AT RICHEMONT, WE CRAFT THE FUTURE

Richemont, founded in 1988, is one of the world’s leading luxury goods groups.

Our unique portfolio includes prestigious Maisons distinguished by their craftsmanship and creativity.

Our Online Distributors pioneer expert curation and technological innovation to deliver the highest standards of service.
WITH A FOCUS ON LONG-TERM SUSTAINABLE GROWTH

We aim to grow sustainably and responsibly by nurturing our Maisons and businesses for long-lasting high performance, and drawing on their distinctive heritage.

AND CUSTOMER-CENTRICITY

Our customers are at the heart of everything we do. We provide outstanding services and the most personalised experiences in our landmark boutiques and global online channels.

76% of Group sales are now direct sales to end clients.
OFFERING A SEAMLESS, PERSONAL CUSTOMER EXPERIENCE

Our omnichannel strategy provides the right message at the right time and location, transforming customer journeys into effortless and memorable experiences.

- We operate more than 2,290 monobrand boutiques
- We run 35 digital boutiques, including 11 stores on Tmall Luxury Pavilion
- 19% of Group sales are online
- Group Maisons online retail sales now 6% of Group sales
- We partner with Alabbar, Alibaba and Farfetch to expand our global reach

AND A GLOBAL PRESENCE

35,000+

colleagues are employed in design, manufacturing, distribution, retail, and central and regional functions (including over 8,000 in Switzerland).

21%

of our workforce is employed in manufacturing operations, located in Switzerland, France, Germany, Italy and the UK.

Across more than 130 countries
WE GENERATE STRONG FINANCIAL PERFORMANCE

SALES
€ 19 bn

OPERATING PROFIT
€ 3.4 bn

JEWELLERY SALES
€ 8.3 bn

WATCH SALES
€ 6.1 bn

SALES BY GEOGRAPHIC LOCATION

AMERICAS 22%

ASIA PACIFIC 41%

JAPAN 6%

MIDDLE EAST AND AFRICA 8%

EUROPE 23%
SUPPORTED BY A SOLID FINANCIAL POSITION

We preserve a strong capital base by prioritising cash over margins to:

- meet unexpected crises
- sustain future developments through long-term investment
- seize opportunities to provide returns to our shareholders.

We do not buy goodwill, we create it. With a consistent approach to mergers and acquisitions, we look to acquire new Maisons and businesses with the potential for subsequent profitable organic growth.
WE EMPOWER ALL OUR MAISONS & BUSINESSES

A dedicated management team leads each Maison and business to preserve its celebrated quality and distinctive aesthetic and craftsmanship.

We work as business partners. As a family-spirited Group, our central and regional functions pool their expertise to guide, support and challenge our Maisons and businesses to design timeless creations and innovative services that preserve their unique heritage.

We help our Maisons and businesses thrive in new and existing markets while setting unparalleled standards for service and embedding sustainable practices across our operations.

TO DEVELOP & INNOVATE IN RESILIENT, RESPONSIBLE & SUSTAINABLE WAYS
WE TREASURE OUR COLLEAGUES

People are our most distinguished asset, the heart of our business and the ultimate foundation of our exceptional creations.

We support ongoing personal and professional development with practical, top-ranking and easily accessible educational experiences.

We also favour internal mobility to accompany our colleagues in achieving their career goals.

We value solidarity, collegiality, loyalty and freedom.
WE CELEBRATE DIVERSITY, EQUITY & INCLUSION

Advancing workplace diversity, equity and inclusion are more than ever critical today.

At Richemont, we succeed by respecting and empowering individuals from all walks of life.

Diversity is everyone, and we invite all voices to the table. We aim to achieve ethnicity, gender, age, religion, disabilities and sexual orientation inclusion and equity.

RICHEMONT AT A GLANCE
CREATING OUR SUSTAINABLE FUTURE

Richemont’s carbon reduction plans for 2025 and 2030 were validated by the Science Based Targets initiative in July 2021.

Doing business responsibly is at the core of Richemont’s values and an essential benchmark for all our stakeholders, from our colleagues and customers to our suppliers, shareholders and society at large.

<table>
<thead>
<tr>
<th>TARGETS AND 2021 PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2025 TARGET</strong></td>
</tr>
<tr>
<td>Increase annual sourcing of renewable electricity to 100%.</td>
</tr>
<tr>
<td><strong>BASELINE CY 2019</strong></td>
</tr>
<tr>
<td>64%</td>
</tr>
<tr>
<td><strong>STATUS CY 2021</strong></td>
</tr>
<tr>
<td>92%</td>
</tr>
</tbody>
</table>

| **2025 TARGET**               |
| 20% of Richemont suppliers by emissions covering purchased goods and services and upstream transportation and distribution will have SBTs. |
| **BASELINE CY 2019**          |
| 8%                            |
| **STATUS CY 2021**            |
| 12%                           |

| **2030 TARGET**               |
| Reduce absolute Scopes 1 and 2 GHG emissions by 46%. |
| **BASELINE CY 2019**          |
| 60%                           |
| **STATUS CY 2021**            |
| 20%                           |

| **2030 TARGET**               |
| Reduce Scope 3 GHG emissions from ‘purchased goods and services and business travel’ by 55% per dollar EVA. |
| **BASELINE CY 2019**          |
| 127*                          |
| **STATUS CY 2021**            |
| 118                           |

* Restated figure
**STRONG GROUP ESG LEADERSHIP**

**ENVIRONMENT**

- **MSCI ESG RATINGS**: AA
- **CDP A LIST 2021**: Climate
- **Community Investment spend**: 42M (+17% vs. 2021)
  - Sustainalytics: 10.7 in top 2%
  - First Product Social Impact Assessment for small scale gold mining
  - First Chief Sustainability Officer in 2022
  - Governance & Sustainability Board Committee established in 2021
  - Activated our Global Diversity Equity & Inclusion Vision
  - 92% renewable electricity (+28% vs. 2019)
  - Joined RE100

**SOCIAL**

**GOVERNANCE**

- 3rd consecutive year
- Global Head of Diversity, Equity & Inclusion (DEI) in 2019
- Validated July 2021
- Driving ambitious corporate climate action

RICHMOND AT A GLANCE
RESPONSIBLE SOURCING, MANUFACTURING & OFFICE FACILITIES

**Responsible sourcing**

- Richemont requests suppliers to provide assurance that they source in a way that respects the environment, and human and labour rights.

- We consider the environmental impact of our supply chains and favour, for example, recycled (over mined) gold.

**Sustainable manufacturing and office facilities**

- By 2025, Richemont aims to source 100% renewable energy.

- Since 2010, all new buildings have been designed to meet the highest environmental standards.

- Campus Genevois de Haute Horlogerie runs on 100% renewable energy, producing zero carbon emissions.
In August 2022, Richemont, Farfetch and Alabbar announced a landmark agreement* which will turn YNAP into a neutral industry-wide platform, thereby accelerating the digitalisation of the industry. It will also enable Richemont Maisons to realise their ‘Luxury New Retail’ vision.

Richemont participates in the United Nations Global Compact, the world’s largest corporate sustainability initiative.

Our Maisons are certified members of the RJC.

Cartier, delegated by Richemont, and Kering launched the Watch & Jewellery initiative 2030 in partnership with the RJC in 2021.

Our Maisons have been collaborating with peers through the Coloured Gemstones Working Group since 2015.

Cartier co-founded the Aura Blockchain Consortium in 2021 to activate and deploy its digital certificate of authenticity using Blockchain technology.

Vacheron Constantin works with Arianee to

* The agreement is subject to regulatory approvals; expected to complete in 2023.
FOUNDATIONS IN SUPPORT OF COMMUNITIES

Fondation Cartier pour l’art contemporain

Fondazione Cologni Mestieri d’Arte

Fondation Azzedine Alaïa

Fondation Cartier for Nature

Fondation Haute Horlogerie Foundation High Horology

Laureus

Michelangelo Foundation for Creativity and Craftsmanship

Peace Parks Foundation
SUPPORTING SCHOOLS TO INSPIRE INNOVATION

Creative Academy
L'ÉCOLE School of Jewelry Arts
Ecole des Métiers et Artisans de Haute Horlogerie
Institut Horlogerie Cartier La Chaux-de-Fonds
Cartier
Institut Joaillerie Cartier Paris
Polimoda
IOSW Institute of Swiss Watchmaking
Hk Hong Kong SAR, Shanghai and Dallas

RICHMONT AT A GLANCE
CORPORATE GOVERNANCE

Johann Rupert
Chairman

Josua Malherbe
Non-executive Group Chief
Deputy Chairman

Jérôme Lambert
Chief Finance
Executive Officer

Burkhart Grund
Non-executive
Non-executive
Lead
Director

Nikesh Arora
Non-executive
Non-executive
Independent Director

Clay Brendish
Non-executive
Non-executive
Director

Jean-Blaise Eckert
Non-executive
Non-executive
Director

Keyu Jin
Non-executive
Non-executive
Director

Jeff Moss
Non-executive
Non-executive
Director

Vesna Nevistic
Non-executive
Non-executive
Director

Guillaume Pictet
Non-executive
Non-executive
Director

Maria Ramos
Non-executive
Non-executive
Director

Anton Rupert
Non-executive
Non-executive
Director

Patrick Thomas
Non-executive
Non-executive
Director

Jasmine Whitbread
Non-executive
Non-executive
Director

Wendy Luhabe
Non-executive
Non-executive
Director

RICHEMONT AT A GLANCE
OUR PEOPLE

**Average age**: 39 years old
**Average seniority**: 8 years
**Time in position**: 4 years

**BY REGION**
- **Europe**: 59%
- **Rest of Europe**: 36%
- **Japan**: 3%
- **Americas**: 11%
- **Asia Pacific**: 22%
- **Middle East and Africa**: 3%
- **Switzerland**: 23%

**BY FUNCTION**
- **S&D**: 55%
- **Corporate & Regional**: 24%
- **Manufacturing**: 21%
- **Rest of Europe**: 36%
- **Japan**: 5%
- **Americas**: 11%
- **Asia Pacific**: 22%
- **Middle East and Africa**: 3%
- **Europe**: 59%
- **Switzerland**: 23%
## Retail Network – Worldwide

<table>
<thead>
<tr>
<th></th>
<th>September 2022</th>
<th>Internal</th>
<th>Franchise</th>
<th>March 2022</th>
<th>Internal</th>
<th>Franchise</th>
<th>Total</th>
<th>Net change internal</th>
<th>Franchise</th>
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<tbody>
<tr>
<td>Jewellery Maisons</td>
<td>453</td>
<td>353</td>
<td>100</td>
<td>444</td>
<td>339</td>
<td>105</td>
<td>+9</td>
<td>+14</td>
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<tr>
<td>Cartier</td>
<td>269</td>
<td>203</td>
<td>66</td>
<td>267</td>
<td>199</td>
<td>68</td>
<td>+2</td>
<td>+4</td>
<td>-2</td>
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<tr>
<td>Van Cleef &amp; Arpels</td>
<td>142</td>
<td>114</td>
<td>28</td>
<td>139</td>
<td>108</td>
<td>31</td>
<td>+3</td>
<td>+6</td>
<td>-3</td>
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<tr>
<td>Buccellati</td>
<td>42</td>
<td>36</td>
<td>6</td>
<td>38</td>
<td>32</td>
<td>6</td>
<td>+4</td>
<td>+4</td>
<td>0</td>
</tr>
<tr>
<td>Specialist Watchmakers</td>
<td>855</td>
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<td>499</td>
<td>834</td>
<td>344</td>
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</tr>
<tr>
<td>IWC</td>
<td>202</td>
<td>62</td>
<td>140</td>
<td>201</td>
<td>61</td>
<td>140</td>
<td>+1</td>
<td>+1</td>
<td>0</td>
</tr>
<tr>
<td>Panerai</td>
<td>168</td>
<td>60</td>
<td>108</td>
<td>164</td>
<td>59</td>
<td>105</td>
<td>+4</td>
<td>+1</td>
<td>+3</td>
</tr>
<tr>
<td>Jaeger-LeCoultre</td>
<td>164</td>
<td>61</td>
<td>103</td>
<td>161</td>
<td>59</td>
<td>102</td>
<td>+3</td>
<td>+2</td>
<td>+1</td>
</tr>
<tr>
<td>Piaget</td>
<td>131</td>
<td>68</td>
<td>62</td>
<td>127</td>
<td>68</td>
<td>59</td>
<td>+4</td>
<td>0</td>
<td>+4</td>
</tr>
<tr>
<td>Vacheron Contantin</td>
<td>107</td>
<td>53</td>
<td>54</td>
<td>99</td>
<td>51</td>
<td>48</td>
<td>+8</td>
<td>+2</td>
<td>+6</td>
</tr>
<tr>
<td>Other SW*</td>
<td>83</td>
<td>52</td>
<td>31</td>
<td>82</td>
<td>46</td>
<td>36</td>
<td>+1</td>
<td>+6</td>
<td>-5</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td><strong>1,018</strong></td>
<td><strong>574</strong></td>
<td><strong>444</strong></td>
<td><strong>1,019</strong></td>
<td><strong>580</strong></td>
<td><strong>439</strong></td>
<td><strong>-1</strong></td>
<td><strong>-6</strong></td>
<td><strong>+5</strong></td>
</tr>
<tr>
<td>Montblanc</td>
<td>576</td>
<td>271</td>
<td>305</td>
<td>575</td>
<td>281</td>
<td>294</td>
<td>+1</td>
<td>-10</td>
<td>+11</td>
</tr>
<tr>
<td>Chloé</td>
<td>222</td>
<td>111</td>
<td>111</td>
<td>227</td>
<td>113</td>
<td>114</td>
<td>-5</td>
<td>-2</td>
<td>-3</td>
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<tr>
<td>Dunhill</td>
<td>94</td>
<td>88</td>
<td>6</td>
<td>93</td>
<td>87</td>
<td>6</td>
<td>+1</td>
<td>+1</td>
<td>0</td>
</tr>
<tr>
<td>Delvaux</td>
<td>66</td>
<td>56</td>
<td>10</td>
<td>65</td>
<td>54</td>
<td>11</td>
<td>+1</td>
<td>+2</td>
<td>-1</td>
</tr>
<tr>
<td>Peter Millar</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>21</td>
<td>9</td>
<td>12</td>
<td>-1</td>
<td>+1</td>
<td>-2</td>
</tr>
<tr>
<td>Other*</td>
<td>40</td>
<td>38</td>
<td>2</td>
<td>38</td>
<td>36</td>
<td>2</td>
<td>+2</td>
<td>+2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,326</strong></td>
<td><strong>1,283</strong></td>
<td><strong>1,043</strong></td>
<td><strong>2,297</strong></td>
<td><strong>1,263</strong></td>
<td><strong>1,034</strong></td>
<td><strong>+29</strong></td>
<td><strong>+20</strong></td>
<td><strong>+9</strong></td>
</tr>
</tbody>
</table>

* Other SW - A. Lange & Söhne, Baume & Mercier, Roger Dubuis; Other - Alaia, Purdey, Serapian, Watchfinder & Co.

**Richecourt At A Glance**

<table>
<thead>
<tr>
<th>Total boutiques</th>
<th>2,326</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of which...</td>
<td></td>
</tr>
<tr>
<td>Internal boutiques</td>
<td>1,283</td>
</tr>
</tbody>
</table>
THE FORMATION OF A FOCUSED LUXURY GROUP

Foundation of Compagnie Financière Richemont, listing on SIX and the JSE*

Buyout of Rothmans’ minority (40%) shareholders

Merger of pay television interest with Canal+. Richemont owns 15% of Canal+

Merger of Rothmans with BAT. Richemont owns 23.3% of BAT

Merger of VLG with Richemont; Mr Rupert remains Executive Chairman of the Management Board

Acquisition of Van Cleef & Arpels completed

Acquisition of 93% of NET-A-PORTER.COM

Issue of a €4 billion bond


Creation of Vendôme Luxury Group (VLG) and listing on the UK stock exchange

Buyout of VLG minority (30%) shareholders

Merger of Richemont’s and Rembrandt’s tobacco businesses

Acquisition of LMH (IWC, IWC, L&G) and disposal of interest in Vivendi (2.9%)

Mr Rupert becomes Chairman of Richemont

The acquisition of 25% in NAP

Separation of Richemont’s luxury good business from its other interests (notably stake in BAT now under Reinet)

Merger of NET-A-PORTER and YOOX GROUP (49% owner)

Reached full ownership of YOOX GROUP

Issue of a €2 billion bond

RICHÉMONT AT A GLANCE

* With Baume & Mercier / Cartier / Chloé / Dunhill / Montblanc / Piaget
COMBINING HERITAGE WITH DIGITAL NATIVE COMPANIES
OWNERSHIP STRUCTURE

Compagnie Financière Richemont SA, Geneva

Listed 522.0m A Registered Shares
90.9% of Capital / Economic Participation
- Listed and traded on SIX Swiss Exchange (Reuters “CFR.VX” / Bloomberg “CFR:VX”) and included in the Swiss Market Index (“SMI”) of leading stocks. ISIN CH0210483332
- South African depository receipts in respect of Richemont ‘A’ shares are traded on the Johannesburg Stock Exchange operated by JSE Limited (Reuters “CFRJ.J” / Bloomberg “CFR:SJ”). ISIN CH0045159024
- A shares and South African Depository Receipts are issued in registered form
- CHF 1.00 par value
- 1m A shares minimum needed to request that an item be placed on the AGM agenda
- Treasury shares are held in relation to Executive Stock Options

Private 522.0m B Registered Shares
9.1% of Capital / Economic Participation
- Unlisted
- 100% owned by Compagnie Financière Rupert
- CHF 0.10 par value
- B shareholders receive 1/10th (10%) of the dividend per share paid to A shareholders

RICHEMONT AT A GLANCE
SALES EVOLUTION 2000-2022

* in € billions

In 22 years

>6X

In 22 years

*RICHEMONT AT A GLANCE*
FINANCIAL HIGHLIGHTS

Operating profit (€ m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Jewellery</th>
<th>Watches</th>
<th>Clothing</th>
<th>Leather goods</th>
<th>Writing instruments</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1,518</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>2,478</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>3,390</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Group sales (€ m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Group sales (€ m)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>14,238</td>
<td>+46%</td>
</tr>
<tr>
<td>FY22</td>
<td>19,181</td>
<td>+2%</td>
</tr>
</tbody>
</table>

Sales by product line

- Jewellery: 43%
- Watches: 32%
- Clothing: 11%
- Leather goods: 8%
- Writing instruments: 2%
- Other: 4%
Solid cash flows, financing critical investments, led to a strong net cash position

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Cash (€ m)</th>
<th>Cash Flow from Operating Activities (€ m)</th>
<th>Capital Investment * (€ m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>826</td>
<td>735</td>
<td>2026</td>
</tr>
<tr>
<td>2020</td>
<td>2,370</td>
<td>2,395</td>
<td>2,528</td>
</tr>
<tr>
<td>2021</td>
<td>513</td>
<td>3,218</td>
<td>3,393</td>
</tr>
<tr>
<td>2022</td>
<td>871</td>
<td>4,638</td>
<td>5,251</td>
</tr>
</tbody>
</table>
DIVIDENDS: PAID AND PER A SHARE/10 B SHARES

Dividend outflow during financial year ended 31 March

- Dividend per A/10B shares (in CHF)
  - CHF0.55
  - CHF1.00
  - CHF1.40
  - CHF1.60
  - CHF1.70
  - CHF1.80
  - CHF1.90
  - CHF2.00

- Dividend cash outflow in € millions
  - CHF0.55: €250m
  - CHF1.00: €452m
  - CHF1.40: €854m
  - CHF1.60: €878m
  - CHF1.70: €918m
  - CHF1.80: €926m
  - CHF1.90: €1,017m
  - CHF2.00: €1,041m

* Includes CHF0.34 shareholder warrant
** Includes CHF1.00 special dividend
SHARE PRICE SINCE FLOTATION

(in CHF)

To November 2022
SHARE PRICE OVER 5 YEARS

(in CHF) To November 2022
At Richemont, We Craft the Future

Buccellati • Cartier • Van Cleef & Arpels •
A. Lange & Söhne • Baume & Mercier • IWC • Jaeger-LeCoultre • Panerai Roger • Dubuis • Vacheron Constantin • Watchfinder & Co. •
NET-A-PORTER • MR PORTER • THE OUTNET • YOOX • ONLINE FLAGSHIP STORES •

Alaïa • AZ Factory • Chloé • Delvaux • dunhill • Montblanc • Peter Millar • Purdey • Serapian