Richemont at a glance

July 2021
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12 SUSTAINABILITY
18 OUR LATEST FIGURES
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THE GROUP AT A GLANCE*

*End March 2021
**May 2021

- Market capitalisation: CHF 50 bn**
  - Top 8 SMI
  - Top 3 JSE

- Sales: € 13 bn

- Operating profit: € 1.5 bn

- Net cash: € 3.4 bn

Founded in 1988

A leading luxury goods group
THE GROUP AT A GLANCE*

- 26 Maisons and businesses
- Over 35,000 Employees (including over 8,000 in Switzerland)
- 7 Schools
- 9 Main Foundations supported
- 2,247 Boutiques (of which 1,190 internal)

*End March 2021
*Both YOOX and NET-A-PORTER were founded in 2000
1988 – 2020: UNIQUE PORTFOLIO MOSTLY BUILT BY ACQUISITIONS

1988
6
- Cartier
- Piaget
- Baume & Mercier
- Dunhill
- Montblanc
- Chloé

1990’s
10
- Vacheron Constantin
- Van Cleef & Arpels
- Panerai
- Purdey

2000’s
15
- A Lange & Söhne
- Jaeger-LeCoultre
- IWC
- Roger Dubuis
- Alaïa

2010’s
24
- Peter Millar
- Serapian
- NET-A-PORTER
- Mr Porter
- THE OUTNET
- YOOX
- Online Flagship Stores
- Watchfinder & Co.

2020’s
26
- AZ Factory
- Delvaux

Richemont
A WORLDWIDE PRESENCE*

Sales by geographical area

- **Asia Pacific**: 45%
- **Europe**: 23%
- **Américas**: 18%
- **Middle East and Africa**: 7%
- **Japan**: 7%

Operating in **38** locations

**2,247 boutiques**

*End March 2021

Cartier store in Cannes, France
HOW WE OPERATE
AT RICHEMONT, WE CRAFT THE FUTURE

Our corporate culture is determined by the principles we live by

They affect what we do and why we do it

They shape how we behave every day — in all areas of our business

Collegiality

Freedom

Solidarity

Loyalty
WE WORK AS BUSINESS PARTNERS

Our Maisons and businesses are directly in charge of:
- Creation
- Product Development
- Manufacturing
- Marketing
- Communication
- Distribution Network
- Customer Services

in order to preserve their distinctiveness, unique heritage and DNA, and enable their individual creativity to flourish.

<table>
<thead>
<tr>
<th>Headquarters</th>
<th>Strategy, Capital Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEC</td>
<td>Guide the Maisons by verifying that decisions on Products, Communication and Distribution are appropriate and consistent with Maisons’ identities &amp; strategies</td>
</tr>
<tr>
<td>Strategic Product &amp; Communication Committee</td>
<td>Provide guidelines, set policies &amp; standards, and provide control and support on:</td>
</tr>
<tr>
<td>Central Functions</td>
<td>HR, IP, Legal, Marketing Services, Finance, Manufacturing, CSR, Real Estate, Logistics, Security, Health &amp; Safety and IT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regional Functions (Europe &amp; Latin America; North America; Asia Pacific; Japan; Middle East, India and Africa)</th>
<th>Provide the right business environment for Maisons and Businesses to grow their brand equity and develop sustainably by running efficient local operations and attracting the best local talents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HR, Finance, Logistics, IT, Real Estate, Security, Health &amp; Safety and Building &amp; office services</td>
</tr>
</tbody>
</table>
WE FOCUS ON SUSTAINABLE CASH GENERATION

› Build goodwill rather than acquire goodwill
› Create value over the long term
› Never undertake actions that would favour the short term to the detriment of the long term
› "Create moats" developing sustainable competitive advantages
› Generate steady cash flows and dividend growth (priority of cash over margins)
› Cash is our fortress and enables to seize opportunities

<table>
<thead>
<tr>
<th>Net cash, € m</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21</td>
<td>3 393</td>
</tr>
<tr>
<td>FY20</td>
<td>2 395</td>
</tr>
<tr>
<td>FY19</td>
<td>2 528</td>
</tr>
<tr>
<td>FY18</td>
<td>5 269</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>+42%</td>
</tr>
<tr>
<td>-5%</td>
</tr>
<tr>
<td>-52%</td>
</tr>
<tr>
<td>-9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flow from operations, € m</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21</td>
<td>3 561</td>
</tr>
<tr>
<td>FY20</td>
<td>2 797</td>
</tr>
<tr>
<td>FY19</td>
<td>2 331</td>
</tr>
<tr>
<td>FY18</td>
<td>2 723</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>+27%</td>
</tr>
<tr>
<td>+20%</td>
</tr>
<tr>
<td>-14%</td>
</tr>
<tr>
<td>+44%</td>
</tr>
</tbody>
</table>
SUSTAINABILITY
OUR TRANSFORMATIONAL CSR STRATEGY

Our ‘Movement for Better Luxury’ is supported by four focus areas: People, Sourcing, Environment and Communities - each of which has an owner at Group level and a series of commitments. These four areas are encompassed by strong governance, active engagement and continuous innovation in materials and processes.
GOVERNANCE

Management of CSR at Richemont:

- **Board of Directors**
  - CFO
    - Member of the Board of Directors and the Senior Executive Committee

- **Governance and Sustainability Committee**
  - 4 Non-executive Directors, including the Lead Independent Director (Chairman)
  - 3 ESG specialists
  - Invitees: the CFO and 4 senior executives

- **Group CSR Director**

- **Group CSR Committee**
  - Representatives from Maisons
  - Representatives from Internal Functions
  - Invitees: 4 Non-executive Directors including the Lead Independent Director

- **CSR Function**
OUR SUSTAINABILITY PROGRAMMES

Aim
to minimise the environmental impacts of our business operations

Help
our people to realise their potential in a supportive and stimulating environment

Invest
in local communities where we operate

Work
with business partners to foster sustainable practices
INNOVATIVE SUSTAINABILITY INITIATIVES

› Richemont participates in Industry collaboration to launch Gemstones and Jewellery Community Platform
› 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
› Innovative knitwear technology at AZ Factory, with 40-50% cellulose, the most common organic and renewable plant material
› Infinity programme at YOOX NET-A-PORTER to promote circular principles
ENGAGEMENT

Commitments

- Foundational: completed by 2020
- Aspirational: begin reporting progress in 2021, to be achieved by 2023
- Transformational: begin reporting progress in 2021, to be achieved by 2025

Sustainability continues to evolve through active stakeholder engagement

- Disclosures steered to the Sustainable Development Goals (SDGs), including mapping of issues
- Acceleration of our project to set Science Based Targets for decarbonising our business operations
- Reporting methodology will evolve to report on gaps between GRI Standards (our current methodology) and SASB
PARTNERSHIPS

Richemont participates in the United Nations Global Compact, the world’s largest corporate sustainability initiative. Participants align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

Richemont co-chairs the SDG Taskforce launched by the Responsible Jewellery Council with the aim of creating a unified platform to benchmark members’ progress in the implementation of the 17 UN Sustainable Development Goals (SDGs).

Cartier, together with LVMH and the Prada Group, announced the creation of the #AuraBlockchain in April 2021. The technology will provide access to product history and proof of authenticity, addressing the challenges of traceability, responsible sourcing and sustainability.

Richemont’s Maisons have been collaborating with peers since 2015 through the Coloured Gemstones Working Group, which aims to unite the industry through shared commitments to catalyse positive change, for people and planet.
At Richemont, we look to ensure equality for all, regardless of nationality, ethnicity, gender identity, age, religion, ability status, sexual orientation and any other types of diversity.
**RESPONSIBLE SOURCING, MANUFACTURING AND DISTRIBUTION**

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**01**  
**Responsible sourcing**

- Richemont requests all its suppliers to provide assurance that supplies have been sourced in a way which respects human and labour rights, and the environment.
- Richemont is an active member of the RJC (Responsible Jewellery Council) with Cartier being one of the founding members.
- We consider how the environment is affected throughout the supply chain, favouring, for instance, recycled gold over mined gold.

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**02**  
**Sustainable manufacturing and office facilities**

- Since 2010, all our new manufacturing facilities have been designed with very special care for the environment.
- The IWC manufacture in Schaffhausen along with 7 of our other manufacturing facilities do not use any fossil energy for heating or cooling purposes and produce no direct CO2 emissions.
- The Campus Genevois de Haute Horlogerie runs on 100% renewable energy, producing zero carbon emissions.

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**03**  
**Eco-friendly distribution**

- Use of smaller boxes for e-commerce deliveries, working towards the complete removal of plastic laminates from shopping retail bags and, whenever possible, use of 100% responsibly-sourced wood-based materials certified by the Forestry Stewardship Council.
- Environmental-friendly lighting with LED technology in our renovated boutiques.
- Richemont has committed to sourcing 100% renewable electricity across Group operations by 2025, in line with RE100 initiative objectives.
OUR LATEST FIGURES
FINANCIAL HIGHLIGHTS*

*End March 2021

€ 13 billion  
Turnover

€ 1.5 billion  
Operating Profit

11%  
Operating Margin

€ 3.4 billion  
Net Cash Position

Group sales (€ m)

Operating Profit (€ m) and Operating Margin

FY21

FY15

FY21

FY15

0 2 000 4 000 6 000 8 000 10 000 12 000 14 000 16 000

0 500 1 000 1 500 2 000 2 500 3 000

13 144

14 238

13 989

11 013

10 647

11 076

10 410

1478

1518

1943

1844

1764

2061

2670

+6%  
+4%  
+27%  
+3%  
-4%  
+6%  
+4%

-8%  
+2%  
+2%  
+3%  
-4%  
+6%  
+4%
## Sales by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>FY21 Sales (€ m)</th>
<th>% FY21 Sales</th>
<th>FY20 Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific</td>
<td>5,937</td>
<td>+19%</td>
<td>4,992</td>
</tr>
<tr>
<td>Europe</td>
<td>4,298</td>
<td>-31%</td>
<td>2,955</td>
</tr>
<tr>
<td>Americas</td>
<td>2,806</td>
<td>-15%</td>
<td>2,388</td>
</tr>
<tr>
<td>Japan</td>
<td>2,121</td>
<td>-22%</td>
<td>940</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>930</td>
<td>-1%</td>
<td>924</td>
</tr>
</tbody>
</table>

### FY21 Sales vs Prior Year (constant rates)

- Asia Pacific: +22%
- Americas: -10%
- Japan: -21%
- Middle East and Africa: +4%

### FY21 Sales vs Prior Year (actual rates)

- Asia Pacific: 45%
- Americas: 18%
- Europe: 23%
- Japan: 7%
- Middle East and Africa: 7%

*End March 2021*
SALES BY DISTRIBUTION CHANNEL*

*End March 2021

** includes royalty income

<table>
<thead>
<tr>
<th>Distribution Channel</th>
<th>FY21 Sales (€ m)</th>
<th>FY20 Sales (€ m)</th>
<th>% Change vs Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>€ 7.2 billion</td>
<td>€ 7.338</td>
<td>-1%</td>
</tr>
<tr>
<td>Online Retail</td>
<td>€ 2.8 billion</td>
<td>€ 2.646</td>
<td>+6%</td>
</tr>
<tr>
<td>Wholesale**</td>
<td>€ 3.1 billion</td>
<td>€ 4.254</td>
<td>-27%</td>
</tr>
</tbody>
</table>

FY20 sales by distribution channel (€ m):

- Retail: € 7.338
- Online Retail: € 2.646
- Wholesale**: € 4.254

% FY21 sales:

- Retail: 55%
- Online Retail: 19%
- Wholesale**: 24%

*End March 2021
SALES BY BUSINESS AREA*

*End March 2021

<table>
<thead>
<tr>
<th>Business Area</th>
<th>FY21 Sales (€ m)</th>
<th>% FY21 Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewellery Maisons</td>
<td>€ 7.5 billion</td>
<td>+7%</td>
</tr>
<tr>
<td>Specialist Watchmakers</td>
<td>€ 2.2 billion</td>
<td>-19%</td>
</tr>
<tr>
<td>Online Distributors</td>
<td>€ 2.2 billion</td>
<td>-7%</td>
</tr>
<tr>
<td>Other Businesses</td>
<td>€ 1.3 billion</td>
<td>-23%</td>
</tr>
</tbody>
</table>

vs prior year constant rates vs prior year actual rates
26 MAISONS & BUSINESSES

4 business areas:

- **Jewellery Maisons**
  - Buccellati
  - Cartier
  - Van Cleef & Arpels

- **Specialist Watchmakers**
  - IWC
  - Jaeger-LeCoultre
  - Piaget
  - Panerai
  - Roger Dubuis
  - Vacheron Constantin

- **Online Distributors**
  - Net-a-Porter
  - Mr Porter
  - The Outnet
  - Yoox
  - Watchfinder & Co.

- **Fashion & Accessories/Other**
  - Alaïa
  - Chloé
  - Delvaux
  - Dunhill
  - Mont Blanc
  - Peter Millar
  - Purdey
  - Serapian
  - AZ Factory
# RETAIL NETWORK - WORLDWIDE

<table>
<thead>
<tr>
<th></th>
<th>31 March 2021</th>
<th></th>
<th>31 March 2020</th>
<th></th>
<th>Net change</th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Internal</td>
<td>Franchise</td>
<td>Internal</td>
<td>Franchise</td>
<td>Total</td>
<td>Internal</td>
<td>Franchise</td>
<td></td>
</tr>
<tr>
<td>Jewellery Maisons</td>
<td>463</td>
<td>326</td>
<td>137</td>
<td>457</td>
<td>+6</td>
<td>+5</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Cartier</td>
<td>269</td>
<td>201</td>
<td>68</td>
<td>270</td>
<td>-1</td>
<td>-2</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Van Cleef &amp; Arpels</td>
<td>139</td>
<td>102</td>
<td>37</td>
<td>140</td>
<td>-1</td>
<td>+3</td>
<td>-4</td>
<td></td>
</tr>
<tr>
<td>Buccellati</td>
<td>55</td>
<td>23</td>
<td>32</td>
<td>47</td>
<td>+8</td>
<td>+4</td>
<td>+4</td>
<td></td>
</tr>
<tr>
<td>Specialist Watchmakers</td>
<td>767</td>
<td>324</td>
<td>443</td>
<td>719</td>
<td>+48</td>
<td>+4</td>
<td>+44</td>
<td></td>
</tr>
<tr>
<td>Piaget</td>
<td>119</td>
<td>70</td>
<td>49</td>
<td>117</td>
<td>+2</td>
<td>-5</td>
<td>+7</td>
<td></td>
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<tr>
<td>IWC</td>
<td>185</td>
<td>56</td>
<td>129</td>
<td>166</td>
<td>+19</td>
<td>+2</td>
<td>+17</td>
<td></td>
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<tr>
<td>Jaeger-LeCoutre</td>
<td>154</td>
<td>56</td>
<td>98</td>
<td>137</td>
<td>+17</td>
<td>+3</td>
<td>+14</td>
<td></td>
</tr>
<tr>
<td>Panerai</td>
<td>145</td>
<td>56</td>
<td>89</td>
<td>132</td>
<td>+13</td>
<td>+4</td>
<td>+9</td>
<td></td>
</tr>
<tr>
<td>Vacheron Constantin</td>
<td>93</td>
<td>46</td>
<td>47</td>
<td>89</td>
<td>+4</td>
<td>+2</td>
<td>+2</td>
<td></td>
</tr>
<tr>
<td>Other SW*</td>
<td>71</td>
<td>40</td>
<td>31</td>
<td>78</td>
<td>-7</td>
<td>-2</td>
<td>-5</td>
<td></td>
</tr>
<tr>
<td>Online Distributors</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td>19</td>
<td>-6</td>
<td>-6</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other - Fashion &amp; Accessories</td>
<td>1004</td>
<td>527</td>
<td>477</td>
<td>971</td>
<td>+32</td>
<td>+12</td>
<td>+20</td>
<td></td>
</tr>
<tr>
<td>Montblanc</td>
<td>638</td>
<td>290</td>
<td>348</td>
<td>600</td>
<td>+38</td>
<td>+13</td>
<td>+25</td>
<td></td>
</tr>
<tr>
<td>Chloé</td>
<td>231</td>
<td>121</td>
<td>110</td>
<td>235</td>
<td>-4</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>dunhill</td>
<td>98</td>
<td>91</td>
<td>7</td>
<td>103</td>
<td>-5</td>
<td>-5</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Peter Millar</td>
<td>18</td>
<td>6</td>
<td>12</td>
<td>18</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Other F&amp;A*</td>
<td>19</td>
<td>19</td>
<td>0</td>
<td>15</td>
<td>+4</td>
<td>+5</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2 247</td>
<td>1 190</td>
<td>1 057</td>
<td>2 166</td>
<td>+80</td>
<td>+15</td>
<td>+65</td>
<td></td>
</tr>
</tbody>
</table>

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

**Total Boutiques** 2,247

**Of which** Internal Boutiques 1,190
OUR 7 SCHOOLS

Creative Academy (Milan)

L’Ecole des Arts Joailliers (Paris)

L’Ecole des Métiers Artisans de Haute Horlogerie (Geneva)

Institut Horlogerie Cartier (La Chaux-de-Fonds)

Institut Joaillerie Cartier (Paris)

Institute of Swiss Watchmaking (Hong Kong SAR, Shanghai and Dallas)

Retail Academy (Hong Kong SAR, Shanghai and New York)
MAIN FOUNDATIONS SUPPORTED

- Cartier Philanthropy
- Laureus Sport for Good Foundation
- Cologni Foundation for Artistic Craft Professions
- The Michelangelo Foundation for Creativity and Craftsmanship
- Fondation Azzedine Alaïa
- Fondation Culturelle Montblanc
- Fondation Cartier Pour l’Art Contemporain
- Peace Parks Foundation
- Fondation de la Haute Horlogerie
OUR PEOPLE*

*End March 2021

- **Europe**: 60%
  - **Rest of Europe**: 37%
  - **Switzerland**: 23%
  - **Middle East and Africa**: 3%
  - **Japan**: 6%
  - **Americas**: 9%
  - **Asia Pacific**: 22%

- **Av. Age**: 39y
- **Av. Seniority**: 8y
- **Time in position**: 5y

- **Corporate & Regional**: 25%
- **Manufacturing**: 20%
- **S&D**: 55%

**Functions**

- **55%**: S&D
Compagnie Financière Richemont was established in September 1988 in Switzerland, with the spin-off of the non-SA assets of the Rembrandt Group Limited, now known as Remgro Ltd and founded in the 1940’s by Anton Rupert.

* Founded in 1973
KEY GROUP DEVELOPMENTS SINCE 1988

- **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**
- **Separation of Richemont’s luxury good business from its other interests (notably stake in BAT now under Reinet)**
- **Foundation of Vendôme Luxury Group (VLG) and listing on the UK stock exchange**
- **Merger of Richemont’s and Rembrandt’s tobacco businesses**
- **Buyout of VLG minority (30%) shareholders**
- **Acquisition of LMH (JLC, IWC, L&S) and disposal of interest in Vivendi (2.9%)**
- **Mr Rupert becomes Chairman of Richemont**
- **Merger of NET-A-PORTER and YOOX GROUP (49% owner)**
- **Issue of a € 4 billion bond**
- **Issue of a € 2 billion bond**
- **Acquisition of 93% of NET-A-PORTER.COM**
- **Acquisition of 100% of YOOX NET-A-PORTER GROUP**


- **2002**: Issue of a € 4 billion bond
- **2018**: Issue of a € 2 billion bond
- **2015**: Merger of NET-A-PORTER and YOOX GROUP (49% owner)
- **2010**: Acquisition of 93% of NET-A-PORTER.COM
- **2008**: Merger of VLG with Richemont; Mr Rupert remains Executive Chairman of the Management Board
- **2002**: Merger of Rothmans with BAT. Richemont owns 23.3% of BAT
- **1999**: Merger of pay television interest with Canal+. Richemont owns 15% of Canal+
- **1995**: Buyout of Rothmans’ minority (40%) shareholders
- **1993**: Foundation of Compagnie Financière Richemont, listing on SIX and the JSE
- **1988**: Foundation of Vendôme Luxury Group (VLG) and listing on the UK stock exchange
Listed 522.0m A Registered Shares
90.9% of Capital / Economic Participation

- Listed & 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
- Richemont 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 agenda for the AGM
- 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
SALES BY PRODUCT LINE*

**JEWELLERY**
- € 5.6 billion
  - +10% vs prior year

**WATCHES**
- € 4.1 billion
  - -13% vs prior year

**CLOTHING**
- € 1.6 billion
  - -6% vs prior year

**LEATHER GOODS**
- € 1.1 billion
  - -18% vs prior year

**WRITING INSTRUMENTS**
- € 0.3 billion
  - -17% vs prior year

**OTHER**
- € 0.4 billion
  - -30% vs prior year

*End March 2021

**FY21 Sales by product line (€ m)**

- **Jewellery**
  - FY20: € 5.205 m, FY21: € 5.553 m
  - 7% vs prior year

- **Watches**
  - FY20: € 4.085 m, FY21: € 4.816 m
  - 15% vs prior year

- **Clothing**
  - FY20: € 1.792 m, FY21: € 1.636 m
  - 9% vs prior year

- **Leather goods**
  - FY20: € 1.415 m, FY21: € 1.129 m
  - 20% vs prior year

- **Writing instruments**
  - FY20: € 383 m, FY21: € 308 m
  - 20% vs prior year

- **Other**
  - FY20: € 627 m, FY21: € 433 m
  - 31% vs prior year

**% of FY21 Sales**

- **Jewellery** 42%
- **Watches** 31%
- **Clothing** 13%
- **Leather Goods** 9%
- **Writing Instruments** 2%
- **Other** 3%
SALES EVOLUTION 2000-2021 *

*End March in € billions

>4X
In 21 years
FINANCIAL HIGHLIGHTS

Solid cash flows, financing critical investments, led to a strong net cash position

* Net acquisition of fixed assets, primarily in manufacturing facilities and boutiques
FINANCIAL HIGHLIGHTS

Gross profit, € m

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6,799</td>
<td>7,150</td>
<td>8,645</td>
<td>8,611</td>
<td>7,861</td>
</tr>
</tbody>
</table>

Cash flow from operations, € m

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,896</td>
<td>2,723</td>
<td>2,331</td>
<td>2,797</td>
<td>3,561</td>
</tr>
</tbody>
</table>

Operating profit, € m

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,764</td>
<td>1,844</td>
<td>1,943</td>
<td>1,518</td>
<td>1,478</td>
</tr>
</tbody>
</table>
DIVIDENDS; PAID AND PER A SHARE/10 B SHARES

*FY ending 31 March

** Warrants under the shareholder loyalty scheme issued on 27 November 2020
*** For shareholder approval at Sept 2021 AGM

** Warrants under the shareholder loyalty scheme issued on 27 November 2020
*** For shareholder approval at Sept 2021 AGM
SHARE PRICE SINCE FLOTATION

(in CHF)
SHARE PRICE OVER 10 YEARS

(in CHF)
Richemont

At Richemont, we craft the future

Buccellati • Cartier • Van Cleef & Arpels •

A. Lange & Söhne • Baume & Mercier • IWC • Jaeger-LeCoultre • Panerai • Piaget • Roger Dubuis • Vacheron Constantin •

Watchfinder & Co. • NET-A-PORTER • MR PORTER • THE OUTNET • YOOX • ONLINE FLAGSHIP STORES •

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