

INVESTOR PRESENTATION

AUGUST 2022



AGENDA

1

Richemont is a Top Performing Company, Consistently Delivering Strong Financial Performance and Attractive Returns

2

Richemont's Business is Strongly Positioned, Well-Managed with the Right Strategy and Set for Continued Delivery of Excellent Results

3

Richemont's Governance is Strong, Diverse and Independent, and has been a Key Enabler of its Long-term Success

4

Richemont Board Recommends Voting Against Mr Francesco Trapani as a Candidate

I. RICHEMONT IS A TOP PERFORMING
COMPANY, CONSISTENTLY DELIVERING STRONG
FINANCIAL PERFORMANCE AND ATTRACTIVE
RETURNS

STRONG FINANCIAL PERFORMANCE...



Sales

€19.2bn

16% '20-22 CAGR



Operating Profit

€3.4bn

+701bps '20-22 Margin



Jewellery Sales¹

€8.3bn

27% '20-22 CAGR

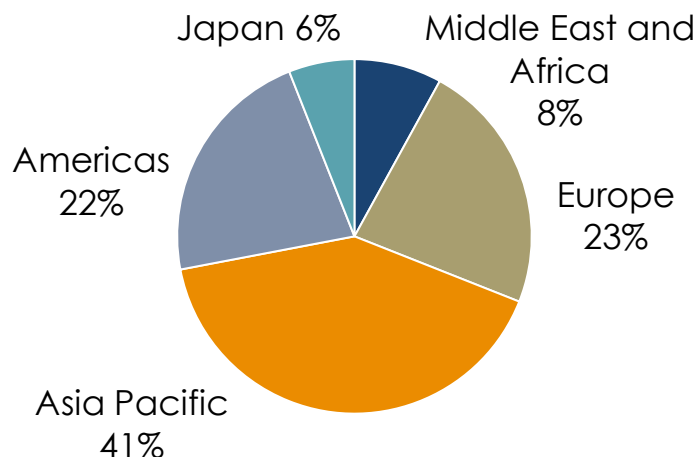


Watch Sales¹

€6.1bn

12% '20-22 CAGR

Well-diversified Geographic Exposure



Source: Company information. Financials refer to FY22.

¹ Jewellery and Watch sales refer to overall jewellery and watch sales of Richemont, rather than Jewellery Maisons and Specialist Watchmakers divisions.



...SUPPORTED BY SOLID FINANCIAL POSITION

› Richemont preserves a strong capital base to:

- meet unexpected crises
- sustain future developments through long-term investment
- seize unexpected opportunities

› Consistent approach to M&A, looking to acquire new Maisons and businesses with potential for subsequent profitable organic growth

› Richemont does not buy goodwill, but creates it



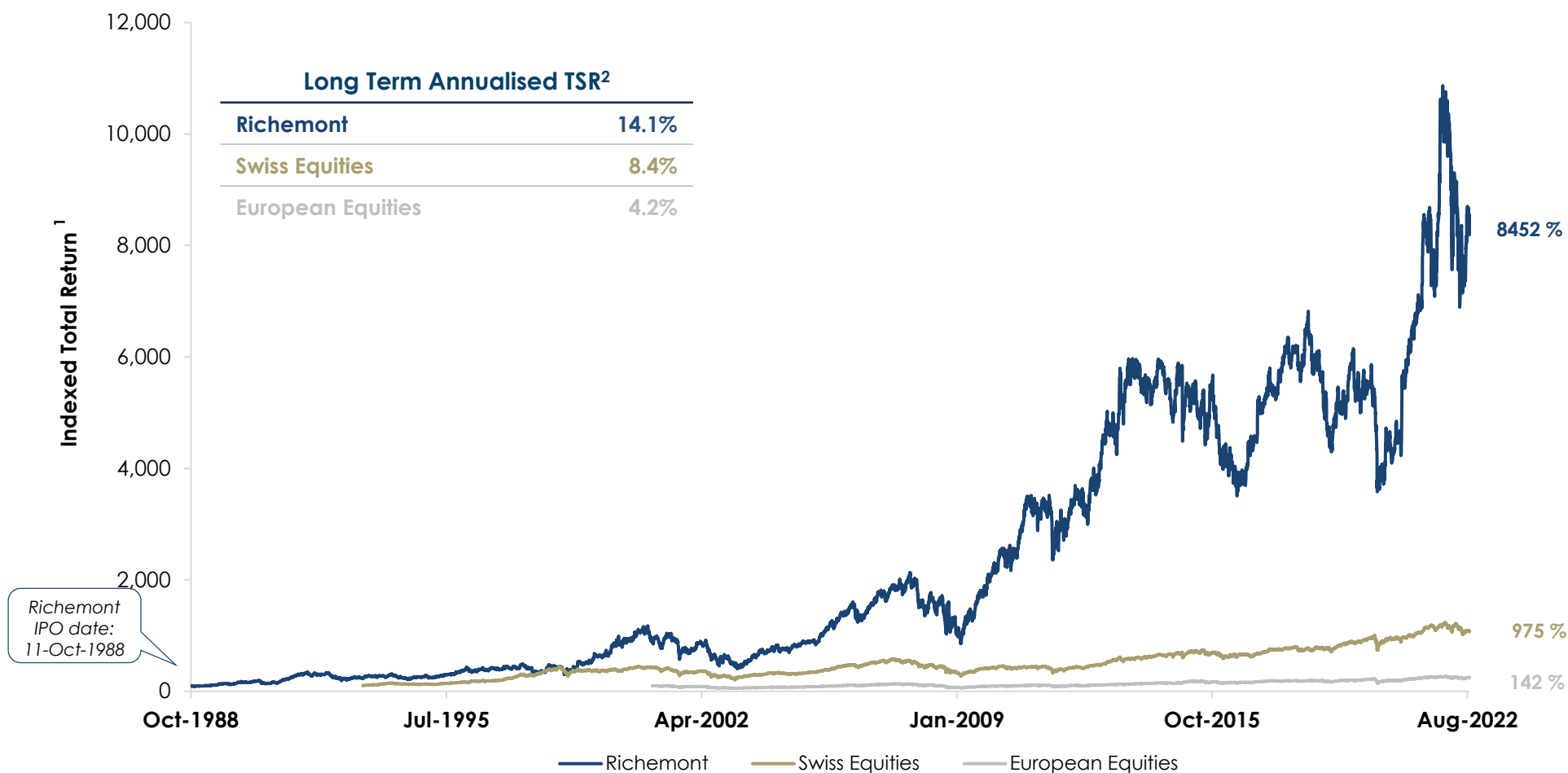
Source: Company Information.

¹ As of 24 August 2022, reflects value of 'A' shares.

² As of FY22 (31 March 2022).

RICHEMONT HAS CONSISTENTLY DELIVERED ATTRACTIVE RETURNS TO ITS SHAREHOLDERS SINCE IPO...

TSR since Richemont IPO



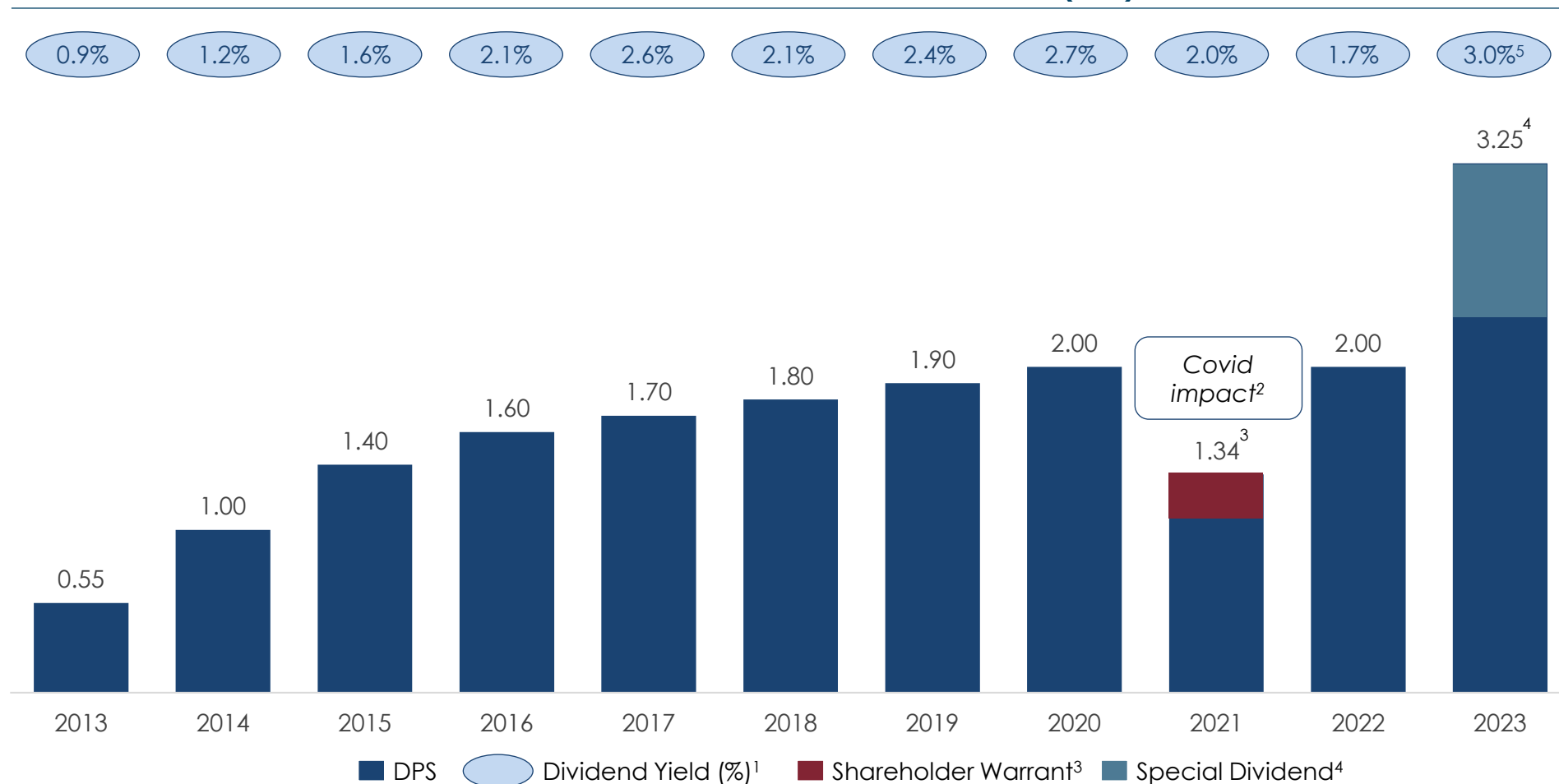
Source: Datastream, Refinitiv as of 24-Aug-2022. IPO date refers to 11-Oct-1988. European Equities Index available as of Dec-2000 and Swiss Equities Index available as of Apr-1993.

¹ TSR indexed to 100

² Annualised TSR returns calculated as CAGR of the TSR from first available datapoint to 24-August-2022

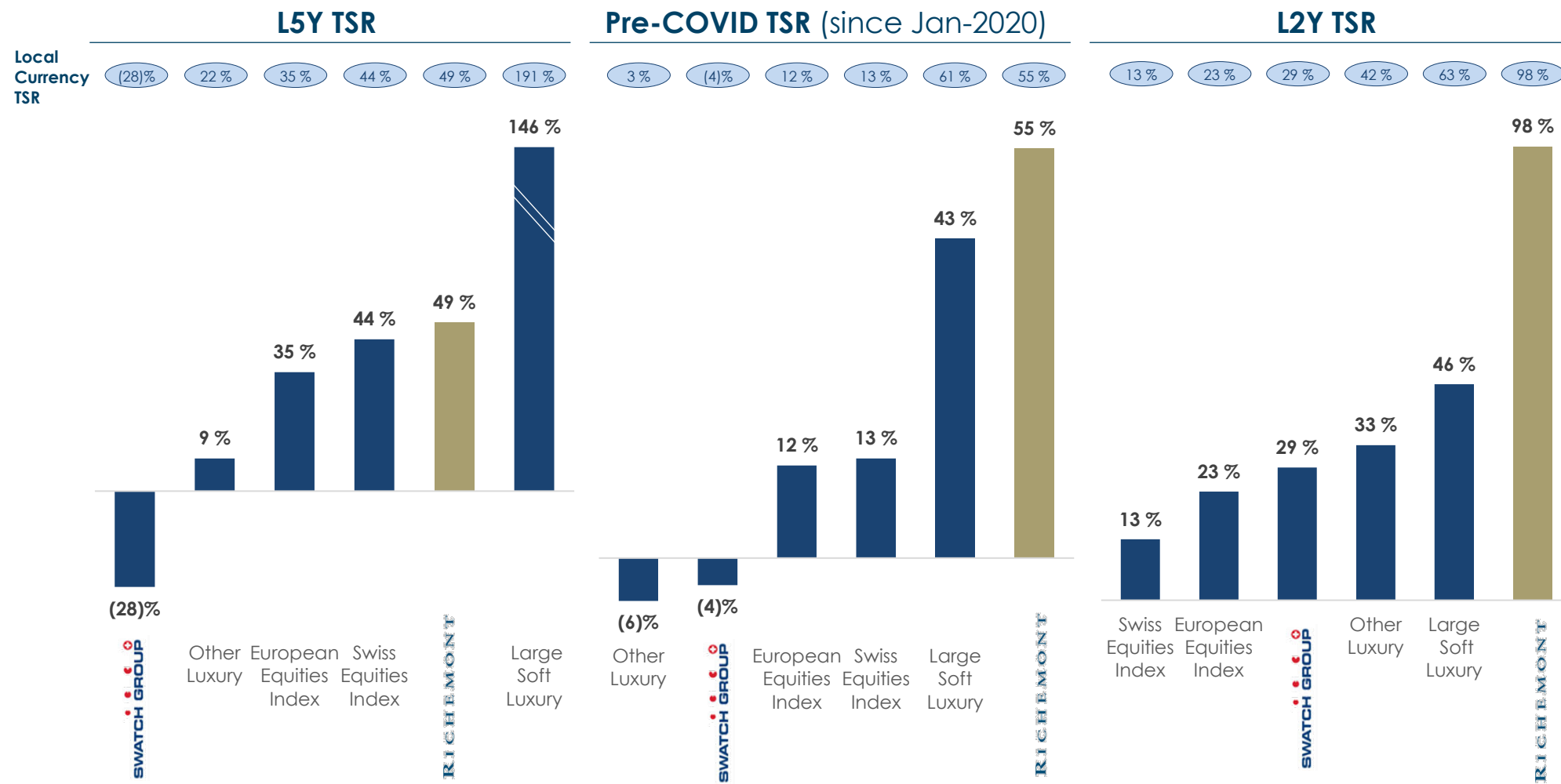
...WHILST PROGRESSIVELY INCREASING ITS DIVIDEND

Richemont Dividend Evolution Over Last 10 Years (CHF)



Source: Company Information, Datastream, Refinitiv as of 24-Aug-2022. ¹ Dividend yield calculated as % of dividend on average share price. ² Covid impact began towards end of 4QFY20 and spanned across FY21. ³ Includes CHF0.34 shareholder warrants under the shareholder loyalty scheme issued on 27 November 2020. ⁴ For shareholder approval at September 2022 AGM, includes special dividend of CHF1.00. ⁵ Based on YTD-Aug average share price.

BEST-IN-CLASS PERFORMANCE WITH RECENT ACCELERATION



Source: Datastream, Refinitiv, CapIQ as of 24-Aug-2022. Note: TSR pulled in CHF except for European Equities Index which is pulled in local currency. Other luxury includes Burberry, Salvatore Ferragamo, Moncler, Prada, Tod's (excluding data since 3-Aug-2022 announcement of delisting). Large Soft Luxury includes LVMH, Kering and Hermes. Swiss Equities Index refers to the SMI Index and European Equities Index refers to the STOXX 600 Index.

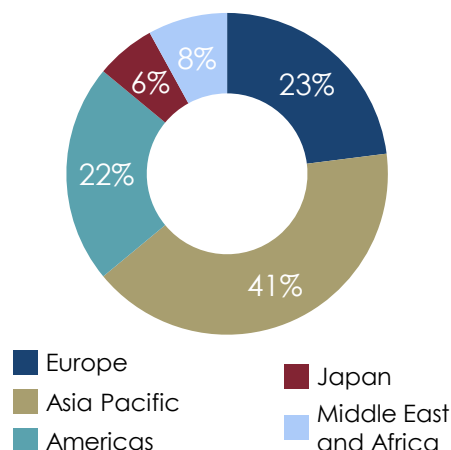
II. RICHEMONT'S BUSINESS IS STRONGLY POSITIONED,
WELL-MANAGED WITH THE RIGHT STRATEGY AND SET
FOR CONTINUED DELIVERY OF EXCELLENT RESULTS

ENVIABLE PORTFOLIO OF ENDURING LUXURY BRANDS ACROSS AN ATTRACTIVE GEOGRAPHIC FOOTPRINT

OUR WORLD-CLASS MAISONS ARE THE FOUNDATION OF RICHEMONT

- › Portfolio comprised of four pillars
- › Iconic, enduring luxury brands
- › Leading Maisons in two largest segments
- › Well diversified by geography

Sales by Region¹



DIFFERENTIATED PORTFOLIO OF ENDURING LUXURY BRANDS



Source: Company information. Financials refer to FY22. ¹ Subject to regulatory approvals.

LEADING FROM STRENGTH IN JEWELLERY...

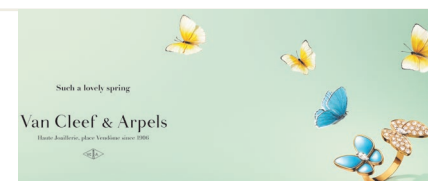
Cartier

- Iconic, world-renowned brand
- Consistently delivers blockbuster results



Van Cleef & Arpels

- Delivering excellent performance, notably from Alhambra, Perlée and Lady Arpels
- Significant growth engine for Richemont



BUCCELLATI

- Continues to go from strength-to-strength
- Showcases Richemont's ability to nurture and develop Maisons



Richemont's Jewellery Maisons Outperform the Market

- Solid track-record of outperforming luxury industry in both sales growth and margins through cycles
- Richemont provides the time and financial commitment required to build brand equity and legitimacy over time

+11% vs. +5%
FY08-FY22 Average Organic Growth vs. Jewellery Market¹

34% vs. 21%
FY22 Operating Margin vs. Luxury Sector²

Source: Richemont, Company data, Euromonitor

¹ FY t data corresponds to FY t-1 for comparability vs Jewellery Market data. Organic sales growth rates refer to constant rate YoY growth. Jewellery Market refers to Euromonitor global market retail value average growth

² Luxury Sector margins defined as average of luxury operating margins for Kering Luxury, Swatch, LVMH Fashion & Luxury, Hermès, Burberry, Richemont, Moncler, Prada, Salvatore and Tod's

...AND ACCELERATING PERFORMANCE IN SPECIALIST WATCHMAKERS

VACHERON CONSTANTIN
GENÈVE

IWC
SCHAFFHAUSEN

JAEGER-LECOULTRE

A. LANGE & SÖHNE
GLASHÜTTE 1/SA

ROGER DUBUIS

PIAGET

PANERAI

BAUME & MERCIER

Portfolio of world's best watch Maisons

- Watch Maisons with enduring brand heritage representing the pinnacle of horology
- Combining history with state-of-the-art design and cutting-edge technology

Successful management action to improve performance in the last few years

- Focused on online and physical retail distribution to grow direct-to-client sales
- Addressed inventory management



**Clear
Acceleration in
Financial
Performance**

- Significant direct-to-client sales growth; now representing >50% of total sales
- Growth driven by all regions, with particular strength in the Americas (+118% YoY)
- Substantial operating margin improvement resulting from higher capacity utilisation and continued cost control

+53%
FY22 Sales Growth

+761bps
'18-22 margin
expansion

Source: Richemont, Company data.

BUILDING SCALE, ENDURING BRAND EQUITY AND DRIVING PERFORMANCE IN **FASHION & ACCESSORIES**

Building scale and investing for the long-term

- Record revenues in FY2022
- Richemont's scale and financial resources positions Maisons to invest today, to realise their full potential tomorrow
- Hired top talents including a new CEO of F&A and new creative directors at Chloé, Alaïa and Montblanc to drive sales and profitability



Portfolio strategy: creating brand goodwill

- Nurturing success of Peter Millar
- Chloé accelerating momentum following new creative leadership
- Ongoing portfolio management: recent Delvaux acquisition adding competencies in leather



Source: Richemont, Company data.

FARFETCH / ALABBAR PARTNERSHIP IS AN IMPORTANT MILESTONE IN RICHEMONT'S **ONLINE** JOURNEY



Transaction Rationale



- YNAP to become a neutral platform with no controlling shareholder
- Sets a path to establishing the pre-eminent online luxury destination
- Step change in Richemont Maisons' omni-channel distribution capabilities



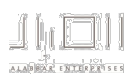
Maisons on FARFETCH Platform Solutions



- Most Richemont Maisons to adopt FARFETCH Platform Solutions to power their e-commerce operations and "connect" their physical stores
- Combining Richemont's experience in retail and FARFETCH's extensive technology capabilities to co-develop innovative services and technology solutions
- Most Richemont Maisons to open e-concessions on FARFETCH marketplace

RICHEMONT

FARFETCH



Partnership on

YOOX
NET-A-PORTER
GROUP



- Richemont to sell 50.7% in YNAP to FARFETCH (47.5%) and Alabbar (3.2%)
- YNAP to re-platform to FARFETCH technology, accelerating the rollout of its marketplace offer and shift to a hybrid 1P/3P model
- Envisaged future merger of YNAP into FARFETCH, with Richemont long-term shareholder in FARFETCH

RICHEMONT HAS A PROVEN TRACK RECORD OF DISCIPLINED PORTFOLIO MANAGEMENT

WE DO NOT BUY GOODWILL,
WE CREATE IT

Disciplined acquirers, dispassionate portfolio managers

WE EMPOWER ALL OUR
MAISONS & BUSINESSES

Providing the optimal conditions for our Maisons to thrive

WITH A FOCUS ON LONG-TERM
AND SUSTAINABLE GROWTH

Nurturing our Maisons for long-lasting and responsible success

Additions ➤



Disposals ➤

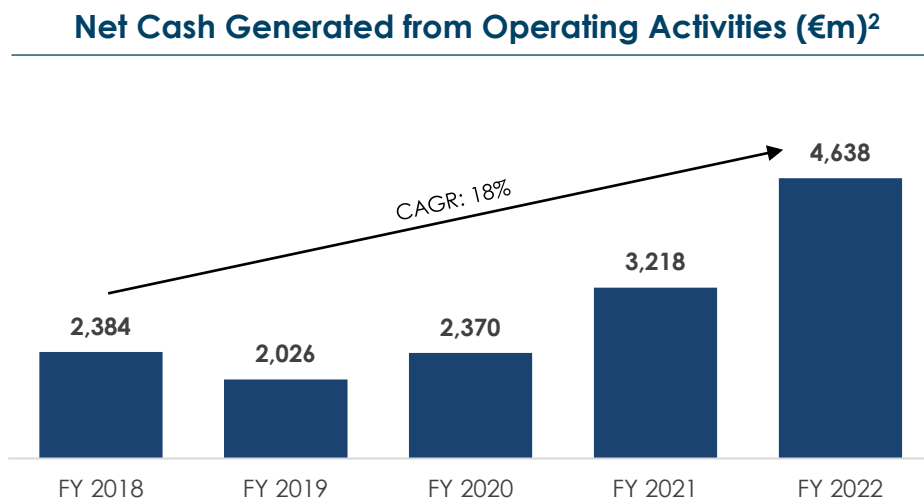
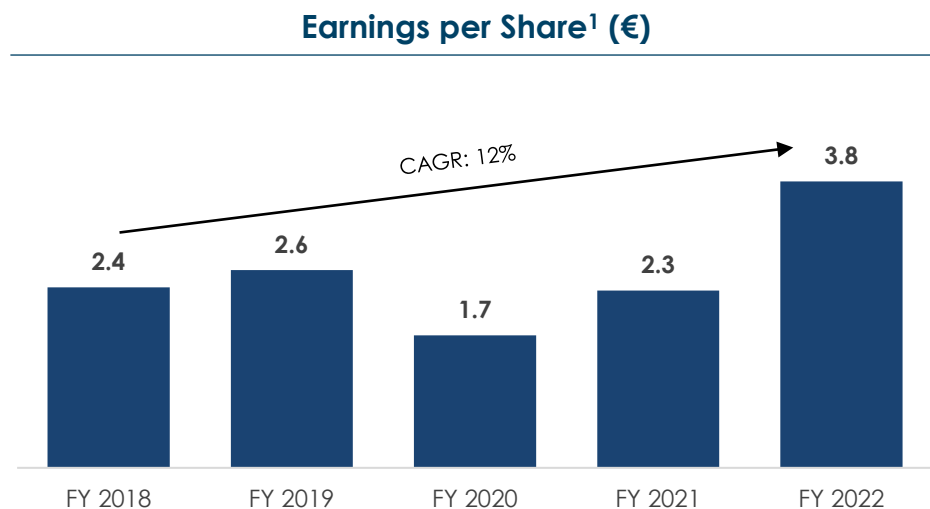
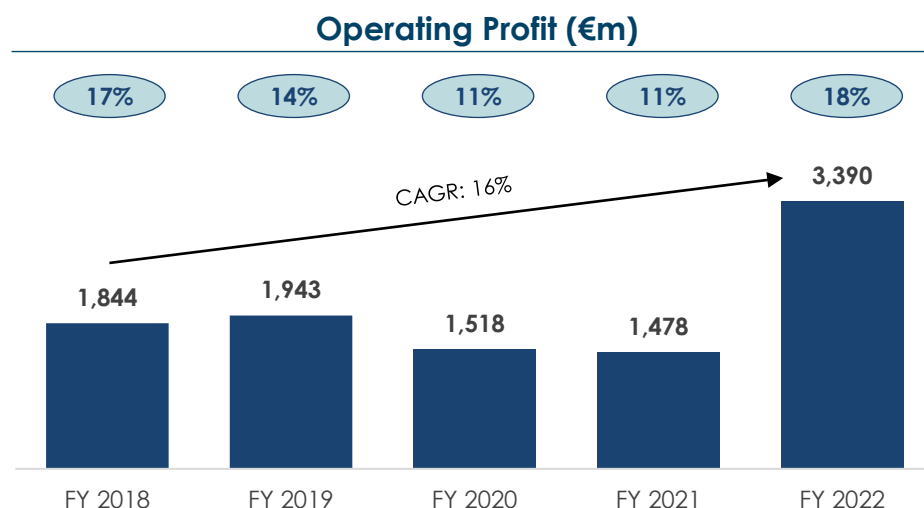
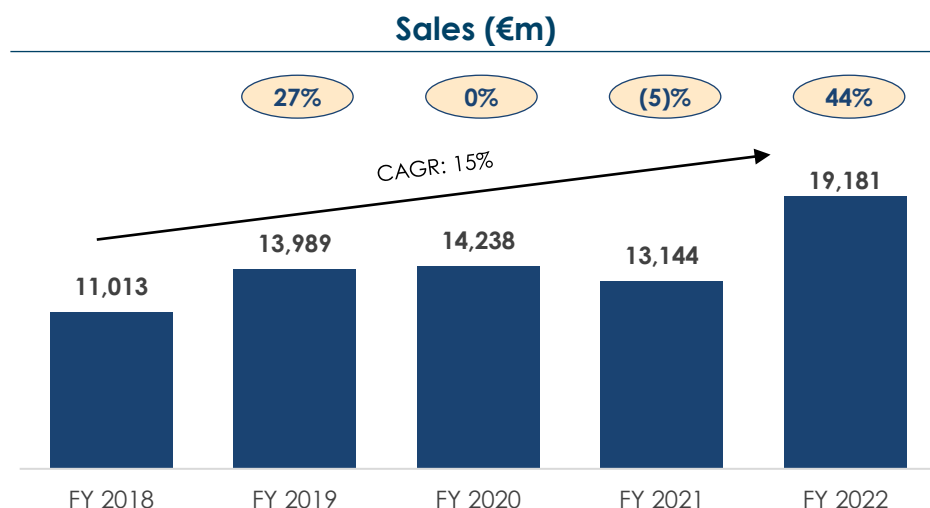


¹ Subject to regulatory approvals.

CONSISTENT TRACK-RECORD OF NURTURING BRANDS ACROSS THREE LUXURY CATEGORIES



RECENT ACCELERATION OF FINANCIAL PERFORMANCE

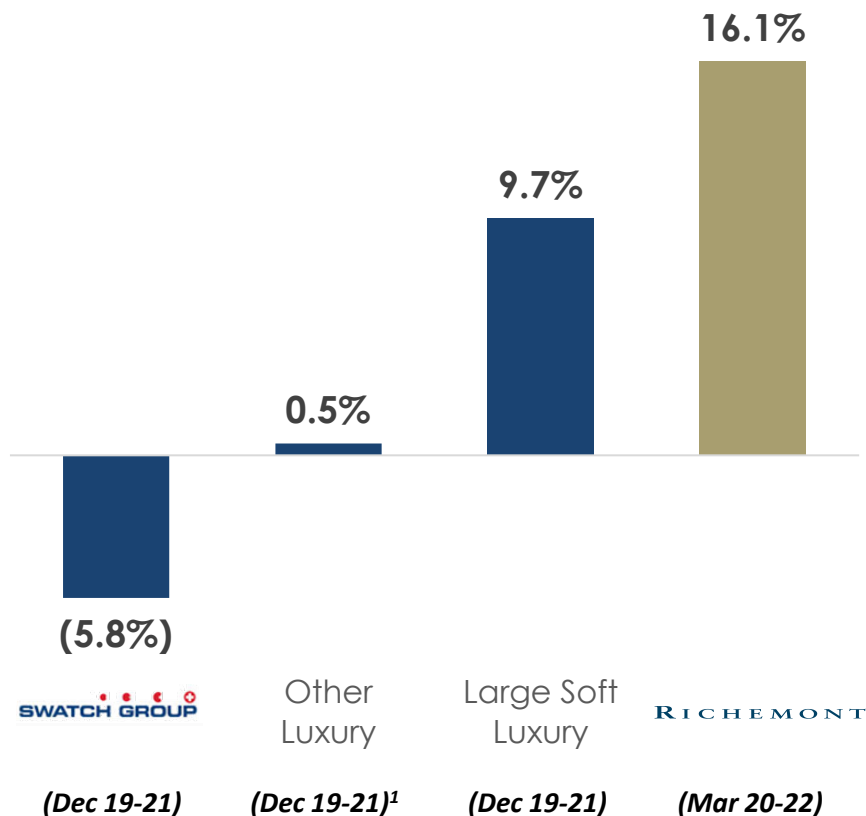


● % Organic Growth
 ● Margin (as % of Sales)

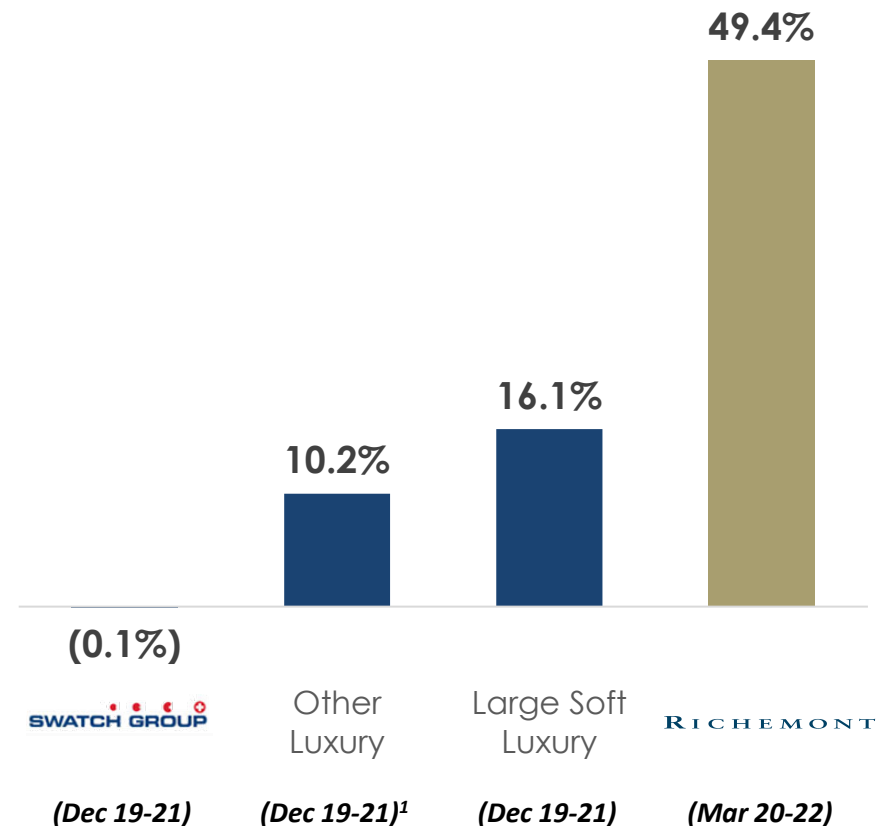
Source: Company Information. Note: FY refers to the year ended in 31 March 2022 ¹ Refers to headline earnings per share ² Net Cash Generated from Operating Activities defined as cash flow generated from operations +/- interest +/- dividends from investments – taxation paid.

RICHEMONT'S OPERATIONAL PERFORMANCE HAS BEEN STRONG VERSUS PEERS SINCE COVID

Sales CAGR
Pre-Covid to Latest Fiscal Year



Operating Profit CAGR
Pre-Covid to Latest Fiscal Year



Source: Company Information as reported.

Note: Other luxury includes Burberry, Salvatore Ferragamo, Moncler, Prada, Tod's (excluding data since 3-Aug-2022 announcement of delisting). Large Soft Luxury includes LVMH, Kering and Hermes.

¹ Burberry growth calculated from Mar-20 to Mar-22 in line with FYE.

RICHEMONT IS WELL POSITIONED FOR THE FUTURE

AT RICHEMONT,
WE CRAFT THE FUTURE

1

PORTFOLIO

Enviably portfolio of
enduring luxury Maisons

2

STRATEGY

Proven strategy of
nurturing our Maisons to
drive sustainable growth

3

RESILIENCE

Fortress balance sheet to
weather economic cycles
and seize opportunities

III. RICHEMONT'S GOVERNANCE IS STRONG, DIVERSE AND INDEPENDENT, AND HAS BEEN A KEY ENABLER OF ITS LONG-TERM SUCCESS

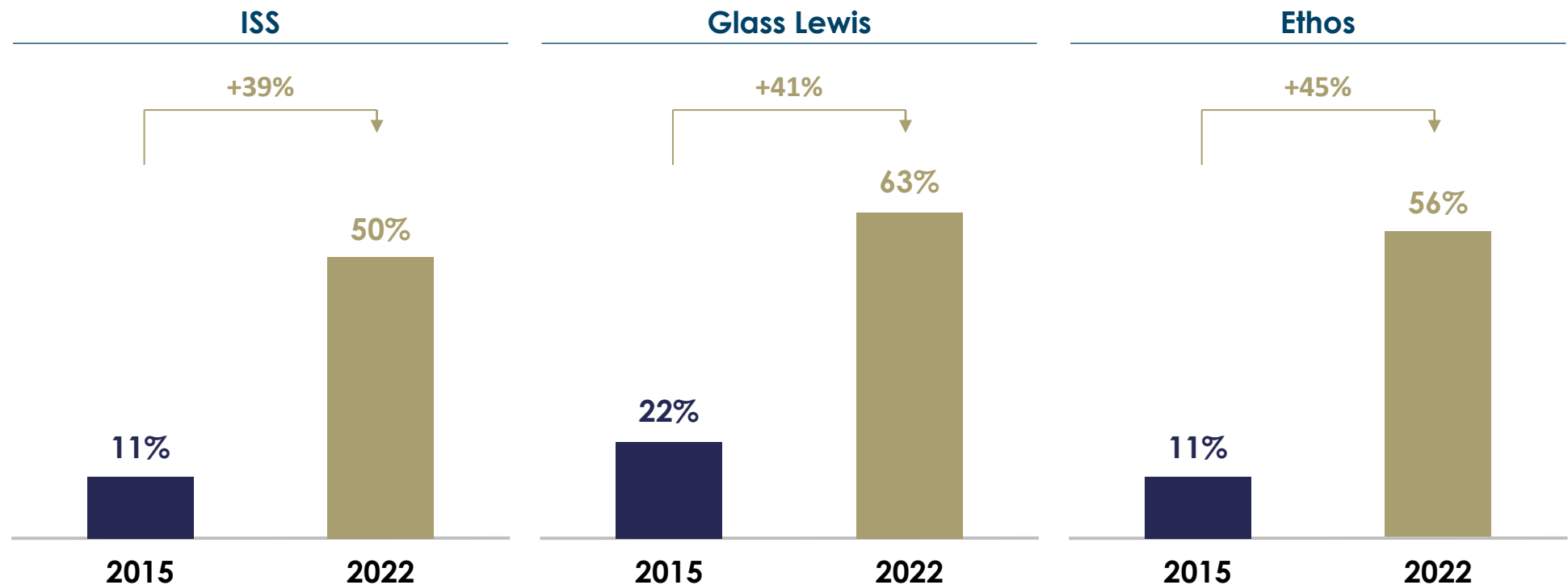
RICHEMONT IS COMMITTED TO A CONTINUAL PROCESS OF DELIVERING BEST-IN-CLASS GOVERNANCE

Recent Board refresh actions demonstrate commitment to increasing independence

- › **Last 3 Board appointments – Wendy Luhabe, Patrick Thomas and Jasmine Whitbread – are diverse and independent with strong credentials in business, ESG and luxury**
 - 2 women appointed, taking Board past proxy advisor gender representation level (30%)
 - Wendy Luhabe and Jasmine Whitbread considered leaders in business across many environmental, social and governance aspects
 - Patrick Thomas was highly renowned (and first non-family) CEO of Hermès until 2014
 - All 3 members are independent
 - Increased cultural diversity
- › **Ruggero Magnoni and Jan Rupert stepping down at 2022 AGM**
 - Further increases Board independence as both considered affiliated by proxy advisors
 - Actively planning the next phase of the Board's evolution
- › **Renewal of audit mandate subject to competitive tender process**

LONG TRACK-RECORD OF IMPROVING BOARD INDEPENDENCE

All proxy advisors deem 50% or more of the board to be independent



Source: Proxy advisors.

BENEFITS OF CURRENT SHAREHOLDER / GOVERNANCE CONSTRUCT

Long-term view



Taking a long-term view on sustainable value creation, unencumbered by the desire for “quick wins”, is core to Richemont’s DNA

Strategic stability



Commitment to our long-standing strategic objectives creates the stable foundations of an agile and dynamic organisation

Nurturing our Maisons



Richemont understands the time and effort required to incubate luxury Maisons and has the patience and horizon required to do so

ALL BOARD MEMBERS REPRESENT ALL SHAREHOLDERS

- 1 All existing Board members were elected by the majority of Class 'A' votes cast**
- 2 The Board nomination committee comprises 50% or more independent directors**
- 3 The Board benefits from diversity of culture, nationality, skills and gender**

Shareholders have given positive feedback to Richemont's continued governance changes

STRONG BOARD: THE RICHEMONT BOARD IS ALREADY SKILLED IN AREAS WHERE MR TRAPANI HAS EXPERIENCE

Our Board	Skills & Experience ¹		Mr Trapani
› Directors with breadth and depth of talent	Luxury Goods Industry	44%	✓
› Composition balances diversity of talent with relevant experience	Senior Exec.	44%	✓
› Ongoing process to optimise Board size	Finance/ Audit&Risk	50%	✗
› Actively planning evolution of Board and committees	Legal/Public Policy	25%	✗
16# Total Board ¹	International Markets	56%	✓
>50% Independent ¹	IT/ Cybersecurity	25%	✗
	Environment / Social	13%	✗
31% Women ¹	Public Board Experience	69%	✓

Source: Georgeson and proxy advisor guidance.

¹ Board recommendation, noting that Ruggero Magnoni and Jan Rupert to step down from board at 2022 AGM. "Independent" per definitions used by major proxy advisors.

IV. RICHEMONT BOARD RECOMMENDS VOTING AGAINST MR FRANCESCO TRAPANI AS A CANDIDATE

MR TRAPANI IS CONFLICTED AND CANNOT BE CONSIDERED INDEPENDENT

1

Mr Trapani has significant ties to LVMH and continues to be personally active in the luxury sector

- Sold Bulgari to LVMH in 2011, having served as CEO since 1984
- Served as President of LVMH Watches and Jewellery from 2011 to 2014
- Served as LVMH Board member from 2011 to 2016
- Recused from Tiffany Board discussions in October 2019, the day after LVMH made an offer for Tiffany
- Currently President of, and investor in, Gruppo Florence, a major supplier to the luxury sector

2

Bluebell is seeking disproportionate influence through unbalanced representation and a non-independent nominee

- As a co-founder of Bluebell Mr Trapani is intrinsically tied to the fund having only stepped down in December 2021
- Bluebell is seeking 5.9% representation (1 out of 17 Board seats) despite owning just 0.18% of Richemont's equity

APPOINTING MR TRAPANI IS NOT ADDITIVE TO RICHEMONT'S BOARD

1

Appointing Mr Trapani would represent a step backwards for Board independence and size, while also decreasing cultural diversity and increasing average age

2

Appointing Mr Trapani would bring nothing to the table that the Board does not already have:

- Mr Trapani's core skills are in the luxury industry, as a senior executive and working across international markets
- These are arguably the 3 strongest areas of experience amongst the non-executive directors on Richemont's Board
- Mr Trapani brings no environmental or social experience, the area of least experience amongst Richemont's current directors
- Mr Trapani does not add value in F&A given his track record with Cavalli
- Adding Mr Trapani would create a divergence of interests amongst the Board given his ties to Bluebell and clear alignment with their interests

THE INDEPENDENT DIRECTORS STAND BEHIND WENDY LUHABE AS THE BEST 'A' SHAREHOLDER REPRESENTATIVE



South African, age 65

Ms Luhabe has served on Richemont's Board as a Non-executive Director since 2020. She is considered a pioneering and leading businesswoman in South Africa, and has served extensively as a board member, investor, entrepreneur and business women's economic rights advocate

As Swiss law and Richemont's articles of incorporation only contemplate the appointment of one director as 'A' shareholder representative, the Board proposes the election of Ms Wendy Luhabe to that role

Education

- › University of Lesotho – Bachelor of Commerce
- › Wits Business School – Management Advanced Programme
- › Honorary Doctorates: University of Fort Hare; University of Stellenbosch; Durban University of Technology; University of KwaZulu-Natal

Past Job Experience

- › Founded her first business, **Bridging the Gap**, a consultancy focused on integrating black South Africans into the corporate world, in 1991
- › Founding member of **Women Investment Portfolio Holdings ("WIPHOLD")** and the **Women Private Equity Fund**, both aimed at enhancing women's access to investment opportunities and funding in South Africa
- › Founding Chancellor of the **University of Johannesburg**

Key Board Attributes

- › Environmental, social and governance leadership
- › International markets experience
- › Succession planning of key roles
- › Diversity implementation experience
- › Facilitating strategic alignment
- › Broad Board industry experience

Ms Luhabe is dedicated to Richemont and representing 'A' shareholders and is considering stepping down from one of her current non-executive positions

Current Non-executive Chair

PEPKOR **LIBSTAR**

Past Board Experience



WENDY LUHABE CONTRIBUTES TO THE BOARD IN KEY AREAS, WHILE MR TRAPANI WOULD NOT

	Wendy Luhabe		Mr Trapani	
1 Board Independence	✓	Maintains Board independence	X X	Deemed non-independent due to ties with Bluebell and LVMH Would decrease Board's independence
2 Committee Independence	✓	Maintains committee independence	X	Would cause independence to decrease for any committee on which he were to sit
3 Gender Diversity	✓	Maintains gender diversity	X	Would cause gender diversity of board to fall to below the 30% minimum target stipulated by proxy advisors
4 Core Skills	✓ ✓	Core expertise in consumer goods, luxury goods, retail and finance Significant board experience	✓ X	Core skills in luxury and as senior executive – but areas where Richemont Board is already highly experienced Poor track record (e.g. Cavalli) where more expertise is needed (i.e. F&A)
5 Sector-Specific Skills	✓	Brings key leadership on environmental, social and governance issues	?	Brings experience in one of Richemont Board's strongest areas (international markets)

CONCLUSION

- **Richemont has a multi-decade track-record of differentiated financial performance leading to highly attractive, sustainable shareholder value creation**
- **Commitment to continually improving governance with a well-qualified and majority independent board seeking to drive value creation for all shareholders**
- **Richemont's governance structure allows the company to take a long-term view, which is paramount in the luxury goods industry and the bed-rock of success**
- **In light of Bluebell's request, Richemont believes that Wendy Luhabe is the right candidate to be nominated to the role of 'A' shareholder representative. All Directors on the Board represent the interests of all shareholders**
- **Mr Trapani does not add value to the Board, reduces diversity, increases the Board's size and average age. He is not independent due to his ties with Bluebell and long-standing relationship with LVMH**

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 • Delvaux • dunhill • Montblanc • Peter Millar • Purdey