FY18 ANNUAL RESULTS

AS AT 31 MARCH 2018



RICHEMONT

Certain of the matters discussed in this document about our and our subsidiaries' future performance, including, without limitation, store openings and closings, product introductions, sales, sales growth, sales trends, store traffic, Richemont's strategy and initiatives and the pace of execution thereon, Richemont's objectives to compete in the global luxury market and to improve financial performance, retail prices, gross margin, operating margin, expenses, interest expense and financing costs, effective tax rate, net earnings and net earnings per share, share count, inventories, capital expenditures, cash flow, liquidity, currency translation, macroeconomic conditions, growth opportunities, litigation outcomes and recovery related thereto, contributions to Richemont pension plans, certain ongoing or planned real estate, product, marketing, retail, customer experience, manufacturing, supply chain, information systems development, upgrades and replacement, and other operational and strategic initiatives, and all other statements that are not purely historical, constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995.

Such forward-looking statements are subject to risks and uncertainties, which could cause actual results to differ materially from those anticipated. Such statements are based on management's beliefs as well as assumptions made by, and information currently available to, management. When used herein, the words "may", "should", "estimate", "project", "plan", "believe", "expect", "anticipate", "intend", "potential", "goal", "strategy", "target", "will", "seek" and variations of such words and similar expressions are intended to identify forward-looking statements.

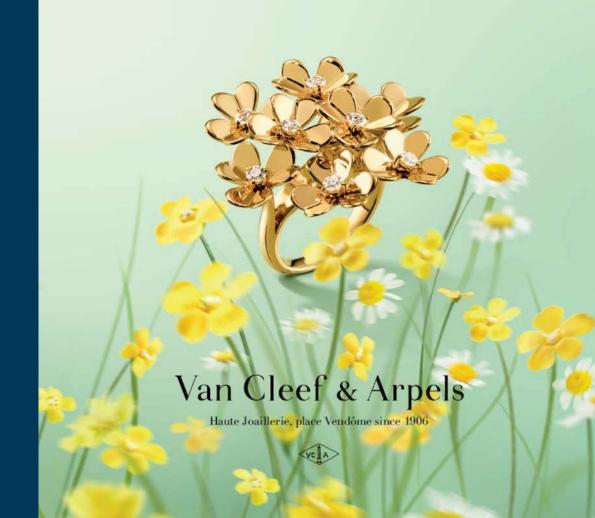
Factors that may cause actual results to differ are often presented with the forward-looking statements themselves. Other factors that could cause actual results to differ materially from those contemplated in any forward-looking statements may include, but are not limited to: economic, geo-political, capital markets and business conditions, trends and events around the world and in the markets in which Richemont operates; changes in interest and foreign currency exchange rates, and changes in currency control laws; changes in taxation policies and regulations; the possibility of the imposition of new taxes on imports and exports and new tariffs and trade restrictions and changes in tariff rates and trade restrictions; shifting tourism trends; regional instability; violence (including terrorist activities); cybersecurity events affecting Richemont and related costs and impact of any disruption in business; political activities or events; weather conditions that may affect local and tourist consumer spending; consumer confidence, disposable income, credit availability, spending levels, shopping patterns, debt levels, and demand for certain merchandise; trends in consumer shopping habits around the world and in the markets in which Richemont operates; shifts in Richemont's product and geographic sales mix; variations in the cost and availability of diamonds, gemstones and precious metals; adverse publicity regarding Richemont and its products, Richemont's third-party vendors or the diamond or jewellery industry more generally; any non-compliance by third-party vendors and suppliers with Richemont's sourcing and quality standards, codes of conduct, or contractual requirements, as well as applicable laws and regulations; initiatives of competitors, competitors entry into and expansion in Richemont's markets, and competitive pressures; disruptions impacting Richemont's business and operations; the availability of necessary personnel to staff Richemont's boutiques and other facilities; the availability of skilled labour in areas in which new boutiques and facilities are to be constructed or existing boutiques and facilities are to be relocated, expanded or remodelled; delays in the opening of new, expanded or relocated boutiques and facilities; failure to successfully implement or make changes to Richemont's information systems; and Richemont's ability to successfully control costs and execute on, and achieve the expected benefits from, the operational and strategic initiatives referenced above.

All of the forward-looking statements made in this document are qualified by these cautionary statements and we cannot assure you that the results or developments anticipated by management will be realized or, even if realized, will have the expected consequences to, or effects on, us or our business, prospects, financial condition, results of operations or cash flows. Readers are cautioned not to place undue reliance on these forward-looking statements in making any investment decision. Forward-looking statements made in this document apply only as of the date of this document. While we may elect to update forward-looking statements from time to time, we specifically disclaim any obligation to do so, even in light of new information or future events, unless otherwise required by applicable laws.

Such a lovely Spring

FY18 RESULTS

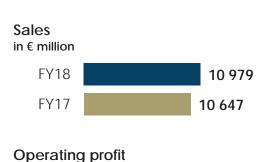
- > Highlights
- > Review of Operations
- > Financial Review
- > Conclusion
- > Q&A Session

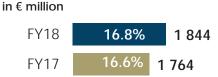


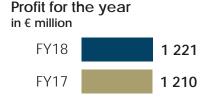
RICHEMONT

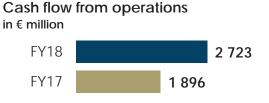
FY18 KEY FIGURES

- > Sales of €11bn: +8% at constant; +3% at actual rates
 - Increase of 7% at constant rates, excluding inventory buy-backs in FY18 and FY17
 - Strong retail performance
- > Operating profit of €1 844m, up 5%
 - Net one-time charges of €208m (vs €109m in FY17)
 - Operating margin of 16.8%
- > Profit for the year of €1 221m, up 1%, reflecting a higher effective tax rate
- > Strong generation of cash flow from operations, up €827m to €2 723m









Review of Operations

MAKES THE WORLD AND YOUR WRIST A BETTER PLACE.



Da Vinci Chronograph Edition «Laureus Sport for Good Foundation». Ref. 3934: Meet a watch that's just a little bit better than the rest. Because proceeds from its sale go to the Laureus Sport for Good Foundation and open up new opportunities for disadvantaged children. And that's not all: its classical design will bring a smile not only on their faces but also to that of its owner.

Limited edition of 1,500 watches in stainless steel, Mechanical movement, Self-winding, 68-hour power reserve when fully wound. Central hacking seconds, Back engraving (figure), Water-resistant



3 bar, 14.5 mm case height, Diameter 42 mm, Alligator leather strap by Santoni

IWC Schaffhausen, Switzerland. www.iwc.com

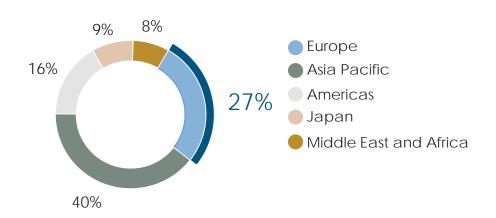


FY18 SALES IN EUROPE

> Slight decline in sales versus prior year

- Adverse impact from the strength of the euro
- Continued growth in the United Kingdom
- All product lines broadly in line or positive, with the exception of watches
- Subdued retail sales growth; decline in wholesale sales driven primarily by inventory buy-backs, sell-in monitoring and network optimisation

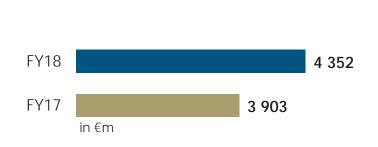


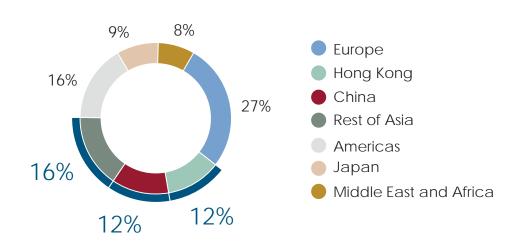


FY18 SALES IN ASIA PACIFIC

> Strong broad-based double digit growth across

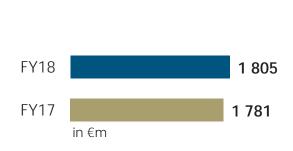
- Main markets, notably China, Hong Kong, Korea and Macau
- Most product lines, notably jewellery and watches
- All distribution channels

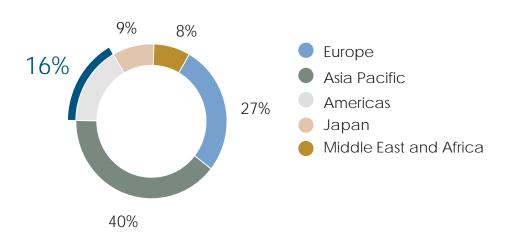




FY18 SALES IN AMERICAS

- > Sales growth of 8%
 - Strong retail performance, driven by
 - >Jewellery and clothing
 - >Full-year impact of the reopened Cartier NY flagship store
 - >Strong online sales
 - Inventory management initiatives weighed on wholesale performance

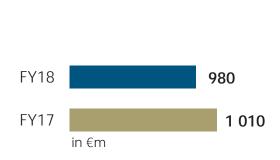


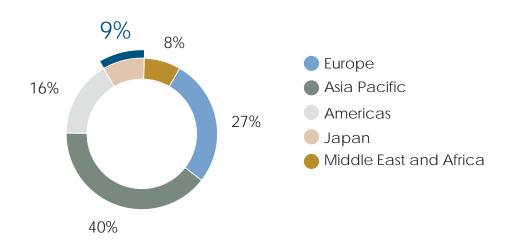


FY18 SALES IN JAPAN

> Sales increased by 6%

- Softer comparative figures and favourable currency environment
- Good growth in jewellery, watches and retail more than offsetting decline in wholesale sales
- Full year contribution from the reopened Cartier and new Piaget and Van Cleef & Arpels flagship stores

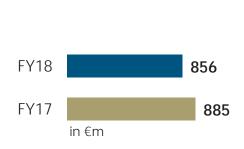


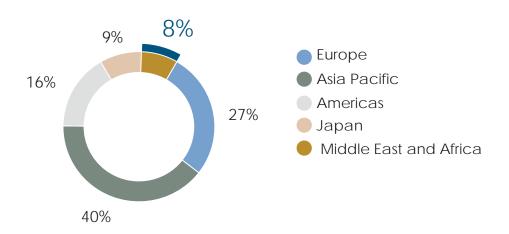


FY18 SALES IN THE MIDDLE EAST AND AFRICA

> Sales up 2%

- Impacted by inventory buy-backs and geopolitical uncertainties
- Supported by higher tourist spending and internalisation of external points of sale
- Moderate growth in jewellery, watches and writing instruments





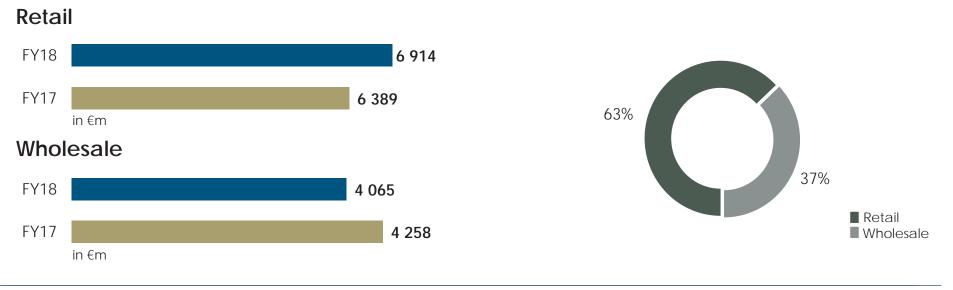
FY18 SALES BY DISTRIBUTION CHANNEL

> Retail, up 14%

- Double digit growth driven by strong performance in jewellery, watches and all regions, except Europe
- Six net store openings include internalisation of external points of sales

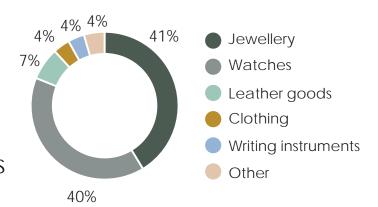
> Wholesale, down 1%

- Impacted by watch inventory management initiatives
- Sales declined in all regions, except Asia Pacific



FY18 SALES BY PRODUCT LINE

- > Broad based growth across product lines at constant rates
 - Double digit growth in jewellery in most regions; now the Group's largest product line
 - Mid single digit increase in watch sales; strong retail more than offsetting wholesale weakness
 - 4% increase in leather goods driven by good growth in Europe and Asia Pacific



12 months €	n FY18	FY17	Constant rates	Actual rates
Jewellery	4 537	4 160	+15%	+9%
Watches	4 368	4 340	+5%	+1%
Leather goods	780	779	+ 4%	+0%
Clothing	403	419	+1%	-4%
Writing instruments	394	396	+3%	-1%
Other	497	553	-7%	-10%
Total sales	10 979	10 647	+8%	+3%

FY18 SEGMENT HIGHLIGHTS

- Jewellery Maisons' profitability strengthened, with operating margin increasing by 150bps to close to 30%
- Specialist Watchmakers improved operating margin by 190bps while taking inventory management initiatives
- Profitability in Other businesses impacted by a number of one-time items in both prior and year under review

FY18 PERFORMANCE – JEWELLERY MAISONS

> High single digit sales growth

- Strength in Asia Pacific, Americas and retail
- Strong growth in jewellery and watches (non-recurrence of FY17 buy-backs)

→ €244m increase in operating result

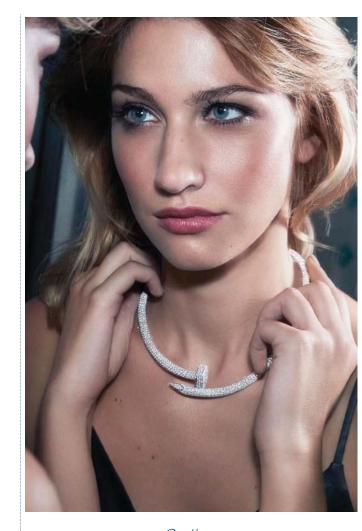
- Non-recurrence of €151m one-time charges in prior year
- Robust sales and cost control

Operating margin rose by 150bps

12 months €m	FY18	FY17	Change
Sales	6 447	5 927	+9%
Operating result	1 926	1 682	+15%
Operating margin	29.9%	28.4%	+150bps

FY18 JEWELLERY MAISONS

- Solid, broad-based, jewellery sales
- Growth in watch sales across price points and materials
- Double digit increase in retail benefiting from internalisations and store openings at Cartier and Van Cleef & Arpels
- Measured growth in wholesale reflecting a strengthened approach to inventory and network management
- > Successful digital initiatives at Cartier and Van Cleef & Arpels



Cartier Juste Un Clou

FY18 PERFORMANCE - SPECIALIST WATCHMAKERS

› Decline in sales reflects €203m inventory buy-backs

- Double digit decrease in wholesale; Europe, the Americas and Middle East and Africa particularly impacted
- Partly offset by double digit increase in retail and growth in Asia Pacific

Improvement in operating result

- Strong retail
- Higher manufacturing capacity utilisation
- Tight cost control

12 months €m	FY18	FY17	Change
Sales	2 714	2 879	-6%
Operating result	262	226	+16%
Operating margin	9.7%	7.8%	+190bps

FY18 SPECIALIST WATCHMAKERS

- Wholesale impacted by inventory management initiatives across almost all Maisons
 - Inventory buy-backs
 - Sell-in management
 - Wholesale network optimisation
- > Strong retail across most Maisons driven by
 - New aesthetics and broadened offer
 - Strength of Piaget jewellery
 - Boutique openings in key markets and internalisations of external points of sale
- Increased investments in digital
 - Increased digital media focus
 - Selective online partnerships



Officine Panerai Luminor Due Titanio

FY18 PERFORMANCE – OTHER

Sales broadly in line with prior year

- Growth in Europe and Asia Pacific
- Notable performance from Peter Millar
- Shanghai Tang out of scope from 1 July 2017

→ Operating loss of €65m

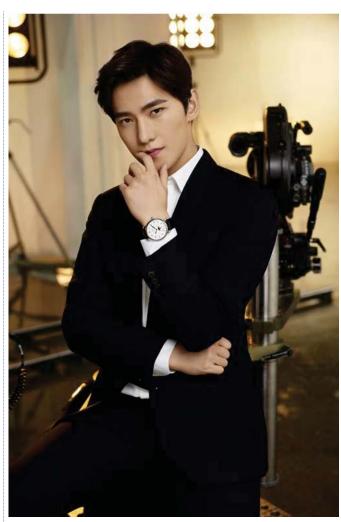
 Excluding one-time items in both years (FY18: €37m net charge; FY17: €114m net gain), operating loss of €28m versus a loss of €4m in FY17

12 months €m	FY18	FY17	Change
Sales	1 818	1 841	-1%
Operating result	-65	110	NR
Operating margin	-3.6%	6.0%	NR

FY18 OTHER

> Sales benefited from

- Montblanc's solid growth in leather, new tech products and special editions in writing instruments
- Good growth of clothing at Dunhill and Peter Millar; first time collections under new creative directors at Dunhill and Chloé
- > Wholesale growth across most Maisons
 - Strong partnership with YNAP
 - Initial deployment of points of sales with Dufry
- Retail sales, broadly in line with prior year, supported by
 - Floorset approach and new retail concept at Dunhill
 - Store openings and renovations
 - Enhanced e-commerce activities



Yang Yang, Montblanc Ambassador

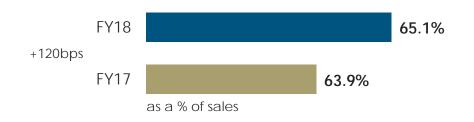
Financial Review



FY18 GROSS PROFIT

- > Gross profit increased by 5%; gross margin at 65.1%, up 120bps
 - Lower watch inventory buy-backs compared to prior year
 - Favourable manufacturing capacity utilisation impact
 - Larger share of retail
 - 40bps negative currency impact

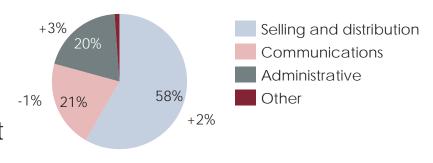




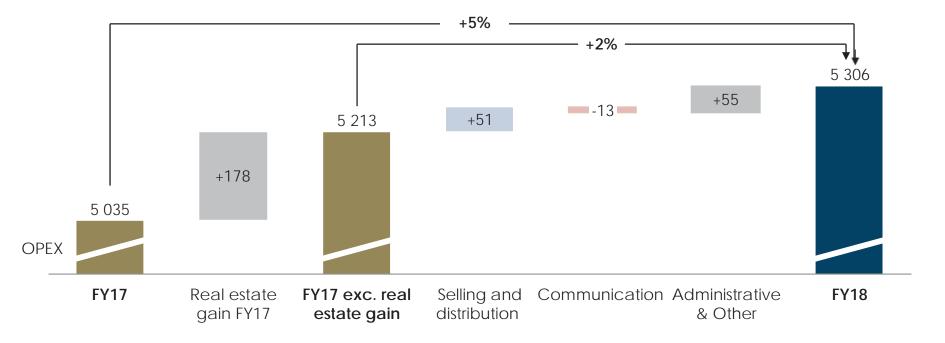
FY18 OPERATING EXPENSES

> Tight control of operating expenses

- 5% increase on a reported basis
- Excluding the €178m real estate gain in FY17, +2% reported and +6% at constant exchange rates



> 48% of sales, broadly in line with prior year



FY18 OPERATING PROFIT

- Improved operating leverage with +5% in operating profit versus +3% in sales
 - Gross margin leverage on sales, tight cost control
 - Excluding one-time items in both years, operating profit up +10%

12 months €m	FY18	FY17	Change
Sales	10 979	10 647	+3%
Gross profit	7 150	6 799	+5%
Net operating expenses	-5 306	-5 035	+5%
Selling and distribution expenses	-3 094	-3 044	+2%
Communication expenses	-1 106	-1 119	-1%
Administrative expenses	-1 047	-1 015	+3%
Other (expense)/income	-59	143	NR
Operating profit	1 844	1 764	+5%
Gross margin	65.1%	63.9%	
Operating margin	16.8%	16.6%	
Net operating expenses as a % of sales	48.3%	47.3%	

FY18 NET FINANCE INCOME AND COSTS

> Broadly in line with prior year

- Gain on monetary items
- Reduced losses from the Group currency hedging programme
- Negative impact from fair value adjustments

12 months €m	FY18	FY17	Change
Financial income, net	4	10	-6
Net foreign exchange gains/(losses) on monetary items	+67	-17	+84
Net losses on hedging activities	-75	-125	+50
Fair value adjustments	-146	-28	-118
Net finance costs	-150	-160	+10

FY18 PROFIT FOR THE YEAR

> In line with prior year

- Increase in operating profit
- Higher effective tax rate

12 months €m	FY18	FY17	Change
Operating profit	1 844	1 764	+5%
Net finance costs	-150	-160	
Share of post-tax results of equity-accounted investments	-41	-34	
Profit before taxation	1 653	1 570	+5%
Taxation	-432	-360	
Profit for the year	1 221	1 210	+1%
Profit margin	11.1%	11.4%	

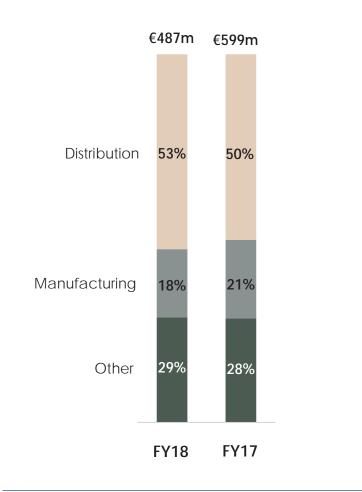
FY18 CASH FLOW FROM OPERATIONS

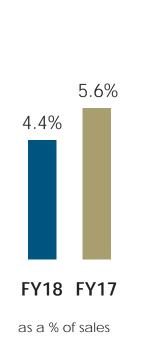
- Strong improvement of cash flow from operations includes positive impacts from
 - Higher operating profit
 - Favourable working capital movement, particularly in inventory and creditors
 - Non-recurrence of prior year's €268m UK pension plan contribution

12 months €m	FY18	FY17	Change
Operating profit	1 844	1 764	+80
Depreciation, amortisation and impairment	539	563	-24
Other items	106	-402	+508
Movement in working capital	234	-29	+263
Cash flow from operations	2 723	1 896	+827

FY18 CAPITAL EXPENDITURE

- > Capex spend at €487m, now 4.4% of Group sales
- > Focus on store refurbishments and relocations







Cartier - Tokyo, Roppongi



Van Cleef & Arpels - Munich



IWC - Manufacturing Site, Merishausen

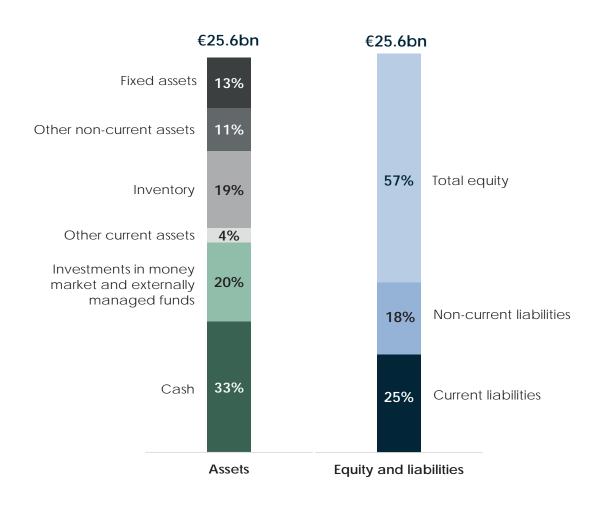
FY18 FREE CASH FLOW

Increase in free cash flow resulting from

- Strong cash flow from operations
- Acquisition of Dufry stake and investment properties

12 months €m	FY18	FY17	Change
Cash flow from operations	2 723	1 896	+827
Net change in tangible assets	-436	-521	+85
Net change in intangible assets	-34	-49	+15
Acquisition of investment property	- 213	-	-213
Net change in other non-current assets and investments	-611	-22	-589
Taxation paid	-346	-288	-58
Net interest received and other	7	11	-4
Total free cash inflow	1 090	1 027	+63

BALANCE SHEET STRENGTH



DIVIDENDS

- > FY18 dividend of CHF1.90 per 1 A share/10 B shares
- > Increase of 6% in CHF terms

Strategic Direction & Conclusion



RICHEMONT

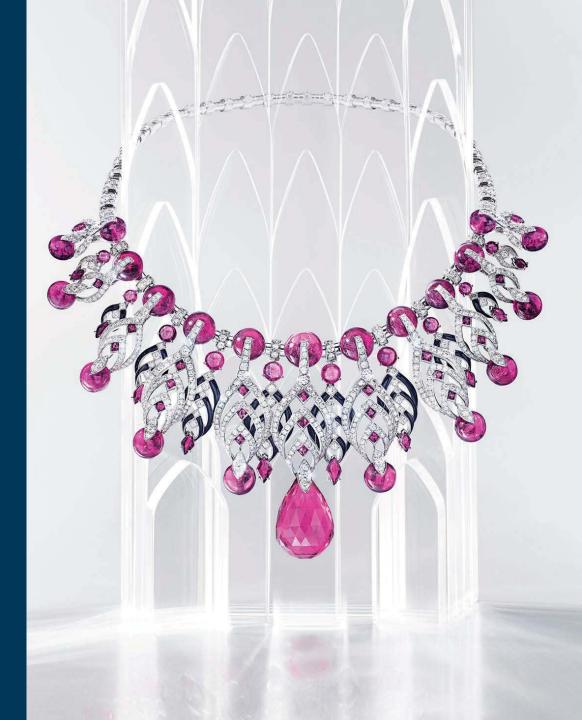
FY 2018 IN SUMMARY

- Double digit growth in retail and in Asia Pacific, led by all main markets China, Hong Kong, Macau and Korea
- > Solid sales of jewellery, now the Group's largest product line
- Resilient watch sales, with strong retail sales and significant wholesale inventory control measures
- Operating leverage, with €208m one-time effects linked to inventory buybacks and portfolio optimisation
- > Strong generation of cash flow from operations
- > Voluntary tender offer for YNAP
- Inaugural €4bn bond issue, rated A+ by S&P, securing long-term financial resources in low interest rate environment

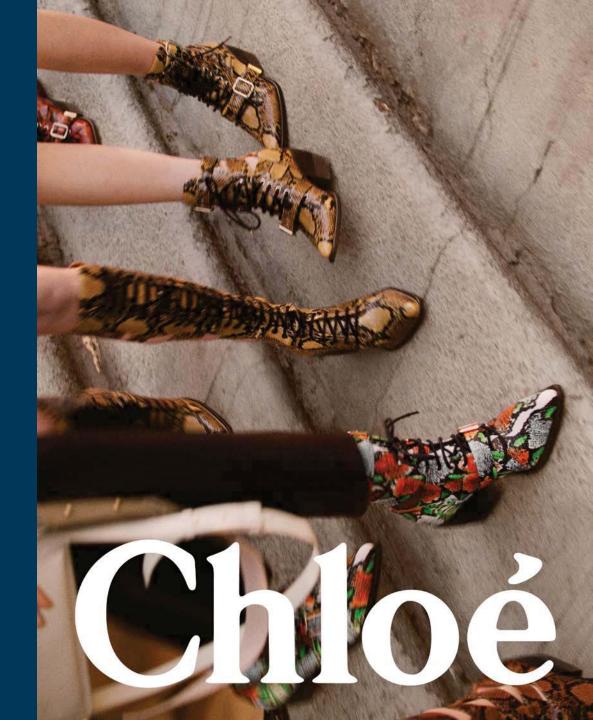
CONCLUSION

- Long-standing commitment to doing business responsibly
- > Well-positioned and unique portfolio of Maisons
- Ability to seize long-term growth opportunities thanks to strong balance sheet
- Sharpened focus on clients, talents and stakeholders

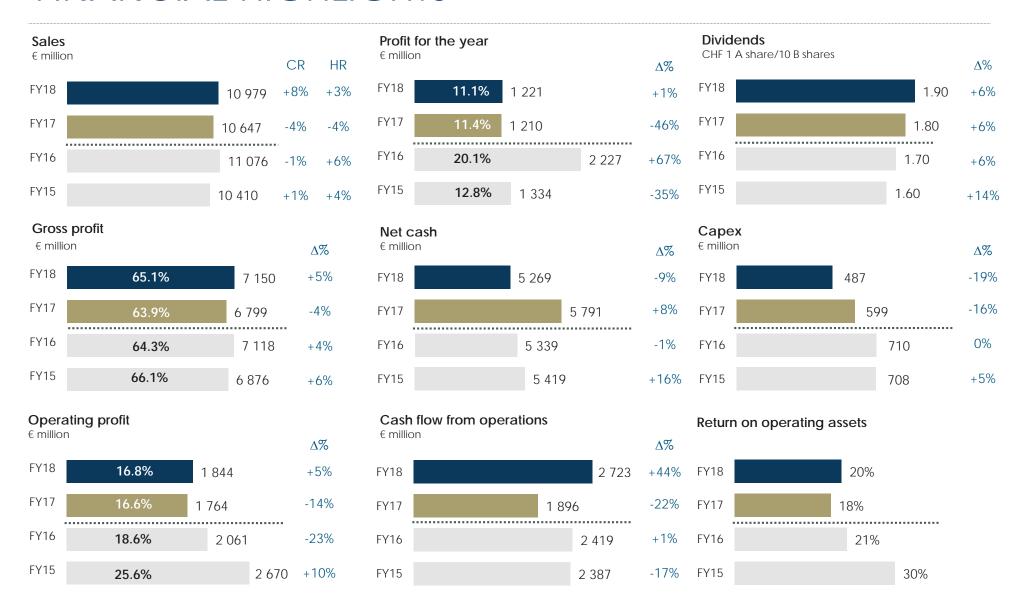
Q&A Session



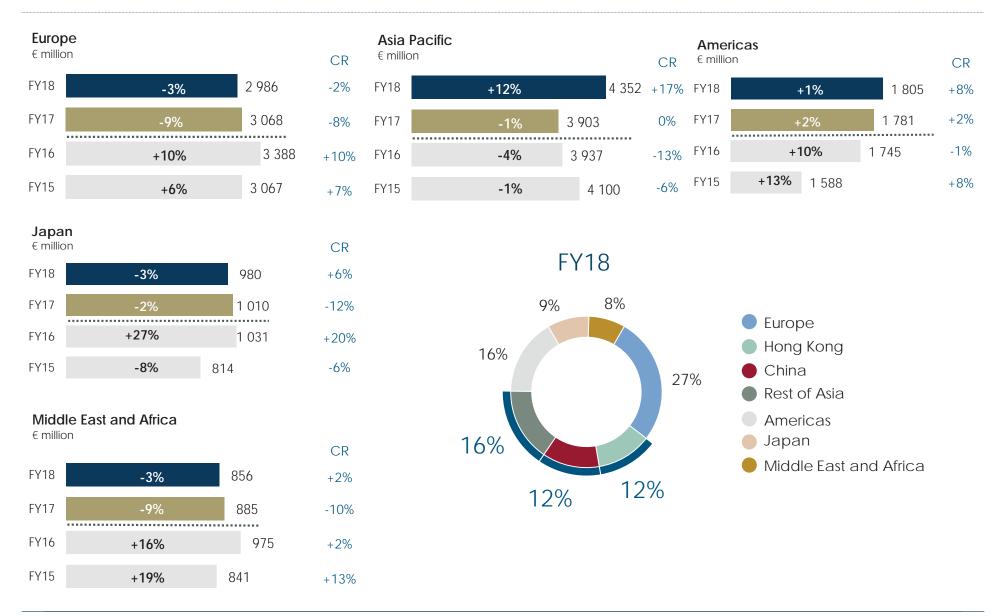
Appendix



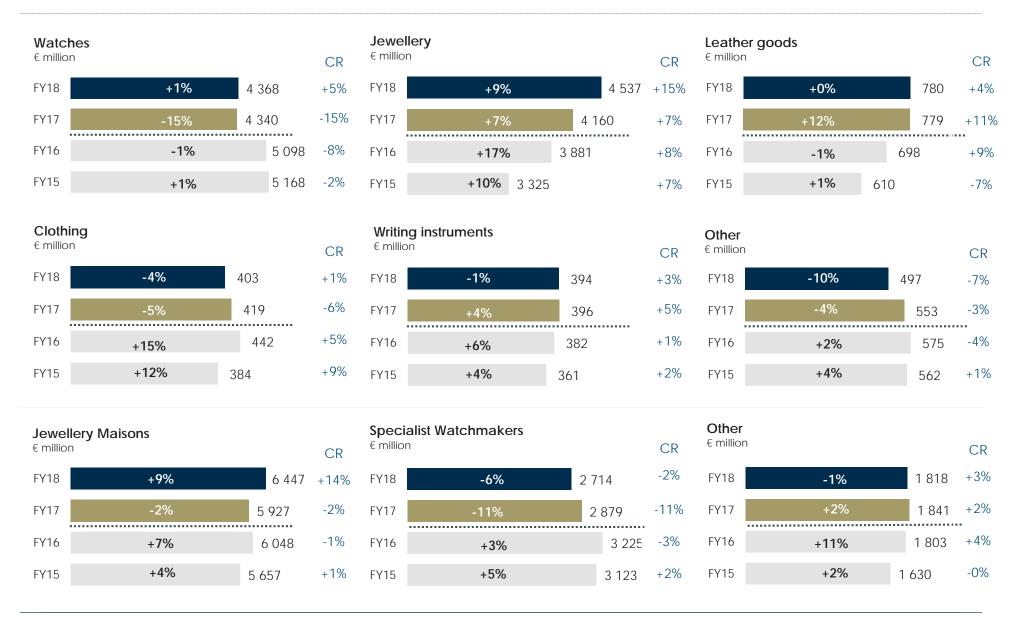
FINANCIAL HIGHLIGHTS



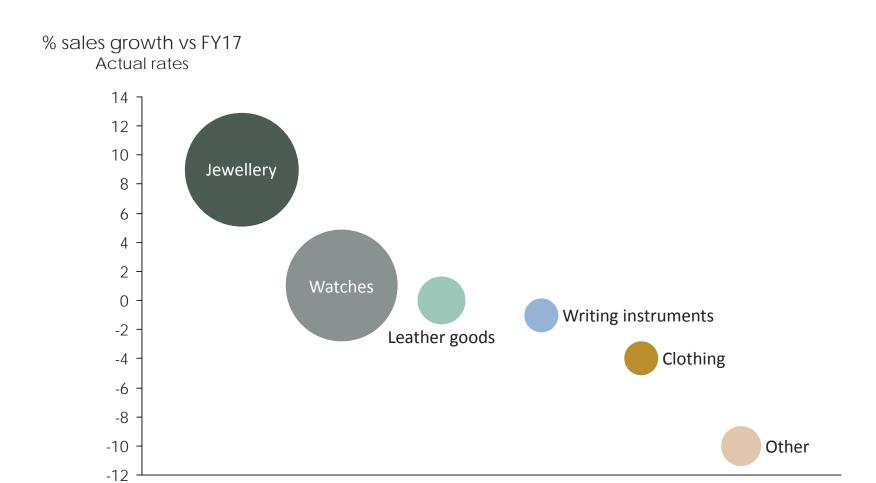
SALES HIGHLIGHTS (REGION)



SALES HIGHLIGHTS (PRODUCT LINE AND SEGMENT)



PRODUCT LINE HIGHLIGHTS



VOLUNTARY TENDER OFFER FOR YNAP

> Strategic rationale

- Strengthen YNAP's leading position in online luxury retailing
- Accelerate Richemont's move into digital and e-commerce

Current status

- Exceeded minimum acceptance level, with 94.999% of ordinary shares on 9 May 2018
- Settlement of tender on 18 May 2018

Next steps

- Sell-out, to be followed by squeeze-out period
- Delisting from Borsa Italiana

HEDGING

- 70% of our forecasted net foreign currency cash flow exposure arising primarily in AED, CNY, HKD, JPY, SGD and USD is hedged versus CHF
- 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 2018	Averag	Average rates		
versus CHF	Actual	Hedge		
AED	3.79	3.83		
CNY	6.82	7.01		
HKD	8.05	8.04		
JPY	114.19	111.22		
SGD	1.40	1.42		
USD	0.97	0.98		

FY18 SALES BY REGION AND SEGMENT

12 months €m	FY18	FY17	Constant rates*	Actual rates	% of total
Europe	2 986	3 068	-2%	-3%	27%
Asia Pacific	4 352	3 903	+17%	+12%	40%
Americas	1 805	1 781	+8%	+1%	16%
Japan	980	1 010	+6%	-3%	9%
Middle East and Africa	856	885	+2%	-3%	8%
Total sales	10 979	10 647	+8%	+3%	100%

12 months €m	FY18	FY17	Constant rates*	Actual rates	% of total
Jewellery Maisons	6 447	5 927	+14%	+9%	59%
Specialist Watchmakers	2 714	2 879	-2%	-6%	25%
Other	1 818	1 841	+3%	-1%	16%
Total sales	10 979	10 647	+8%	+3%	100%

^{*} Movements at constant exchange 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 2017.

FY18 OPERATING RESULT BY SEGMENT

12 months €m	FY18	FY17	Change
Jewellery Maisons	1 926	1 682	+15%
Specialist Watchmakers	262	226	+16%
Other	-65	110	NR
Operating result	2 123	2 018	+5%
Corporate costs	-279	-254	+10%
Central support services	-233	-234	-0%
Other operating expense	-46	-20	NR
Operating result	1 844	1 764	+ 5%

FY18 GROUP RESULTS

12 months €m	FY18	FY17	Change
Sales	10 979	10 647	+3%
Cost of sales	-3 829	-3 848	-0%
Gross profit	7 150	6 799	+5%
Net operating expenses	-5 306	-5 035	+5%
Operating profit	1 844	1 764	+5%
Net finance costs	-150	-160	
Share of post-tax results of equity-accounted investments	-41	-34	
Profit before taxation	1 653	1 570	+5%
Taxation	-432	-360	
Profit for the period	1 221	1 210	+1%
Cash flow from operations	2 723	1 896	+827
Net cash	5 269	5 791	-522

SUMMARY BALANCE SHEET AND INVENTORY

at 31 March €m	2018	2017
Non-current assets	5 974	5 727
Current assets	19 584	14 433
Non-current liabilities	4 605	731
Current liabilities	6 315	3 900
Equity attributable to owners of the parent company	14 631	15 529
Non-controlling interests	7	0
Equity	14 638	15 529
including		
Net cash	5 269	5 791

at 31 March €m	2018	2017		Change
Finished goods	3 221	3 426	-205	-6%
Raw materials and work in progress	1 722	1 876	-154	-8%
Total	4 943	5 302	-359	-7%
Number of months of COGS Rotation	20.8	22.4		

RETAIL NETWORK

	31 March			31 March	Net change		
-	2018	Internal	<u>Franchise</u>	2017	Internal	Franchise	Total
Montblanc	589	273	316	573	+1	+15	+16
Cartier	272	200	72	283	-2		-11
Chloé	193	112	81	167	+15	+11	+26
Van Cleef & Arpels	129	87	42	124	+ 4	+1	+5
Alfred Dunhill	92	87	5	99	-3	-4	-7
Piaget	92	68	24	95	0	-3	-3
Jaeger-LeCoultre	87	54	33	92	0	-5	-5
IWC	86	50	36	85	-1	+2	+1
Lancel	78	65	13	79	-3	+2	-1
Officine Panerai	77	42	35	71	+4	+2	+6
Vacheron Constantin	68	34	34	63	+3	+2	+5
Others*	72	51	21	97	-12	-13	-25
Total	1 835	1 123	712	1 828	+6	+1	+7

^{*}Others: A. Lange & Söhne, Baume & Mercier, Roger Dubuis, Purdey, Azzedine Alaïa, Peter Millar, Serapian

Cartier

> Jewellery

- Résonance High Jewellery
- Ftincelle
- Cluster Pluie d'été
- Cactus de Cartier, new references
- Juste un Clou, new references
- Ecrou de Cartier, new references
- Free Love 2

> Watches

- Panthère de Cartier
- Clé de Cartier, steel on leather
- Ballon Bleu, steel & diamonds, steel on leather
- Tank new references for Tank Américaine (steel), Tank Française (steel & diamonds), Tank Solo (yellow gold & steel) and Tank LC

Van Cleef & Arpels

> Jewellery

- Le Secret High Jewellery
- Frivole
- Perlée pearls of gold, new references
- Lucky Animals

> Watches

- High Jewellery & Jewellery:
 - > Ruban Secret
 - Le Jardin Van Cleef & Arpels and Contes d'Hiver Collections
- Poetic Complications:
 - > Midnight Nuit Lumineuse
 - > Lady Arpels Papillon Automate
- Extraordinary Dials:
 - > Lady Arpels Jour Féerique / Nuit Féerique

PIAGET

Watches

- Limelight Gala 26mm
- Altiplano 60th anniversary
- Piaget Polo S on leather strap

› Jewellery

- Sunlight Journey High Jewellery
- Possession, new references
- Rose and Extremely Piaget new references

P. LANGE & SÖRNE

- > Tourbograph Perpetual "Pour le Mérite"
- > Richard Lange Jumping Seconds (pink gold)
- Saxonia white gold/ MOP dial
- > 1815 Chronograph and 1815 Annual Calendar
- > Zeitwerk Decimal Strike
- Blue Dial series

VACHERON CONSTANTIN

GENÈVE

- Métiers d'Art Copernicus Celestial Spheres
- > Traditionnelle minute repeater tourbillon
- > Traditionnelle and Historiques, new references
- > Patrimony moon phase & retrograde
- Overseas Dual Time

记 ROGER DUBUIS

- Excalibur Spider, Automatic skeleton, Pirelli editions
- Excalibur Spider, Aventador S. Lamborghini editions

JAEGER-LECOULTRE

- > Rendez Vous Moon, steel & pink gold
- > Reverso One, steel
- Master Limited

OFFICINE PANERAL FIRFN7F 1860

- > Luminor Submersible 1950 3 Days Automatic Oro Rosso - 42mm
- > Luminor 1950 Regatta 3 Days Chrono Flyback Titanio - 47mm
- Luminor Due 3 Days Automatic Titanio 45mm

- Da Vinci collection relaunch
- > Ingenieur collection relaunch
- > Pilot's Watch collection, new references

- > Classima, new references
- > Clifton, new references
- > Promesse, new references

MONT[©]

> Writing Instruments

- Meisterstück Unicef
- Writers Edition Antoine de Saint-Exupéry
- Muses Edition Marylin Monroe
- Great Character The Beatles

> Watches

- Montblanc Summit smartwatch
- TimeWalker

> Leather

- 4810 Westside
- Montblanc Sartorial Jet
- 1926 Montblanc Heritage

Chloé

> Leather

- Faye Day
- Pixie
- Drew Bijou
- Roy



> Hard Products

- Wave and Cubist collections
- Precious Stone Cufflinks and Writing Instruments

> Leather

- Hampstead Black and Duke Black
- Chiltern Collection
- Relaunched formal shoes and sneakers.

RICHEMONT