Operations

At Richemont, We Craft the Future
Sales growth across all regions

Strongest growth from the Americas

Americas’ share of Group sales nearly on par with Europe

Asia Pacific and the Americas, largest contributors to sales increase
**SALES BY REGION**

### Changes at Constant Rates

<table>
<thead>
<tr>
<th>Region</th>
<th>FY22 vs FY21</th>
<th>FY22 vs FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Europe</td>
<td>+108%</td>
<td>+38%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>+95%</td>
<td>+17%</td>
</tr>
<tr>
<td>Americas</td>
<td>+276%</td>
<td>+58%</td>
</tr>
<tr>
<td>Japan</td>
<td>+138%</td>
<td>+20%</td>
</tr>
<tr>
<td>Middle East and Africa</td>
<td>+154%</td>
<td>+10%</td>
</tr>
<tr>
<td><strong>Total sales</strong></td>
<td>+129%</td>
<td>+29%</td>
</tr>
</tbody>
</table>

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 2021.

› **Compared to H1-21:**
- Triple-digit growth in the Americas; solid double-digit growth elsewhere

› **Compared to H1-20:**
- Strong growth in the Americas, Asia Pacific, and Middle East and Africa
- Lack of international travel and Covid restrictions impacted Europe and Japan
- Almost all regions accelerated in Q2 vs Q1

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Richemont
H1-22 SALES BY DISTRIBUTION CHANNEL

- **Strong increase in retail sales (+71% yoy, +34% yo2y)**
  - Strong performance across all regions and business areas yoy; double-digit increases at Jewellery Maisons and Specialist Watchmakers vs pre-Covid levels

- **Online retail sales 38% higher than H1-21 (+33% yo2y)**
  - Strength across regions and business areas

- **Wholesale sales up by 74% (+2% yo2y)**
  - Broad-based progression

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 2021 (for H1-22 change) and 31 March 2020 (for H1-21 change).
H1-22 PERFORMANCE – JEWELLERY MAISONS

› Stellar sales growth (+67% yoy; +36% yo2y)
  ▪ Strong performance across all regions yoy
  ▪ All channels rose by double-digits yoy and yo2y

› Operating results increased by 109%; exceptional H1 margin at 37.9%
  ▪ Increased manufacturing capacity utilisation
  ▪ Strong sales growth, continued cost control

<table>
<thead>
<tr>
<th>6 months</th>
<th>€m</th>
<th>Sept 21</th>
<th>Sept 20</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td>5 097</td>
<td>3 061</td>
<td>+67%</td>
</tr>
<tr>
<td>Operating result</td>
<td></td>
<td>1 930</td>
<td>922</td>
<td>+109%</td>
</tr>
<tr>
<td>Operating margin</td>
<td></td>
<td>37.9%</td>
<td>30.1%</td>
<td>+780bps</td>
</tr>
</tbody>
</table>
Successful additions to iconic collections included Panthère (Cartier), Frivole (Van Cleef & Arpels) and Tulle (Buccellati), new high jewellery collections.

Accelerated agility in production and supply.

Continued store renovations with a stable network for Cartier and Van Cleef & Arpels, while increasing online coverage; qualitative improvement of distribution network and targeted store openings at Buccellati.

Sustainability

- Cartier launched ‘Watch and Jewellery Initiative 2030’
- Van Cleef & Arpels partnered with the Musée national d’histoire naturelle to protect biodiversity
- Buccellati initiated process to become Responsible Jewellery Council certified
Sales for the period increased by 74% (+7% yo2y)
- Very strong growth across all regions and Maisons
- Triple-digit increase in online retail, strong increases in retail and wholesale
- Acceleration of growth in Q2 vs Q1 yo2y

Significant improvement in operating result; margin at 22.4%
- Improved manufacturing capacity utilisation
- Sales growth, tight cost control

<table>
<thead>
<tr>
<th>6 months</th>
<th>€m</th>
<th>Sept 21</th>
<th>Sept 20</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,679</td>
<td>966</td>
<td>+74%</td>
<td>+74%</td>
</tr>
<tr>
<td>Operating result</td>
<td>376</td>
<td>-8</td>
<td>NR</td>
<td>+2 320bps</td>
</tr>
<tr>
<td>Operating margin</td>
<td>22.4%</td>
<td>-0.8%</td>
<td>+2.320bps</td>
<td></td>
</tr>
</tbody>
</table>
H1-22 SPECIALIST WATCHMAKERS

› **Solid performance of iconic collections**, including Overseas at Vacheron Constantin, Pilot’s watches at IWC, Reverso at Jaeger-LeCoultre, Luminor at Panerai, Possession and Polo at Piaget and Odysseus at A. Lange & Söhne

› **Further development of e-commerce capabilities and services**, supporting a triple-digit online retail sales growth

› **Extension of the retail network** (+14 internal boutiques, +30 franchise stores)

› **Increased direct sales to clients**, nearing 50% of sales

› **Focus on visibility** (increased media investments, Watches and Wonders Shanghai)

› **Rollout of the Time Vallée concept** into new locations
H1-22 PERFORMANCE – ONLINE DISTRIBUTORS

› **Sales up 37% (+8% yo2y)**
  - Double-digit growth in all regions
  - Gross Merchandise Value (GMV) up by 28%
  - Accelerated growth Q2 vs Q1 yo2y

› **Operating loss of €141m broadly in line with prior year; EBITDA loss stable**
  - Absorption of Brexit-related customs duties and VAT
  - Increased communications investments

<table>
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<tr>
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<th>€m</th>
<th>Sept 21</th>
<th>Sept 20</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td>1 278</td>
<td>934</td>
<td>+37%</td>
</tr>
<tr>
<td>Operating result</td>
<td></td>
<td>-141</td>
<td>-138</td>
<td>-2%</td>
</tr>
<tr>
<td>Operating margin</td>
<td></td>
<td>-11.0%</td>
<td>-14.8%</td>
<td>+380bps</td>
</tr>
</tbody>
</table>
H1-22 ONLINE DISTRIBUTORS

› **NET-A-PORTER, MR PORTER, THE OUTNET and YOOX**

- NET-A-PORTER replatforming completed
- Move to hybrid business model progressing, with key brands starting to operate under this new model on NET-A-PORTER; YOOX marketplace roll out in preparation
- NET-A-PORTER Tmall flagship store retailing over 400 brands
- Circularity initiative (Reflaunt resale service)

› **Watchfinder & Co.**

- Ongoing internationalisation
- Expansion of the watch trade-in programme
- Partnership with NET-A-PORTER and MR PORTER in the USA
H1-22 PERFORMANCE – OTHER

› H1 sales increased 72% (-1% yo2y)
   - Broad-based growth across Maisons
   - Q2 sales above pre-Covid levels
   - Travel retail impacted by reduced international travel

› Operating result returns to positive with 3% operating margin
   - Improved gross margin and strict cost control
   - Gain on real estate transaction

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<thead>
<tr>
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<th>Sept 21</th>
<th>Sept 20</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td>935</td>
<td>545</td>
<td>+72%</td>
</tr>
<tr>
<td>Operating result</td>
<td></td>
<td>29</td>
<td>-108</td>
<td>+127%</td>
</tr>
<tr>
<td>Operating margin</td>
<td></td>
<td>3.1%</td>
<td>-19.8%</td>
<td>+2 290bps</td>
</tr>
</tbody>
</table>
H1-22 OTHER – FASHION & ACCESSORIES

› **Successful reception of first collections** from new creative directors at Chloé and Alaïa

› **Continued strong performance at Peter Millar**

› **Delvaux acquisition**

› **AZ Factory “Love Brings Love” tribute** in honour of Alber Elbaz, with 45 houses and designers

› **Strong focus on digital capabilities** supporting growing online geographic reach and improved user experience

› **B Corp certification for Chloé**, a first for a luxury Maison