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**
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 ¾ of sales**

› **Partnerships** to capture new growth opportunities

At Richemont, we craft the future