

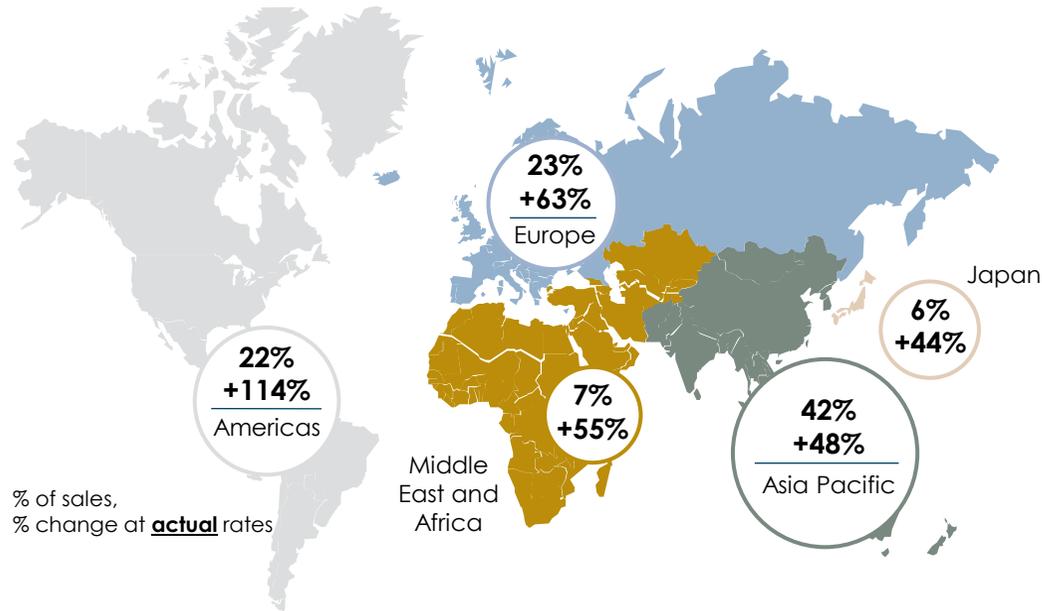
Operations

At Richemont,
We Craft the Future

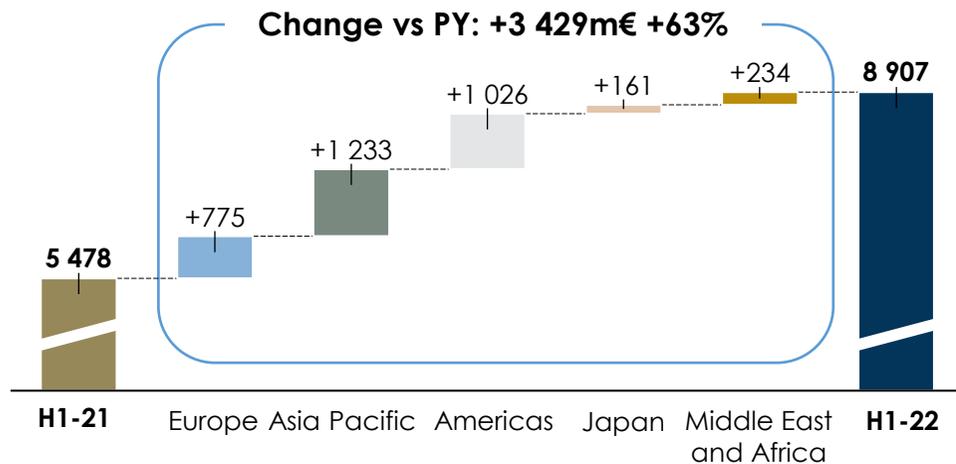
RICHEMONT



H1-22 OVERVIEW OF REVENUE BY REGION



- › 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

FY22 vs FY21	Q1	Q2	H1
Europe	+108%	+38%	+62%
Asia Pacific	+95%	+17%	+47%
Americas	+276%	+58%	+123%
Japan	+138%	+20%	+56%
Middle East and Africa	+154%	+10%	+62%
Total sales	+129%	+29%	+65%

FY22 vs FY20	Q1	Q2	H1
Europe	-15%	-4%	-9%
Asia Pacific	+40%	+43%	+41%
Americas	+47%	+59%	+53%
Japan	-14%	-11%	-12%
Middle East and Africa	+55%	+49%	+53%
Total sales	+22%	+26%	+24%

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

H1-22 SALES BY DISTRIBUTION CHANNEL

› Strong increase in retail sales (+71% yoy, +34% yo2y)

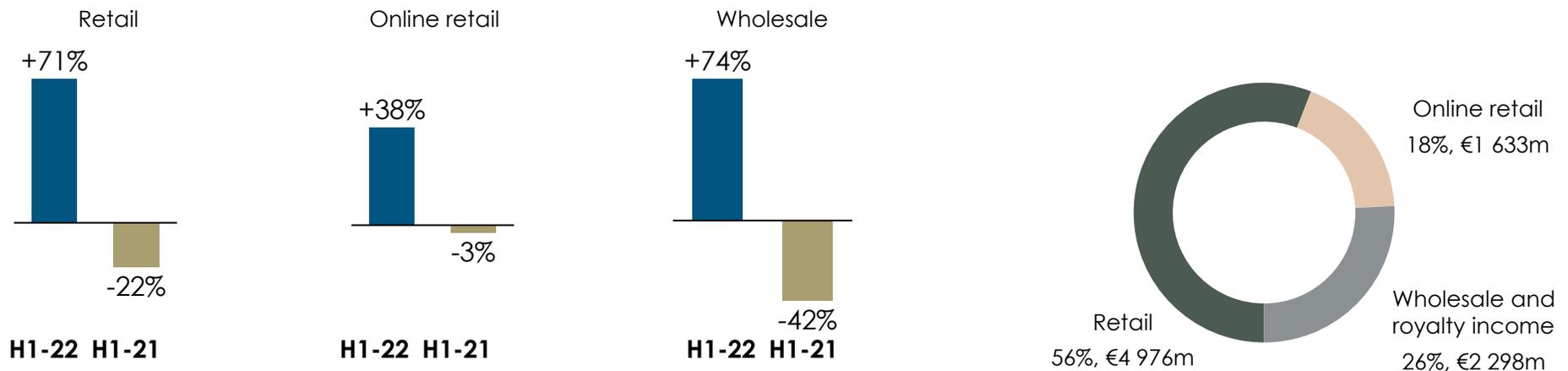
- Strong performance across all regions and business areas yoy; double-digit increases at Jewellery Maisons and Specialist Watchmakers vs pre-Covid levels

› 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

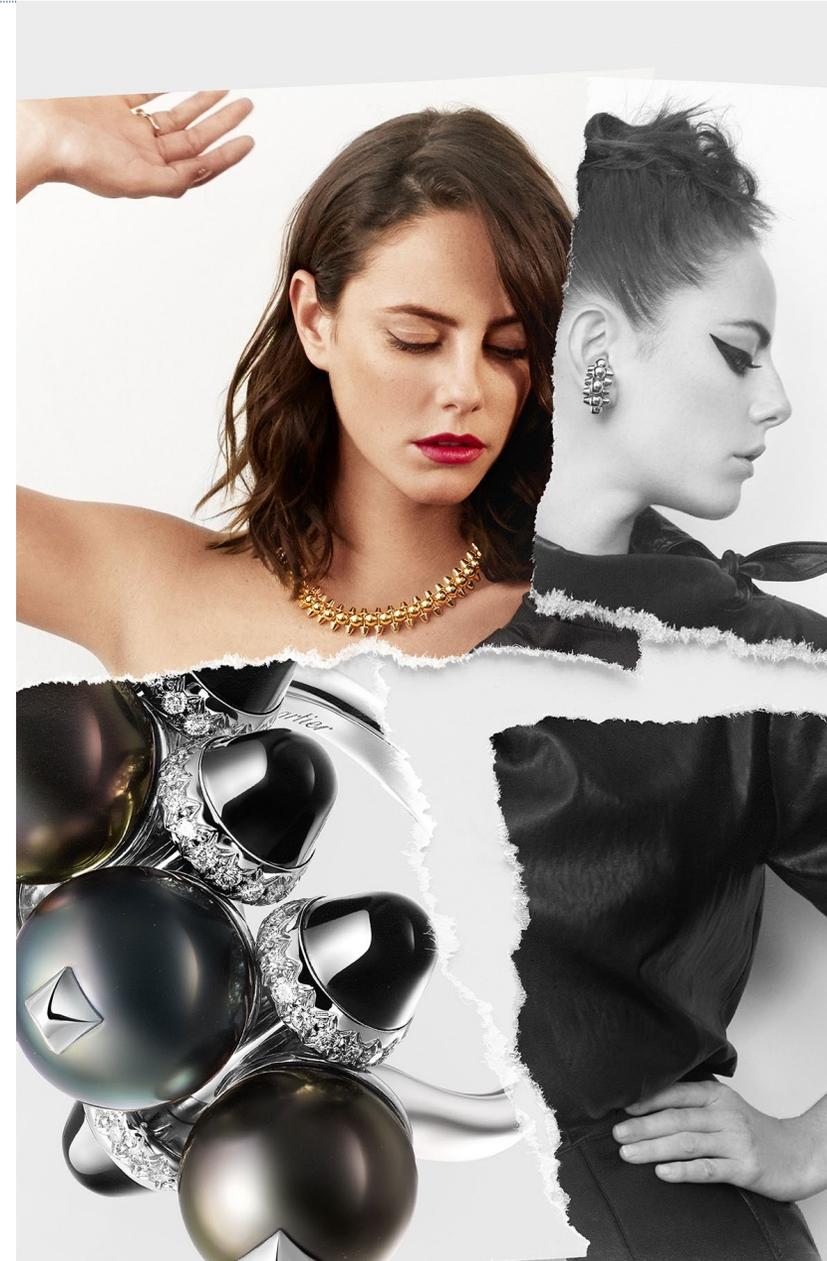
› Operating results increased by 109%; exceptional H1 margin at 37.9%

- Increased manufacturing capacity utilisation
- Strong sales growth, continued cost control

6 months	€m	Sept 21	Sept 20	Change
Sales		5 097	3 061	+67%
Operating result		1 930	922	+109%
Operating margin		37.9%	30.1%	+780bps

H1-22 JEWELLERY MAISONS

- › **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



H1-22 PERFORMANCE – SPECIALIST WATCHMAKERS

› 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

6 months	€m	Sept 21	Sept 20	Change
Sales		1 679	966	+74%
Operating result		376	-8	NR
Operating margin		22.4%	-0.8%	+2 320bps

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

RICHEMONT

REVERSO

TIMELESS STORIES
SINCE 1931

EXHIBITION

OCTOBER 21ST
— DECEMBER 24TH
15 RUE DU FAUBOURG
SAINT-HONORÉ, PARIS 8TH




JAEGER-LECOULTRE

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

6 months	€m	Sept 21	Sept 20	Change
Sales		1 278	934	+37%
Operating result		-141	-138	-2%
Operating margin		-11.0%	-14.8%	+380bps

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

6 months	€m	Sept 21	Sept 20	Change
Sales		935	545	+72%
Operating result		29	-108	+127%
Operating margin		3.1%	-19.8%	+2 290bps

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

