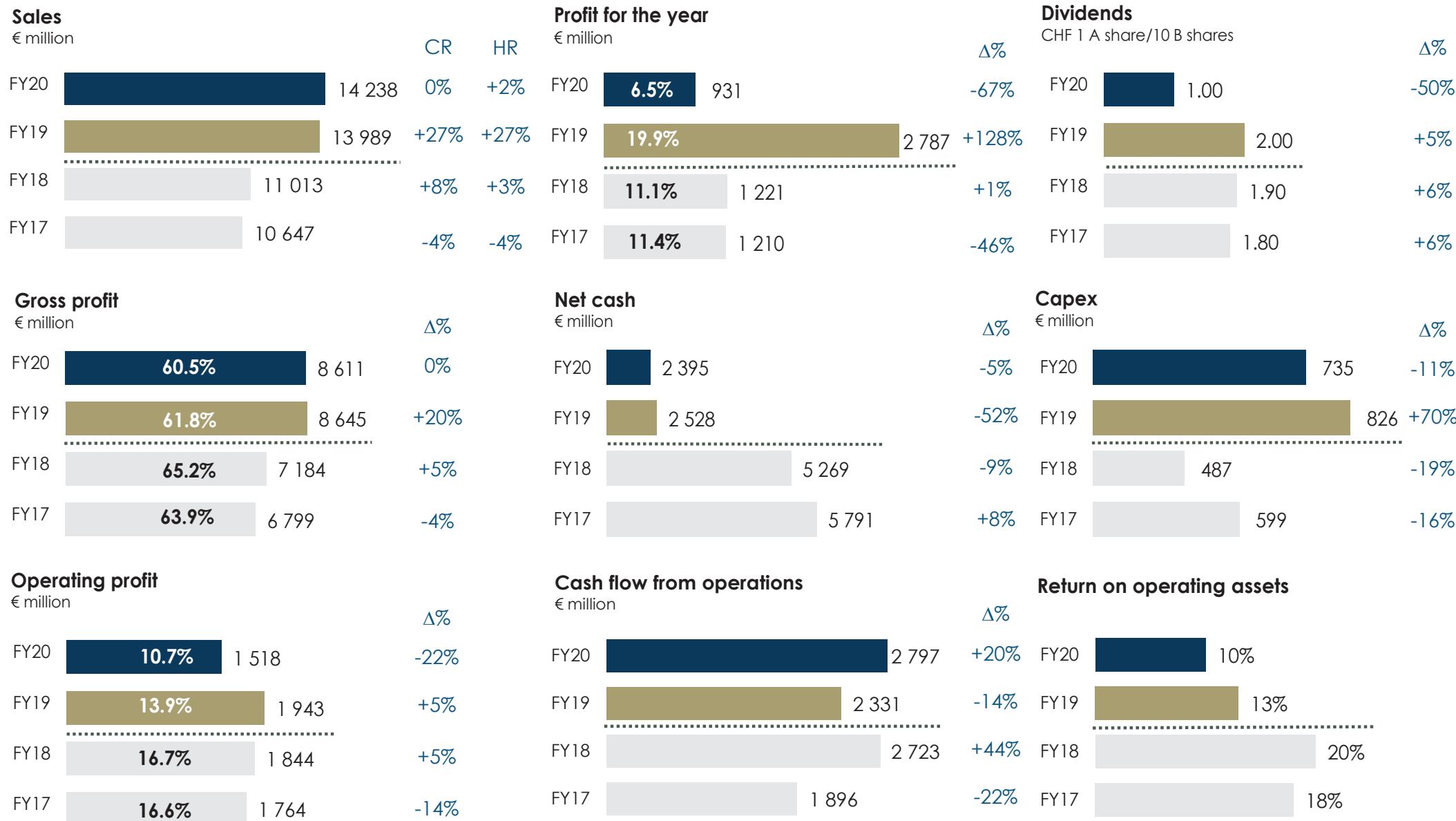


Appendix

RICHEMONT



FINANCIAL HIGHLIGHTS



SALES HIGHLIGHTS (REGION)



SALES HIGHLIGHTS (CHANNEL)

Retail

€ million

| | | CR |
|------|-------|------|
| FY20 | 7 338 | -2% |
| FY19 | 7 320 | +8% |
| FY18 | 6 758 | +14% |
| FY17 | 6 389 | +4% |

Online retail

€ million

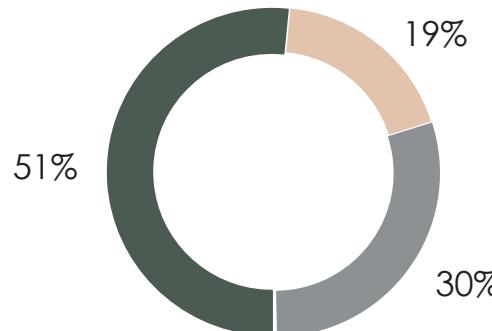
| | | CR |
|------|-------|------|
| FY20 | 2 646 | +14% |
| FY19 | 2 262 | NR |
| FY18 | 156 | |
| FY17 | NR | |

Wholesale*

€ million

| | | CR |
|------|-------|------|
| FY20 | 4 254 | -5% |
| FY19 | 4 407 | +7% |
| FY18 | 4 099 | -1% |
| FY17 | 4 258 | -14% |

* includes royalty income



- Retail
- Online retail
- Wholesale*

SALES HIGHLIGHTS (PRODUCT LINE)

Jewellery

€ million

| | | CR |
|------|-------|------|
| FY20 | 5 205 | 0% |
| FY19 | 5 061 | +11% |
| FY18 | 4 537 | +15% |
| FY17 | 4 160 | +7% |

Watches

€ million

| | | CR |
|------|-------|------|
| FY20 | 4 816 | -4% |
| FY19 | 4 930 | +13% |
| FY18 | 4 368 | +5% |
| FY17 | 4 340 | -15% |

Clothing

€ million

| | | CR |
|------|-------|-------|
| FY20 | 1 792 | +12% |
| FY19 | 1 553 | +283% |
| FY18 | 403 | +1% |
| FY17 | 419 | -6% |

Leather goods

€ million

| | | CR |
|------|-------|------|
| FY20 | 1 415 | -1% |
| FY19 | 1 402 | +79% |
| FY18 | 780 | +4% |
| FY17 | 779 | +11% |

Writing instruments

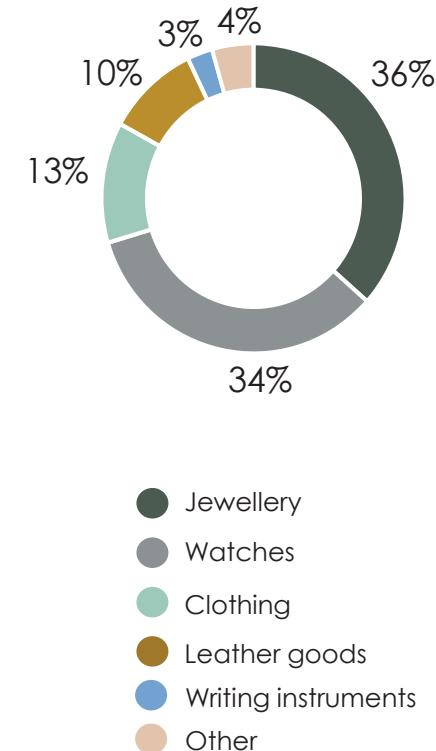
€ million

| | | CR |
|------|-----|-----|
| FY20 | 383 | -9% |
| FY19 | 414 | +5% |
| FY18 | 394 | +3% |
| FY17 | 396 | +5% |

Other

€ million

| | | CR |
|------|-----|------|
| FY20 | 627 | -2% |
| FY19 | 629 | +18% |
| FY18 | 531 | -7% |
| FY17 | 553 | -3% |



SALES HIGHLIGHTS (BUSINESS AREA)

Jewellery Maisons

€ million

| | | CR |
|------|-------|------|
| FY20 | 7 217 | 0% |
| FY19 | 7 083 | +10% |
| FY18 | 6 452 | +14% |
| FY17 | 5 927 | -2% |

Specialist Watchmakers

€ million

| | | CR |
|------|-------|------|
| FY20 | 2 859 | -6% |
| FY19 | 2 980 | +10% |
| FY18 | 2 714 | -2% |
| FY17 | 2 879 | -11% |

Online Distributors

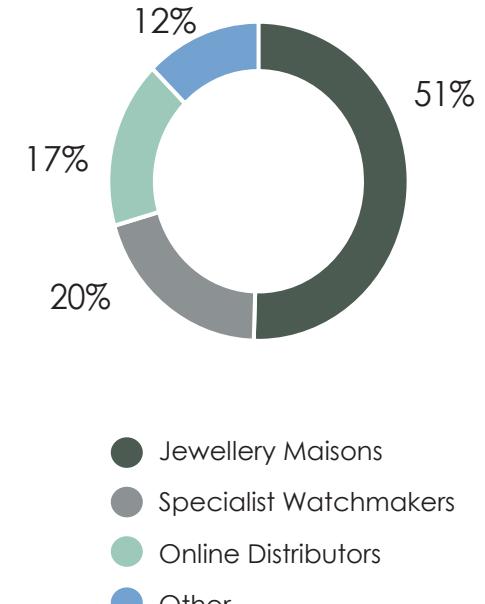
€ million

| | | CR |
|------|-------|------|
| FY20 | 2 427 | +13% |
| FY19 | 2 105 | NR |
| FY18 | NR | |
| FY17 | NR | |

Other

€ million

| | | CR |
|------|-------|-----|
| FY20 | 1 788 | -7% |
| FY19 | 1 881 | +2% |
| FY18 | 1 847 | +3% |
| FY17 | 1 841 | +2% |



- › **Net present value of committed lease payments capitalised as right of use asset and lease liability**
- › **Income statement**
 - Right of use asset depreciated; lease interest expense in finance costs
 - Positive like-for-like impact of c. €100m on operating profit
- › **Cash flow statement**
 - No impact overall – timing and cash outflow unchanged
- › **Opening balance sheet on 1 April 2019 (initial application date)**
 - Total assets and liabilities increased by more than €3bn

For more detailed information on Leases and the impact of the adoption of IFRS 16 Leases, please refer to note 10 of the Group's consolidated financial statements for the year ended 31 March 2020.

HEDGING

- › **70% of our forecasted net foreign currency cash flow exposure** arising primarily in AED, CNY, HKD, JPY, SGD and USD is hedged vs. CHF and EUR
- › **In the case of USD, the net exposure** takes into account purchases of precious metals and precious stones
- › Realised and unrealised gains/losses on currency derivative contracts are **recognised in net finance costs**

12 months to 31 March 2020

versus CHF

| | Average rates | |
|-----|---------------|--------|
| | Actual | Hedge |
| AED | 3.72 | 3.84 |
| CNY | 7.06 | 7.09 |
| HKD | 7.92 | 8.13 |
| JPY | 110.25 | 112.15 |
| SGD | 1.39 | 1.41 |
| USD | 0.99 | 0.96 |

FY20 SALES BY REGION AND BUSINESS AREA

| 12 months | €m | FY20 | FY19 | Constant rates* | Actual rates | % of total |
|------------------------|----|---------------|--------|-----------------|--------------|------------|
| Europe | | 4 298 | 4 118 | +4% | +4% | 30% |
| Asia Pacific | | 4 992 | 5 243 | -6% | -5% | 35% |
| Americas | | 2 806 | 2 551 | +6% | +10% | 20% |
| Japan | | 1 212 | 1 148 | -1% | +6% | 8% |
| Middle East and Africa | | 930 | 929 | -3% | 0% | 7% |
| Total sales | | 14 238 | 13 989 | 0% | +2% | 100% |
| 12 months | €m | FY20 | FY19 | Constant rates* | Actual rates | % of total |
| Jewellery Maisons | | 7 217 | 7 083 | 0% | +2% | 51% |
| Specialist Watchmakers | | 2 859 | 2 980 | -6% | -4% | 20% |
| Online Distributors | | 2 427 | 2 105 | +13% | +15% | 17% |
| Other | | 1 788 | 1 881 | -7% | -5% | 12% |
| Intersegment sales | | - 53 | - 60 | -13% | -12% | 0% |
| Total sales | | 14 238 | 13 989 | 0% | +2% | 100% |

* Movements at constant rates are calculated by translating underlying sales in local currencies into euros in both the current period and the comparative period at the average exchange rates applicable for the financial year ended 31 March 2009

FY20 OPERATING RESULT BY BUSINESS AREA

| 12 months | €m | FY20 | FY19* | Change |
|---------------------------------------|-----------|--------------|--------------|---------------|
| Jewellery Maisons | | 2 077 | 2 229 | -7% |
| Specialist Watchmakers | | 304 | 381 | -20% |
| Online Distributors | | -241 | -99 | -143% |
| Other | | -141 | -95 | -48% |
| Elimination | | -2 | 2 | NR |
| Operating results | | 1 997 | 2 418 | -17% |
| Valuation adjustments on acquisitions | | -196 | -173 | +13% |
| Corporate costs | | -283 | -302 | -6% |
| Central functions | | -249 | -245 | +2% |
| Other operating expense, net | | -34 | -57 | -40% |
| Operating profit | | 1 518 | 1 943 | -22% |

* Prior year comparatives have been restated to exclude valuation adjustments on acquisitions from segment results

FY20 GROUP RESULTS

| 12 months | €m | FY20 | FY19 | Change |
|--|-----------|---------------|-------------|---------------|
| Sales | | 14 238 | 13 989 | +2% |
| Cost of sales | | -5 627 | -5 344 | +5% |
| Gross profit | | 8 611 | 8 645 | 0% |
| Net operating expenses | | -7 093 | -6 702 | +6% |
| Operating profit | | 1 518 | 1 943 | -22% |
| Net finance costs | | -337 | -183 | +84% |
| Share of equity-accounted investments' results | | 17 | 1 408 | -99% |
| Profit before taxation | | 1 198 | 3 168 | -62% |
| Taxation | | -267 | -381 | -30% |
| Profit for the period | | 931 | 2 787 | -67% |
| Cash flow from operations | | 2 797 | 2 331 | +466m |
| Net cash | | 2 395 | 2 528 | -133m |

SUMMARY BALANCE SHEET AND INVENTORY

| at 31 March | €m | FY20 | FY19 | |
|---|-----------|---------------|-------------|---------------|
| Non-current assets | | 13 660 | 10 761 | |
| Current assets | | 16 801 | 17 278 | |
| Non-current liabilities | | 7 327 | 4 697 | |
| Current liabilities | | 5 875 | 6 303 | |
| Equity attributable to owners of the parent company | | 17 136 | 16 951 | |
| Non-controlling interests | | 123 | 88 | |
| Equity | | 17 259 | 17 039 | |
| including | | | | |
| Net cash | | 2 395 | 2 528 | |
| at 31 March | €m | FY20 | FY19 | Change |
| Finished goods | | 4 689 | 4 394 | 295 +7% |
| Raw materials and work in progress | | 1 969 | 1 792 | 177 +10% |
| Total | | 6 658 | 6 186 | 472 +8% |
| Number of months of cost of sales | Rotation | 17.8 | 17.7 | |

RETAIL NETWORK

| | 31 March 2020 | Internal | Franchise | 31 March 2019 | Internal | Franchise | Total | Net change Internal | Net change Franchise |
|--|------------------|--------------|------------|------------------|--------------|------------|-------------|------------------------|-------------------------|
| Jewellery Maisons | 457 | 321 | 136 | 399 | 288 | 111 | +58 | +33 | +25 |
| Cartier | 270 | 203 | 67 | 266 | 198 | 68 | +4 | +5 | -1 |
| Van Cleef & Arpels | 140 | 99 | 41 | 133 | 90 | 43 | +7 | +9 | -2 |
| Buccellati | 47 | 19 | 28 | 0 | 0 | 0 | +47 | +19 | +28 |
| Specialist Watchmakers | 719 | 320 | 399 | 485 | 295 | 190 | +234 | +25 | +209 |
| Piaget | 117 | 75 | 42 | 96 | 73 | 23 | +21 | +2 | +19 |
| IWC | 166 | 54 | 112 | 93 | 52 | 41 | +73 | +2 | +71 |
| Jaeger-LeCoultre | 137 | 53 | 84 | 87 | 51 | 36 | +50 | +2 | +48 |
| Panerai | 132 | 52 | 80 | 82 | 44 | 38 | +50 | +8 | +42 |
| Vacheron Constantin | 89 | 44 | 45 | 67 | 38 | 29 | +22 | +6 | +16 |
| Other SW* | 78 | 42 | 36 | 60 | 37 | 23 | +18 | +5 | +13 |
| Online Distributors | 19 | 19 | 0 | 10 | 10 | 0 | +9 | +9 | 0 |
| Other - Fashion & Accessories | 971 | 515 | 456 | 945 | 506 | 439 | +26 | +9 | +17 |
| Montblanc | 600 | 277 | 323 | 602 | 276 | 326 | -2 | +1 | -3 |
| Chloé | 235 | 121 | 114 | 221 | 122 | 99 | +14 | -1 | +15 |
| dunhill | 103 | 96 | 7 | 94 | 90 | 4 | +9 | +6 | +3 |
| Other F&A* | 33 | 21 | 12 | 28 | 18 | 10 | +5 | +3 | +2 |
| Total | 2 166 | 1 175 | 991 | 1 839 | 1 099 | 740 | +327 | +76 | +251 |

*Other SW - A. Lange & Söhne, Baume & Mercier, Roger Dubuis; Online Distributors – Watchfinder; Other F&A - Alaïa, Peter Millar, Purdey, Serapian

FY20 MAIN PRODUCT LAUNCHES

Cartier

› Jewellery

- Clash
- La Panthère
- Magnitude

› Watches

- Santos Dumont and Santos Jewellery/Chrono
- Baignoire & Baignoire Allongé
- La Panthère & Panthère Manchette and Mini
- Tonneau



BUCCELLATI

MILANO DAL 1919

› Jewellery

- Macri, Tulle, Rombi, Ghirlanda, Ramage Mini collections
- Buccellati Cut diamond collection
- Vintage collection

RICHEMONT

Van Cleef & Arpels

› Jewellery

- Romeo & Juliet – High Jewellery
- Contes d'Hiver
- Lucky Animals – new creations
- Jasmin unique solitaire launch
- Frivole and Perlée – new references
- Alhambra guilloché – new references

› Watches

- Sweet Alhambra watch collection
- Perlée watch
- Charms Romance Parisienne watches

› Watches

- Macri Classica watch colour dials

› Silver

- Tahiti collection extension
- Doge collection extension

FY20 MAIN PRODUCT LAUNCHES

PIAGET

› Watches

- Possession paved
- Altiplano meteorite
- Gala precious

› Jewellery

- Possession bangles
- Piaget sunlight
- Piaget rose

ROGER DUBUIS

HORLOGER GENEVOIS

- › Excalibur - Huracan Grey
- › Excalibur - Black light Blue
- › Excalibur - Single Tourb Gold bracelet

VACHERON CONSTANTIN

GENÈVE

- › Patrimony Perpetual Calendar PG blue dial
- › Overseas Tourbillon ST blue dial
- › Egérie Auto Moonphase PG silver dial

A. LANGE & SÖHNE

GLASHÜTTE I/SA

- › Odysseus 24
- › Zeitwerk Date
- › Lange 1 “25th Anniversary” collection includes
 - Lange 1 Tourbillon Perpetual Calendar
 - Lange 1 Time Zone
 - Lange 1 Daymatic
 - Little Lange 1 Moon Phase
 - Grand Lange 1 Moon Phase

FY20 MAIN PRODUCT LAUNCHES



- › Master grande tradition Gyrotourbillon Westminster perpetuel
- › Dazzling Rendez-Vous Moon
- › Reverso Tribute Small Seconds Burgundy

PANERAI

- › Submersible Bronzo 47mm
- › Submersible Carbotech™ 47mm
- › Luminor GMT 44mm
- › Submersible Marina Militare Carbotech™ 47mm
- › Luminor Yacht Challenge Goldtech™ 44mm

RICHEMONT



- › Pilot's watches Spitfire, 7 references
- › Pilot's watches TOP GUN, 4 references
- › Portofino new models, 12 references



- › Classima Lady Diamond – 31mm auto
- › Clifton Club – 42mm auto
- › Clifton Baumatic COSC – 40mm auto

FY20 MAIN PRODUCT LAUNCHES



› Writing Instruments

- Re-Launch StarWalker
- Meisterstück Le Petit Prince – The Aviator
- Patron of Art – Homage to Emperor Hadrian
- High Artistry, A Celebration of the Taj Mahal

› Watches

- 1858 Geosphere Green
- Star Legacy Full Calendar
- Bohème Full Calendar
- Heritage Small Second LE38

› Leather

- #MY4810 Montblanc x Pirelli
- Meisterstück Extreme 2.0
- Sartorial Calligraphy
- (RED) Trolley

RICHEMONT

Chloé

› Leather

- Aby & Aby Lock
- Chloé C vanity bag
- Faye top handle bag & mini chain bag
- Daria
- Darryl



-
- › Belgrave leather collection
 - › Collaboration with Japanese artist Kenta Cobayashi

PETER MILLAR

- › MG4.1 shoes
- › Hyperlite Glide gilet
- › Crown & Crown Sport cologne