

Conclusion



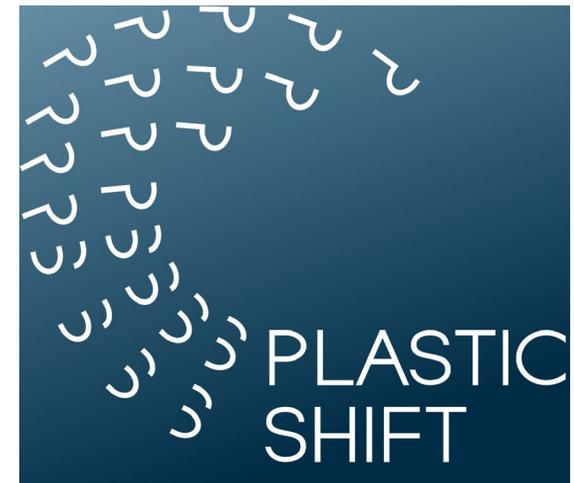
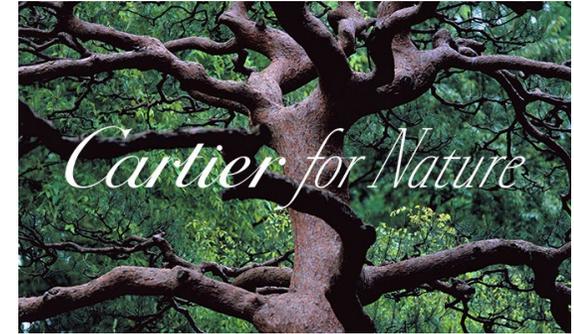
PROGRESS ON OUR MOVEMENT FOR BETTER LUXURY

› **Good progress made on sustainability roadmap**

- Strengthened governance with new Board committee and SDG Taskforce initiative
- More robust initiatives to support colleagues around wellbeing, education and diversity, equity & inclusion
- Continued Covid-19 related community initiatives including volunteering work
- Over 95% of the gold purchased is recycled and RJC 'Chain of Custody' certified
- Committed to source 100% renewable energy by 2025; finalising formal commitment to Science-Based Targets initiative

SUSTAINABILITY INITIATIVES

- › **'Cartier for Nature'** fund and zero single-use plastics initiative
- › **IWC** RJC COC certification
- › **Panerai's** *Submersible eLAB-ID* concept watch
- › Sustainability indicators for **Chloé** management, sourcing and social initiatives
- › Infinity programme at **YOOX NET-A-PORTER** to promote circular principles



FY21 SUMMARY

› **Strong performance in exceptional circumstances**

- Following Covid-19 impact in H1, strong rebound in H2 led by the Jewellery Maisons, online retail and Asia Pacific
- Continued strength of Jewellery Maisons with sales exceeding FY19 levels

› **Discipline and agility in execution**

- Swift reaction to protect cash and assure profitability, leading to improved operating margin and substantially higher free cash flow
- Efficient and well established process of managing trade inventory (sell in - sell out KPI)
- Acceleration of 'new retail' and digital initiatives

› **Progress in transformational CSR strategy**

› **Strong balance sheet to support our long term ambition**

RICHEMONT DIGITAL JOURNEY ACCELERATION

- › **Unprecedented growth of online retail and digitally enabled sales at our Maisons**
 - Triple-digit growth in our Maisons' online retail, now 7% of sales
 - Digital enabling more diverse customer journeys and underpinning retail sales
- › **Reinforcement of Richemont's 'new retail' foundations**
 - CRM programme, clienteling application rollout and leveraging of data capabilities
 - Localisation of e-commerce, implementation of omni-channel services and new customer touchpoints
 - Digital training and upskilling of teams
- › **Strategic partnership with Alibaba and Farfetch**
- › **Evolution of NET-A-PORTER/MR PORTER, YOOX and THE OUTNET's business and operating models**

CONCLUSION

- › **Strength of Richemont in FY21** supported by:
 - Maisons' brand equity rooted in heritage, craftsmanship, creativity and innovation
 - Customer centricity and the ability to connect with clients through 'new retail' initiatives and strong local presence in markets with faster demand recovery
 - Agile organisation with targeted allocation of resources
- › **Increased direct engagement with end clients: around $\frac{3}{4}$ of sales**
- › **Partnerships** to capture new growth opportunities

At Richemont, we craft the future