



Executive Summary

Non-Financial Report
2026

RICHMONT

Executive Summary

Sustainability at Richemont is rooted in the Group's culture and its responsibility towards its employees, society, customers and the communities it serves. The Group applies a common framework to align strategies across its Maisons, regions, and functions, supporting responsible business conduct and long-term value creation.

Embedding this framework enables the Group to build trust, manage risks, strengthen collaborations, and support sustainable growth, reinforcing Richemont's licence to operate.

Sustainability Approach

Richemont's Sustainability Framework is structured around four foundational pillars: Complying, Acting, Reporting, and Embracing. Together, these pillars drive consistent and harmonised practices and priorities across the Group. A growing emphasis on education and circularity is reflected in the Group's shared priorities.

The Sustainability Framework is operationalised through the Sustainability Management System, which translates sustainability priorities into governance structures, policies, processes, and supporting enablers. To strengthen coherence, accountability and impact, the Group Sustainability team was integrated into Group Corporate Affairs in FY26, leveraging its integrated structure to align external engagement with strategic priorities, foster cross-functional collaboration, and enhance the Group's agility in addressing risks, crises, and emerging opportunities.

In practice, this integration ensures that sustainability considerations are systematically embedded across regulatory engagement, reputation management, and coordinated stakeholder engagement, reinforcing sustainability as a core component of the Group's licence to operate.

The Richemont Sustainability Academy provides a suite of courses and modules that support capability-building across the Group through targeted learning and development opportunities.

Richemont's Materiality Assessment underpins the Group's non-financial reporting and informs the identification of material impacts, risks and opportunities. In FY26, the assessment was reviewed in consultation with relevant internal stakeholders, with a particular focus on social topics across regions.

Environment

Richemont seeks to manage environmental impacts across its operations and supply chains, including those related to energy and climate change, water, waste and resource use, as well as circularity and biodiversity.

The Group applies recognised environmental and climate-related standards and certifications to guide its approach. Through best efforts, the Group works towards mitigating its impact on climate change by reducing greenhouse gas (GHG) emissions from direct operations and supply chains.

A key component of this approach is the development of a low-carbon transition plan, building on the targeted reduction of Scope 1 and 2 GHG emissions. Across owned buildings, including offices, boutiques, manufacturing sites, and customer service and distribution centres, the Group has implemented measures to reduce energy consumption, improve energy efficiency, and promote the use of renewable energy.

In FY26, Richemont further refined the scope of its environmental management approach. The refinement included closer alignment of relevant functions and expertise, as well as clarification of definitions and topics across Richemont's value chain. These measures support a more collective and harmonised approach to environmental stewardship. The Group's management approach to environment is based on performance measurement and monitoring, the implementation of prevention and mitigation measures, and continuous improvement.

In FY26, Richemont elevated circularity to a strategic priority within its Sustainability Framework. To operationalise this priority, the Group has developed Circularity Guiding Principles. These principles facilitate the integration of circularity actions across the Group's activities and serve as a compass to guide decision-making.

Social

People are central to Richemont's long-term success. As custodian of craftsmanship and creativity, the Group fosters a collaborative working environment that supports professional growth. The Group develops and retains talents, nurturing lasting connections with employees, and operates within a mature culture built on trust and mutual respect.

Richemont's approach is guided by a commitment to excellence and respect for artistry, and fosters constructive human relationships. Rooted in shared values, Richemont cultivates a sense of belonging and promotes a leadership culture that encourages responsibility and accountability. From the precision of watchmaking to innovation in jewellery, fashion and accessories, the Group invests in talent development and sustains expertise across disciplines to maintain high standards of quality.

The Group supports employees throughout their Richemont journey, from talent attraction and career development, to ongoing engagement and performance management. To foster performance while upholding its values, the Group seeks to remain an attractive employer for both prospective talents and current employees.

Richemont's Health and Safety Management System outlines how the Group supports the health and safety of employees and anyone involved in its business activities. This system identifies, prioritises and mitigates health and safety hazards, thereby aiming to prevent accidents and business disruptions and ensuring a secure working environment. Furthermore, it drives compliance and continuous improvement, engaging employees in accident prevention and fostering a culture of health and safety in the workplace.

Supply Chain

Responsible conduct within the Group's supply chains is promoted through standards, policies, and certifications. The Standards of Business Conduct, the Supplier Code of Conduct (SCoC), the Minerals and Metals Responsible Sourcing Policy, the Group Procurement Policy, and the Human Rights Statement form the foundation of the responsible sourcing practices.

The SCoC outlines requirements for suppliers on business ethics, labour and human rights, and environmental protection. It is updated regularly, most recently in FY25, to further strengthen the Group's compliance procedures and to reflect the evolving sustainability regulatory landscape. The SCoC addresses labour conditions and human rights, including the prohibition of child labour.

In FY26, Richemont launched a Group-wide campaign to promote awareness and understanding of its updated SCoC. The campaign has been designed to support formal endorsement of the SCoC's principles by the Group's suppliers and promote shared responsibility for responsible business conduct.

Richemont's standards and policies are regularly reviewed and updated to reflect the evolving regulatory landscape and the increasing importance of value chain accountability.

The Group works to maintain oversight of social and environmental impacts within its supply chains through the implementation of certification and auditing standards. Suppliers are required to adhere to recognised certification systems, such as those of the Responsible Jewellery Council (RJC) and the Leather Working Group (LWG).

Richemont undertakes due diligence and risk management on its supply chains, following a risk-based approach. The Group's framework is built on the guidelines of the Organisation for Economic Co-operation and Development (OECD) to support the application of its standards and due diligence requirements. The Group maintains grievance mechanisms, including the Richemont Speak Up Platform, to identify and address potential impacts within its value chain.

Governance

Sustainability governance at Richemont is anchored at the highest governance level of the Group: the Board of Directors (or the 'Board'). With the support of the Governance and Sustainability Committee (G&SC or the 'Committee'), the Board oversees sustainability strategy, policies and performance. The Committee provides updates to the Audit Committee and reports to the Board.

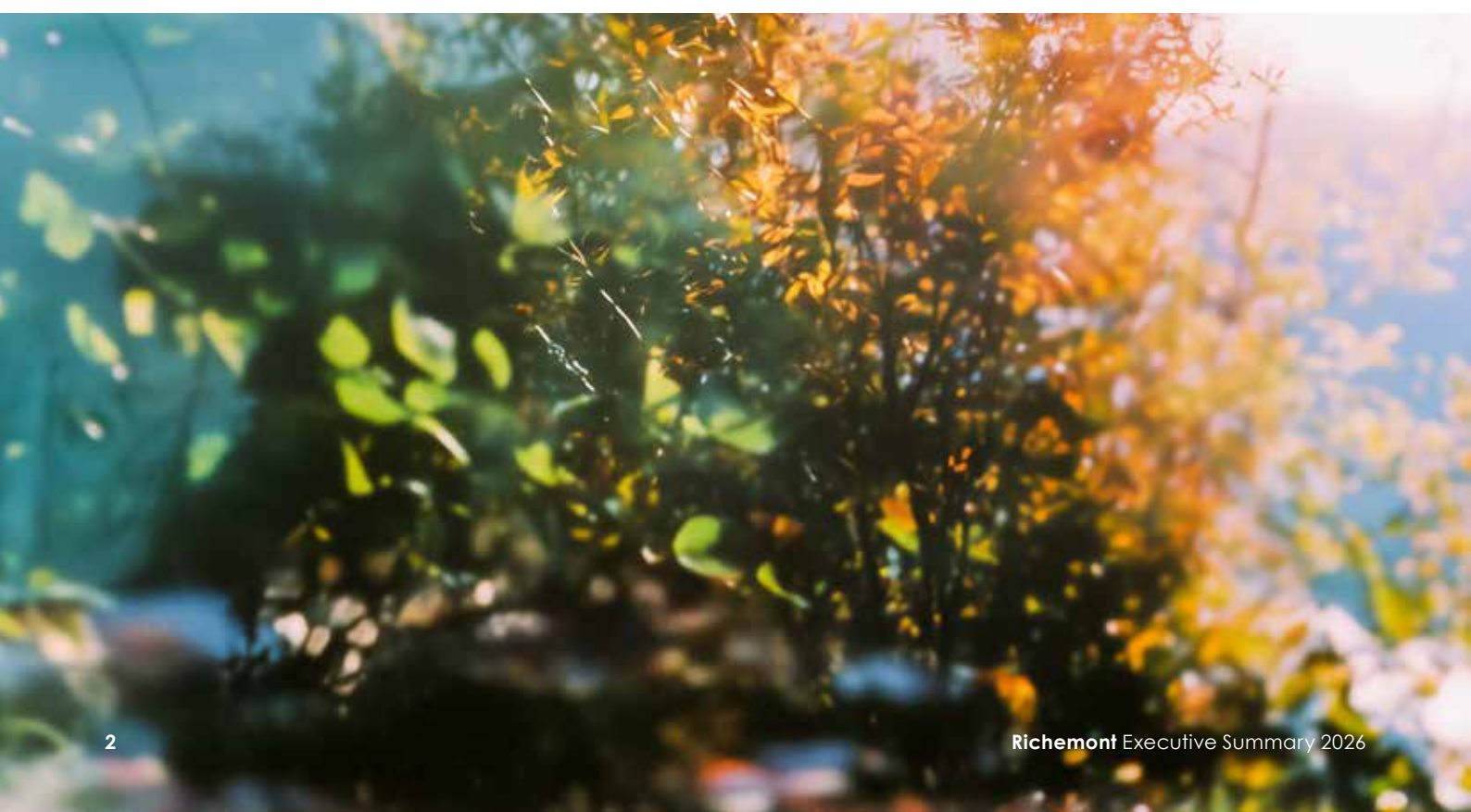
The Committee reviews management proposals regarding the sustainability framework and supports the Board in establishing and reviewing sustainability strategy, policies and guidelines. The Committee advises the Board on matters discussed at Committee meetings.

The Chief Executive Officer (CEO), the Director of Corporate Affairs and the Chief Sustainability Officer (CSO) of the Group are permanent attendees of the Committee. They are also members of the Senior Executive Committee (SEC), Richemont's executive management body responsible for overseeing the management of sustainability performance and reporting.

Supporting the Group's approach to transparency and integrity, Richemont's Speak Up Platform offers employees and affected third parties a dedicated channel to report concerns, thereby serving as an integral component of the Group's governance and ethical framework.

Creativity, innovation, and craftsmanship are essential components of Richemont's offerings to customers. The Group's strategy encompasses anti-counterfeiting measures and comprehensive data protection and privacy policies and guidelines. In FY26, the Group continued to strengthen actions in these areas, directly addressing heightened threats from counterfeiters and cyber-attacks.

The Non-Financial Report 2026 reflects the collective effort of the Group's Maisons, regions, and functions, illustrating the responsible choices made together, every day, everywhere. With gratitude for the contributions of all involved, Richemont continues to strengthen its sustainability approach and create a positive impact for generations to come.



Richemont's Sustainability Framework

Richemont's approach to sustainability is rooted in the Group's culture and its responsibility towards its employees, customers, society, and the communities it serves. The Group works to build ongoing trust amongst stakeholders, manage risks throughout its operations, and support sustainable growth, reinforcing Richemont's licence to operate.

Richemont's Sustainability Framework is foundational to these efforts. It is structured around four key pillars, 'Complying, Acting, Reporting and Embracing', through which the Group crafts the future of sustainability. Together, these pillars drive consistent and harmonised practices and priorities across the Group.

Richemont **Complies** with established business standards and relevant regulations, leveraging organisational efforts and collaboration across the Group. This approach leads to operations being conducted with legal adherence across the markets where the Group operates.

Under **Acting**, Richemont implements measures to preserve its business from potential environmental and social disruptions. This involves risk mitigation and building resilience to safeguard long-term value, as well as exploring opportunities for continuous improvement. Actions within this framework address environment, social and business conduct considerations, building on existing standards and processes.

Richemont shares its progress through **Reporting**, where the Group discloses non-financial information required by law. This fosters accountability and builds trust with the Group's stakeholders by providing insights into its performance. Maisons, regions, and functions support this by implementing internal processes designed to maintain accuracy, consistency, and continuous improvements.

Finally, Richemont is **Embracing** sustainability, reflecting the Group's culture and heritage, including the long-term stewardship of craftsmanship and creativity across its Maisons.

To further enable the Sustainability Framework, the focus on education and the integration of circularity principles are increasingly reflected in shared priorities across the Group.

Education, which fosters a mindset of continuous learning and improvement, constitutes an important part of the Group's sustainability approach, exemplified by the Group's established academies. Craftsmanship is central to the business, supported by the Group's commitment to skills preservation through transmission. This is embodied within the Maisons by established foundations and partnerships. As a custodian of creativity and craftsmanship, Richemont nurtures the unique heritage and artistic vision of each Maison. Traditional techniques are preserved alongside innovation, ensuring the continued artistry of the Maisons for generations. Through awareness programmes, Richemont and its Maisons underscore the enduring relevance and accessibility of luxury for new generations.

On the other hand, the integration of **Circularity** enables business resilience and mitigates environmental impacts. Actions for circularity span the product life cycle, encompassing optimised production processes from the early stages of design to the promotion of research and innovation. This also supports compliance with evolving waste management and resource efficiency regulations. Implementation strategies include, amongst others, designing durable products and providing repair services.

The Group's Sustainability Framework is operationalised through Richemont's Sustainability Management System, which translates the Group's sustainability priorities into governance structures, policies, processes, and supporting enablers across the Group. At its core, the system is overseen by Governance bodies, including the Board of Directors and its Committees, the Senior Executive Committee (SEC), and various Operational Committees. These bodies establish and uphold Richemont's Standards of Business Conduct and policies. The system demonstrates how a risk-based approach informs the Group's policies, taskforces, and committees, and drives due diligence across direct operations and supply chains. Its operational effectiveness is driven by processes and enablers, encompassing ESG Risk Management, value chain due diligence, the materiality assessment and the Speak Up Platform. Other components of the system include stakeholder engagement and training and capacity building. These elements are, ultimately, reflected into non-financial reporting.

Sustainability Management System

