group and our Maisons.

Over the past year, the Group has rolled out its template and e-commerce solutions in new geographies and experimented with new Customer Relationship Management and data platforms for the future.

Next year will be dedicated to implementing SAP in the People’s Republic of China, providing our Maisons with tools aiming at recruiting and retaining clients and the migration of our Maisons to the YNAP e-commerce backbone.

Real Estate
The Real Estate function supported the Group and the Maisons in their acquisition of boutiques and through major construction projects on both architectural and leasing aspects.

This year, the main projects were Cartier Peking Road in Hong Kong, Cartier New Bond Street in London, Richemont Distribution at Villars-sur-Glâne in Switzerland and the new Dunhill headquarters in London.

Next year, the main projects will be Hudson Yards in New York for Cartier, Van Cleef & Arpels, Piaget and Dunhill, and Montblanc Haus in Hamburg.

Industry and Customer Service
The Industry and Customer Service Department’s mission is to define and execute the Group’s industrial, customer service, supply chain, and research and innovation strategies, and accompany the Maisons in their manufacturing development.

Last year, Richemont pursued its logistics re-engineering and investment programmes, launched in Switzerland and the Middle East. Richemont also created a Responsible Sourcing function, tasked with the monitoring of the upstream supply chain, from raw material to finished products.

In the years to come, we will focus our efforts on adapting our supply chain to an omni-channel world and using the latest innovations to improve the quality of our products. We will also continue to create a flexible industrial tool, able to adapt to demand.

Human Resources
Richemont’s Human Resources teams are curious and agile, passionate about growing talents and contributing to business growth. The Group empowers all of its 35,000 employees to be ‘ahead of the curve’ whilst respecting the high-end heritage and savoir faire of its Maisons and the Group as a whole.

Human Resources has one common vision, to focus on identifying, developing and connecting client-centric professionals all over the world with a distinctive, creative and entrepreneurial mindset. The teams believe strongly that talent makes the difference and leverage technology to ensure people come before processes. They are not afraid to challenge themselves and strongly believe that by sharing across the diverse community of the Richemont Group, they can inspire with their passion for culture, art and beauty. This has been Human Resources’ key focus over the past twelve months.

As the Human Resources teams look forward to next year, their ambition is to hear one common message from their people: ‘Everything is possible @Richemont. Dream big and far. Let’s do it. In all circumstances, be open and positive’.