Consolidated financial statements

Directors' Report

The Board of Directors of Compagnie Financière Richemont SA ('Richemont' or 'the Company') is pleased to submit its report on the activities of the Company, its subsidiaries and equity-accounted investments (together, 'the Group') for the year ended 31 March 2022. The consolidated financial statements on the following pages set out the financial position of the Group at 31 March 2022 and the results and cash flows of its operations for the year then ended. The financial statements of the Company are presented on pages 147 to 151.

Further information on the Group's activities during the year under review is given in the financial review on pages 33 to 38.

Consolidated financial statements

Company financial statements

Consolidated balance sheet
at 31 March

	Notes	2022 €m	2021 €m
Assets			
Non-current assets			
Property, plant and equipment	*6*	**3 122**	2 583
Goodwill	*7*	**3 538**	3 456
Other intangible assets	*8*	**2 342**	2 436
Right of use assets	*9*	**3 468**	3 339
Investment property	*10*	**–**	220
Equity-accounted investments	*11*	**252**	187
Deferred income tax assets	*12*	**754**	614
Financial assets held at fair value through profit or loss	*36*	**325**	506
Financial assets held at fair value through other comprehensive income	*36*	**280**	377
Other non-current assets	*13*	**521**	435
		14 602	14 153
Current assets			
Inventories	*14*	**7 099**	6 319
Trade receivables and other current assets	*15*	**1 662**	1 369
Derivative financial instruments	*16*	**55**	12
Financial assets held at fair value through profit or loss	*36*	**6 632**	5 550
Assets held for sale	*17*	**59**	79
Cash at bank and on hand	*18*	**9 877**	7 877
		25 384	21 206
Total assets		**39 986**	35 359
Equity and liabilities			
Equity attributable to owners of the parent company			
Share capital	*31*	**334**	334
Treasury shares	*31*	**(346)**	(490)
Hedge and share option reserves	*31*	**503**	419
Cumulative translation adjustment reserve		**3 728**	2 626
Retained earnings	*31*	**15 595**	14 885
		19 814	17 774
Non-controlling interests	*41*	**49**	110
Total equity		**19 863**	17 884
Liabilities			
Non-current liabilities			
Borrowings	*19*	**5 948**	5 937
Lease liabilities	*9*	**3 101**	2 927
Deferred income tax liabilities	*12*	**325**	258
Employee benefit obligations	*20*	**61**	65
Provisions	*21*	**74**	55
Other long-term financial liabilities	*22*	**107**	97
		9 616	9 339
Current liabilities			
Trade payables and other current liabilities	*23*	**3 351**	2 537
Current income tax liabilities		**724**	550
Borrowings	*19*	**1**	–
Lease liabilities	*9*	**647**	590
Derivative financial instruments	*16*	**150**	114
Provisions	*21*	**325**	248
Bank overdraft	*18*	**5 309**	4 097
		10 507	8 136
Total liabilities		**20 123**	17 475
Total equity and liabilities		**39 986**	35 359

Consolidated statement of comprehensive income

for the year ended 31 March

	Notes	2022 €m	2021 €m
Revenue	24	**19 181**	13 144
Cost of sales		**(7 154)**	(5 283)
Gross profit		**12 027**	7 861
Selling and distribution expenses		**(4 185)**	(3 241)
Communication expenses		**(1 865)**	(1 030)
Fulfilment expenses		**(486)**	(356)
Administrative expenses		**(1 757)**	(1 484)
Other operating expenses	25	**(344)**	(272)
Operating profit		**3 390**	1 478
Finance costs	29	**(959)**	(295)
Finance income	29	**115**	320
Share of post-tax results of equity-accounted investments	11	**31**	12
Profit before taxation		**2 577**	1 515
Taxation	12	**(498)**	(226)
Profit for the year		**2 079**	1 289
Other comprehensive income:			
Items that will never be reclassified to profit or loss			
Defined benefit plan actuarial gains	20	**32**	118
Tax on defined benefit plan actuarial gains	12	**(7)**	(15)
Fair value changes on financial assets held at fair value through other comprehensive income		**(169)**	202
		(144)	305
Items that are or may be reclassified subsequently to profit or loss			
Currency translation adjustments			
– movement in the year		**1 107**	(517)
– reclassification to profit or loss		**(2)**	9
Cash flow hedging – reclassification to profit or loss, net of tax		**4**	4
Share of other comprehensive income of equity-accounted investments	11	**1**	–
		1 110	(504)
Other comprehensive income, net of tax		**966**	(199)
Total comprehensive income		**3 045**	1 090
Profit attributable to:			
Owners of the parent company		**2 074**	1 301
Non-controlling interests		**5**	(12)
		2 079	1 289
Total comprehensive income attributable to:			
Owners of the parent company		**3 037**	1 103
Non-controlling interests		**8**	(13)
		3 045	1 090
Earnings per ‘A’ share/10 ‘B’ shares attributable to owners of the parent company during the year (expressed in € per share)			
From profit for the year			
Basic	30	**3.660**	2.302
Diluted	30	**3.611**	2.296

Consolidated statement of changes in equity
for the year ended 31 March

		Equity attributable to owners of the parent company							
	Notes	Share capital €m	Treasury shares €m	Hedge and share option reserves €m	Cumulative translation adjustment reserve €m	Retained earnings €m	Total €m	Non-controlling interests €m	Total equity €m
Balance at 1 April 2020		334	(539)	368	3 133	13 840	17 136	123	17 259
Comprehensive income									
Profit for the period		–	–	–	–	1 301	1 301	(12)	1 289
Other comprehensive loss		–	–	4	(507)	305	(198)	(1)	(199)
		–	–	4	(507)	1 606	1 103	(13)	1 090
Transactions with owners of the parent company recognised directly in equity									
Net changes in treasury shares	*31*	–	49	–	–	(17)	32	–	32
Acquisition of warrants on own equity	*31*	–	–	–	–	(15)	(15)	–	(15)
Employee share-based compensation	*33*	–	–	43	–	–	43	–	43
Tax on share-based compensation	*12*	–	–	4	–	–	4	–	4
Warrants issued on own equity	*31*	–	–	–	–	76	76	–	76
Warrants distributed to shareholders	*31*	–	–	–	–	(76)	(76)	–	(76)
Dividends paid	*32*	–	–	–	–	(529)	(529)	–	(529)
		–	49	47	–	(561)	(465)	–	(465)
Balance at 31 March 2021		334	(490)	419	2 626	14 885	17 774	110	17 884
Balance at 1 April 2021		**334**	**(490)**	**419**	**2 626**	**14 885**	**17 774**	**110**	**17 884**
Comprehensive income									
Profit for the period		**–**	**–**	**–**	**–**	**2 074**	**2 074**	**5**	**2 079**
Other comprehensive income		**–**	**–**	**4**	**1 102**	**(143)**	**963**	**3**	**966**
		–	**–**	**4**	**1 102**	**1 931**	**3 037**	**8**	**3 045**
Transactions with owners of the parent company recognised directly in equity									
Net changes in treasury shares	*31*	**–**	**144**	**–**	**–**	**(20)**	**124**	**–**	**124**
Acquisition of warrants on own equity	*31*	**–**	**–**	**–**	**–**	**(131)**	**(131)**	**–**	**(131)**
Employee share-based compensation	*33*	**–**	**–**	**67**	**–**	**–**	**67**	**–**	**67**
Tax on share-based compensation	*12*	**–**	**–**	**13**	**–**	**–**	**13**	**–**	**13**
Changes in non-controlling interests		**–**	**–**	**–**	**–**	**(6)**	**(6)**	**(69)**	**(75)**
Initial recognition of put options over non-controlling interests		**–**	**–**	**–**	**–**	**(23)**	**(23)**	**–**	**(23)**
Dividends paid	*32*	**–**	**–**	**–**	**–**	**(1 041)**	**(1 041)**	**–**	**(1 041)**
		–	**144**	**80**	**–**	**(1 221)**	**(997)**	**(69)**	**(1 066)**
Balance at 31 March 2022		**334**	**(346)**	**503**	**3 728**	**15 595**	**19 814**	**49**	**19 863**

Consolidated statement of cash flows
for the year ended 31 March

	Notes	2022 €m	2021 €m
Cash flows from operating activities			
Operating profit		**3 390**	1 478
Adjustment for non-cash items	*34*	**1 703**	1 554
Changes in working capital	*34*	**81**	529
Cash flow generated from operations		**5 174**	3 561
Interest received		**102**	83
Interest paid		**(210)**	(179)
Dividends from equity-accounted investments	*11*	**6**	–
Dividends from other investments		**–**	1
Taxation paid		**(434)**	(248)
Net cash generated from operating activities		**4 638**	3 218
Cash flows from investing activities			
Acquisition of subsidiary undertakings and other businesses, net of cash acquired	*39*	**(195)**	(33)
Proceeds from disposal of subsidiary undertakings, net of cash		**1**	–
Acquisition of equity-accounted investments		**(104)**	–
Proceeds from disposal of, and capital distributions from, equity-accounted investments		**63**	50
Acquisition of property, plant and equipment		**(754)**	(386)
Proceeds from disposal of property, plant and equipment		**18**	14
Payments capitalised as right of use assets		**(4)**	–
Acquisition of intangible assets		**(117)**	(127)
Acquisition of investment property		**–**	(1)
Proceeds from disposal of investment property		**86**	–
Investment in money market and externally managed funds		**(13 698)**	(11 430)
Proceeds from disposal of money market and externally managed funds		**12 654**	10 085
Acquisition of other non-current assets and investments		**(252)**	(379)
Proceeds from disposal of other non-current assets and investments		**24**	12
Net cash used in investing activities		**(2 278)**	(2 195)
Cash flows from financing activities			
Proceeds from borrowings	*35*	**1**	2 072
Corporate bond issue transaction costs	*35*	**–**	(8)
Repayment of borrowings	*35*	**(16)**	(85)
Dividends paid		**(1 041)**	(529)
Proceeds from sale of treasury shares		**123**	32
Acquisition of warrants on own equity	*31*	**(131)**	(15)
Contribution from non-controlling interests in a subsidiary		**15**	–
Acquisition of non-controlling interests in a subsidiary		**(86)**	–
Lease payments – principal	*35*	**(632)**	(561)
Net cash used in financing activities		**(1 767)**	906
Net change in cash and cash equivalents		**593**	1 929
Cash and cash equivalents at the beginning of the year		**3 780**	1 985
Exchange gains/(losses) on cash and cash equivalents		**195**	(134)
Cash and cash equivalents at the end of the year	*18*	**4 568**	3 780

Notes to the consolidated financial statements
at 31 March 2022

1. General information

Compagnie Financière Richemont SA ('the Company'), its subsidiaries and equity-accounted investments (together 'Richemont' or 'the Group') is one of the world's leading luxury goods groups. The Group's interests encompass several of the most prestigious names in the luxury industry including Cartier, Van Cleef & Arpels, Buccellati, A. Lange & Söhne, Baume & Mercier, IWC Schaffhausen, Jaeger-LeCoultre, Panerai, Piaget, Roger Dubuis, Vacheron Constantin, Watchfinder, YOOX NET-A-PORTER ('YNAP'), Alaïa, Chloé, Delvaux, dunhill, Montblanc, Peter Millar, Purdey, Serapian and AZ Factory.

The Company is registered in Bellevue, Geneva, Switzerland. Shares of the Company are listed and traded on the SIX Swiss Exchange and are included in the Swiss Market Index ('SMI') of leading stocks. Depository Receipts ('DRs') in respect of Richemont shares are traded on the Johannesburg Stock Exchange operated by JSE Limited. Corporate bonds issued by a subsidiary of the Company are listed on the Luxembourg Stock Exchange.

These consolidated financial statements have been approved by the Board of Directors of the Company ('the Board') for issue on 20 May 2022 and are subject to approval at the shareholders' general meeting due to be held on 7 September 2022.

2. Summary of significant accounting policies

2.1. Basis of preparation

These consolidated financial statements of the Company have been prepared in accordance with International Financial Reporting Standards and IFRS Interpretations Committee interpretations (together 'IFRS').

These consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets and financial liabilities (including derivative instruments) at fair value through profit or loss or other comprehensive income.

The policies set out in notes 2.2 to 2.5 have been consistently applied to the periods presented. Amendments to IFRSs effective for the financial year ending 31 March 2022 do not have a material impact on the Group.

2.2. Basis of consolidation

The consolidated financial statements include the accounts of the Company and its subsidiary undertakings together with the Group's share of the results and net assets of equity-accounted investments.

(a) Subsidiary undertaking

Subsidiary undertakings are defined as those undertakings that are controlled by the Group and are consolidated from the date control commences until the date control ceases. Control of an undertaking exists when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its powers over the entity. The accounts of subsidiary undertakings are drawn up at 31 March of each year. Uniform accounting policies have been adopted.

(b) Associates and joint ventures

Associated undertakings are defined as those undertakings, not classified as subsidiary undertakings, where the Group is able to exercise a significant influence. Significant influence is presumed to exist where the Group holds between 20% and 50% of the voting rights of another entity. Joint ventures are those arrangements where the Group has joint control and rights to the net assets of the arrangement.

2.3. Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the 'functional currency'). The functional currency of the Company is Swiss francs. The consolidated financial statements are presented in millions of euros (the 'presentation currency'). Management believes that this currency is more useful to the users of the consolidated financial statements.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the average exchange rates prevailing during the period. The average rates approximate actual rates at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

(c) Group companies

The assets and liabilities of foreign operations that have a functional currency different from the presentation currency are translated to euro at the closing exchange rates at the reporting date.

The income, expenses and cash flows of foreign operations are translated to euro at the average exchange rates.

All resulting foreign exchange differences are recognised in other comprehensive income.

When a foreign operation is sold, such exchange differences are recognised in profit or loss as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and are translated at the closing rate.

2.4. Impairment of non-financial assets

All non-financial assets are tested for impairment whenever events or changes in circumstance indicate that the carrying amount may not be fully recoverable, with the exception of intangible assets that have an indefinite useful life which are not subject to amortisation and so are tested annually for impairment. The Group has identified goodwill as the only category of intangible asset with an indefinite life.

Assets which do not generate cash flows independently of other assets are allocated to a cash-generating unit ('CGU') for impairment testing. The CGUs are made up of assets grouped at the lowest levels for which there are separately identifiable cash flows, subject to an operating segment ceiling. An impairment loss is recognised, if necessary, for the amount by which a CGU's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of a CGU's fair value, less costs of disposal, and its value-in-use.

2.5. Other accounting policies
Details of the other accounting policies adopted by the Group can be found in the note to the financial statements to which they relate.

2.6. Climate-related risks
At the date of this report, the Group considers that its current exposure to climate-related risks is limited and as a result the impact on the financial statements is not significant. Richemont is fully committed to its aspiration for better luxury – improving the way that luxury is created, to be more sustainable and responsible, and creating a positive impact throughout the value chain. The costs associated with these initiatives, including the Group's efforts to reduce CO_2 emissions and the environmental impact of packaging, are included in Cost of sales and various expenses line items included within Operating profit. The Group will continue to closely monitor developments in this area, and the financial impact thereof. Further information on the Group's ambitions and achievements with respect to climate-related risks are contained in the Corporate Social Responsibility section of the accompanying annual report.

2.7. New standards and interpretations not yet adopted
Certain new accounting standards and amendments issued by the IASB and interpretations issued by the IFRS Interpretations Committee are not yet effective and have not been applied in preparing these consolidated financial statements. None are expected to have a significant impact on the Group's consolidated financial statements.

3. Risk assessment

The Company has a risk management process which considers both strategic and operational risks. All identified risks are modelled according to their probability of occurrence and potential impact and subsequently prioritised by Group management. A consolidated risk report, which includes risk mitigation plans prepared by the Group executive directly responsible for addressing the risk, is reviewed annually by the Audit Committee and the Board of Directors.

For any risks identified which relate to accounting and financial reporting, and to reduce the risk to the financial statements arising from material misstatement, whether due to fraud or error, the Group's internal control system framework defines relevant control measures which are implemented across the Group and appropriately monitored.

4. Critical accounting estimates and assumptions

The Group is required to make estimates and assumptions that affect the reported amount of certain asset, liability, income and expense items and certain disclosures regarding contingencies, and to make judgments in the process of applying its accounting policies. Estimates and assumptions applied by management are continuously evaluated and are based on information available, historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances at the dates of preparation of the consolidated financial statements. Principal matters involving significant estimates, assumptions or judgments relate in particular to:

(a) Inventories
The Group records a provision against its inventories for damaged and slower-moving items. This provision is based on estimates made by management taking into consideration various factors including historical experience, estimated future demand, discontinuations and product development.

The provision is assessed at each reporting date by the respective Maison or subsidiary company and is adjusted accordingly. Details of the movements in the provision are provided in note 14.

(b) Taxation
The Group is subject to income taxes in a number of jurisdictions due to its wide geographical presence. There are a number of transactions and calculations on which the ultimate tax determination is uncertain. Management exercises judgment, within a strict and objective process framework, in determining the adequate current income tax provision including amounts in relation to uncertain tax positions. The amounts accrued are based on management's interpretation of the specific tax law and on adherence to internationally accepted rules and practice. New information may become available that causes the Group to change its assessment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Details of the Group's tax liabilities are given in note 12.

(c) Recoverable amount of CGUs for goodwill impairment testing
Goodwill is tested annually for impairment. The recoverable amounts of CGUs are determined based either on the value-in-use of the CGU, or on its fair value less costs of disposal. In both cases, these calculations require the use of estimates for sales growth, EBITDA margins, other future cash flows, discount rates and terminal growth rates.

Details of the goodwill impairment testing done in the year are given in note 7.

(d) Suspension of commercial activities in Russia
In early March 2022, the Group suspended all commercial activities in Russia. The Group has considered the current uncertainty surrounding trading conditions in its estimates of the carrying value of assets related to these operations and has recorded write-downs and provisions as appropriate, in accordance with the relevant accounting standards, amounting to € 168 million at 31 March 2022. Impairments related to Property, plant and equipment and Right of use assets are included in the disclosures in notes 6 and 9, respectively. The situation will be reassessed on an ongoing basis, as further information becomes available.

5. Segment information

(a) Information on reportable segments

Management has determined the operating segments based on the reports regularly reviewed by the chief operating decision maker ('CODM') in making strategic decisions. Each operating segment is managed separately by a dedicated Chief Executive Officer and management team allowing management to maintain and develop the specific identity of each Maison or distributor. These operating segments have been aggregated into reportable segments as follows:

- **Jewellery Maisons** – businesses whose heritage is in the design, manufacture and distribution of jewellery products; these comprise Buccellati, Cartier and Van Cleef & Arpels.
- **Specialist Watchmakers** – businesses whose primary activity includes the design, manufacture and distribution of precision timepieces. The Group's Specialist Watchmakers comprise A. Lange & Söhne, Baume & Mercier, IWC Schaffhausen, Jaeger-LeCoultre, Panerai, Piaget, Roger Dubuis and Vacheron Constantin.
- **Online Distributors** – businesses whose primary activity is the online sale of luxury goods. This group comprises Watchfinder and YNAP.

In order to determine which operating segments share similar economic characteristics and thus meet the criteria for aggregation, management has focused on the distribution network, product mix and gross margin structure of the Maisons.

Other operating segments include Alaïa, Chloé, Delvaux, dunhill, Montblanc, Peter Millar, Purdey, Serapian, AZ Factory, investment property companies and other manufacturing entities. Delvaux is included for the first time following its recent acquisition (note 39). None of these segments meet the quantitative thresholds for determining reportable segments.

The entire product range of a particular Maison, which may include jewellery, watches, writing instruments and leather goods, is reflected in the sales and operating result for that segment.

The non-separable costs of operating multi-brand regional functions are allocated to individual operating segments using allocation keys most relevant to the nature of the expense being allocated. Unallocated corporate costs represent the costs of the Group's corporate operations which are not attributed to the segments.

Performance measurement is based on segment contribution before corporate costs, unallocated valuation adjustments on acquisitions, interest and tax, as management believes that such information is most relevant in evaluating the results of segments relative to other entities that operate within similar markets.

Revenue by business area is as follows:

Year to 31 March 2022	Jewellery Maisons €m	Specialist Watchmakers €m	Online Distributors €m	Other €m	Eliminations €m	Total Revenue €m
Revenue						
External revenue	**11 079**	**3 425**	**2 788**	**1 889**	**–**	**19 181**
Inter-segment revenue	**4**	**10**	**–**	**167**	**(181)**	**–**
	11 083	**3 435**	**2 788**	**2 056**	**(181)**	**19 181**

Year to 31 March 2021	Jewellery Maisons €m	Specialist Watchmakers €m	Online Distributors €m	Other €m	Eliminations €m	Total Revenue €m
Revenue						
External revenue	7 456	2 239	2 197	1 252	–	13 144
Inter-segment revenue	3	8	–	93	(104)	–
	7 459	2 247	2 197	1 345	(104)	13 144

5. Segment information continued

(a) Information on reportable segments continued

The operating result by business area is as follows:

	2022 €m	2021 re-presented* €m
Operating result		
Jewellery Maisons	**3 799**	2 309
Specialist Watchmakers	**593**	132
Online Distributors	**(210)**	(223)
Other	**(47)**	(214)
	4 135	2 004
Elimination of internal transactions	**(6)**	(6)
Impact of valuation adjustments on acquisitions	**(173)**	(197)
Unallocated corporate costs	**(566)**	(323)
Consolidated operating profit before finance and tax	**3 390**	1 478
Finance costs	**(959)**	(295)
Finance income	**115**	320
Share of post-tax results of equity-accounted investments	**31**	12
Profit before taxation	**2 577**	1 515
Taxation	**(498)**	(226)
Profit for the year from continuing operations	**2 079**	1 289

	2022 €m	2021 €m
Depreciation and amortisation costs included within the segment operating results		
Jewellery Maisons	**561**	520
Specialist Watchmakers	**254**	252
Online Distributors	**186**	186
Other	**214**	194
Unallocated	**338**	370
	1 553	1 522

* Prior year amounts have been re-presented for consistency with the current period presentation; specifically, costs previously included within Other have been reclassified to Unallocated corporate costs to better reflect the underlying nature of these expenses. The impact on the prior year is to reduce the operating loss of the Other segments by € 27 million and to increase Unallocated corporate costs by the same amount.

In the year to 31 March 2022, impairment charges were included within Other segments of € 3 million. A further charge of € 52 million is included within unallocated corporate costs (2021: € 2 million and € 2 million was included in the 'Specialist Watchmakers' and 'Other' segments, respectively, with a further € 10 million within unallocated corporate costs).

5. Segment information continued

(a) Information on reportable segments continued

The segment assets which are reviewed by the CODM comprise inventories and trade debtors.

	2022 €m	2021 €m
Segment assets		
Jewellery Maisons	**4 025**	3 561
Specialist Watchmakers	**1 764**	1 539
Online Distributors	**1 168**	955
Other	**986**	951
	7 943	7 006
Eliminations	**(111)**	(49)
	7 832	6 957

	2022 €m	2021 €m
Total segment assets	**7 832**	6 957
Property, plant and equipment	**3 122**	2 583
Goodwill	**3 538**	3 456
Other intangible assets	**2 342**	2 436
Right of use assets	**3 468**	3 339
Investment property	**–**	220
Equity-accounted investments	**252**	187
Deferred income tax assets	**754**	614
Financial assets at fair value through profit or loss	**6 957**	6 056
Financial assets at fair value through other comprehensive income	**280**	377
Other non-current assets	**521**	435
Other receivables	**929**	731
Derivative financial instruments	**55**	12
Cash at bank and on hand	**9 877**	7 877
Assets held for sale	**59**	79
Total assets	**39 986**	35 359

The CODM also reviews additions to property, plant and equipment, other intangible assets, and investment property as follows:

	2022 €m	2021 €m
Additions to non-current assets:		
Property, plant and equipment, other intangible assets and investment property		
Jewellery Maisons	**516**	266
Specialist Watchmakers	**123**	64
Online Distributors	**86**	113
Other	**78**	44
Unallocated	**73**	47
	876	534

5. Segment information continued

(b) Information about geographical areas

Each operating segment operates on a worldwide basis. External sales presented in the four main geographical areas where the Group's operating segments operate are as follows:

	2022 €m	2021 €m
Europe	**4 469**	2 955
United Kingdom	**1 015**	646
France	**709**	411
Italy	**598**	411
Switzerland	**460**	254
Other Europe	**1 687**	1 233
Middle East and Africa	**1 419**	924
Asia	**9 025**	6 877
China	**5 538**	4 366
– of which mainland China	***4 352***	*3 633*
– of which Hong Kong SAR, China and Macau SAR, China	***1 186***	*733*
Japan	**1 205**	940
South Korea	**952**	653
Other Asia	**1 330**	918
Americas	**4 268**	2 388
United States	**3 819**	2 136
Other Americas	**449**	252
	19 181	13 144

Sales are allocated based on the location of the wholesale customer, the boutique or the shipping address for online transactions.

The total non-current assets, other than financial instruments and deferred tax assets, located in Switzerland, the Company's domicile, and the rest of the world are as follows:

	2022 €m	2021 €m
Italy	**4 287**	4 295
Switzerland	**1 989**	1 837
United Kingdom	**1 852**	2 030
United States	**1 289**	1 133
France	**1 176**	1 123
Rest of the world	**2 464**	2 106
	13 057	12 524

Segment assets are allocated based on where the assets are located.

5. Segment information continued

(c) Information about products

External sales by product are as follows:

	2022 €m	2021 €m
Jewellery	**8 338**	5 553
Watches	**6 061**	4 085
Clothing	**2 091**	1 636
Leather goods and accessories	**1 562**	1 129
Writing instruments	**417**	308
Other	**712**	433
	19 181	13 144

(d) Major customers

Sales to no single customer represented more than 10% of total revenue.

6. Property, plant and equipment

Accounting policy

All property, plant and equipment is shown at cost less accumulated depreciation and impairment. Depreciation on property, plant and equipment is calculated using the straight-line method over the asset's estimated useful life, up to the following limits:

- Buildings 40 years
- Plant and machinery 20 years
- Fixtures, fittings, tools and equipment 15 years

Residual values and useful lives are reviewed annually and adjusted if appropriate. Neither assets under construction nor land are depreciated.

	Land and buildings €m	Plant and machinery €m	Fixtures, fittings, tools and equipment €m	Assets under construction €m	Total €m
1 April 2020					
Cost	1 505	1 035	3 349	213	6 102
Depreciation	(565)	(691)	(2 072)	–	(3 328)
Net book value at 1 April 2020	940	344	1 277	213	2 774
Exchange adjustments	(32)	(8)	(34)	(5)	(79)
Acquisition through business combinations	1	–	1	–	2
Additions	10	30	190	176	406
Disposals	(4)	–	(7)	(11)	(22)
Depreciation charge	(67)	(67)	(361)	–	(495)
Impairment charge	–	–	(4)	–	(4)
Reclassified to assets held for sale	4	–	(3)	–	1
Transfers and reclassifications	10	3	102	(115)	–
31 March 2021					
Cost	1 472	1 026	3 311	258	6 067
Depreciation	(610)	(724)	(2 150)	–	(3 484)
Net book value at 31 March 2021	862	302	1 161	258	2 583

6. Property, plant and equipment continued

	Land and buildings €m	Plant and machinery €m	Fixtures, fittings, tools and equipment €m	Assets under construction €m	Total €m
1 April 2021					
Cost	**1 472**	**1 026**	**3 311**	**258**	**6 067**
Depreciation	**(610)**	**(724)**	**(2 150)**	**–**	**(3 484)**
Net book value at 1 April 2021	**862**	**302**	**1 161**	**258**	**2 583**
Exchange adjustments	**58**	**16**	**49**	**10**	**133**
Acquisition through business combinations (note 39)	**1**	**–**	**22**	**–**	**23**
Additions	**18**	**72**	**381**	**288**	**759**
Disposals	**(1)**	**(2)**	**(6)**	**(1)**	**(10)**
Depreciation charge	**(65)**	**(66)**	**(373)**	**–**	**(504)**
Impairment charge	**(6)**	**–**	**(13)**	**–**	**(19)**
Reclassified from investment properties (note 10)	**182**	**–**	**–**	**–**	**182**
Reclassified to assets held for sale (note 17)	**–**	**–**	**(24)**	**–**	**(24)**
Transfers and reclassifications	**14**	**2**	**100**	**(117)**	**(1)**
31 March 2022					
Cost	**1 796**	**1 128**	**3 643**	**438**	**7 005**
Depreciation	**(733)**	**(804)**	**(2 346)**	**–**	**(3 883)**
Net book value at 31 March 2022	**1 063**	**324**	**1 297**	**438**	**3 122**

Land and buildings comprise mainly manufacturing facilities, retail boutiques, offices and distribution centres.

Impairment charges of € 3 million and € 16 million are included in selling and distribution expenses and other operating expenses, respectively (2021: € 4 million in selling and distribution expenses).

Committed capital expenditure not reflected in these financial statements amounted to € 221 million at 31 March 2022 (2021: € 99 million).

7. Goodwill

Accounting policy
Goodwill is allocated to the CGUs for the purpose of impairment testing that are expected to benefit from the business combination in which the goodwill arose, subject to an operating segment ceiling. It is tested annually for impairment and carried at cost less accumulated impairment losses.

	€m
Cost at 1 April 2020	3 465
Exchange adjustments	(7)
Adjustment to goodwill arising from prior year business combinations	4
Impairment charge	(6)
Cost at 31 March 2021	**3 456**
Exchange adjustments	**22**
Goodwill arising on business combinations (note 39)	**60**
Cost at 31 March 2022	**3 538**

Notes to the consolidated financial statements continued

7. Goodwill continued

Impairment testing for goodwill

The Group considers its Maisons and individual Online Distributors to be the appropriate CGUs for goodwill allocation. The balance at 31 March is allocated as follows:

	2022 €m	2021 €m
Jewellery Maisons	**1 143**	1 134
Specialist Watchmakers	**441**	432
Online Distributors	**1 716**	1 715
Other Maisons	**238**	175
	3 538	3 456

Cartier and YNAP CGUs each have an allocation of goodwill which is considered significant when compared to the total goodwill balance.

The Cartier CGU includes goodwill of € 828 million (2021: € 820 million). The discounted cash flow model on which the value-in-use calculation is based includes five years of cash flows and assumes sales and EBITDA growth of 1% (2021: 1%) and a terminal growth rate of 2.07% (2021: 2.20%), with operating margins remaining stable over the period. The growth rate is based on conservative assumptions given the significant level of headroom in prior years. The pre-tax discount rate used is 8.23% (2021: 7.46%).

Goodwill allocated to the YNAP CGU amounts to € 1 549 million (2021: € 1 549 million). The discounted cash flow model on which the fair value less cost of disposal calculation is based includes ten years of cash flows, based on the long-term nature of the investment, and assumes sales growth of between 3% and 25% per annum, or 16.5% CAGR (2021: 18.5% CAGR), based on management forecasts and external industry analysis and a terminal growth rate of 2.09% (2021: 2.25%) based on expected long-term inflation rates, with operating margins expected to improve over the period to a level consistent with expected performance of an online luxury retailer. The pre-tax discount rate used is 10.40% (2021: 10.44%). It is classified as Level 3 in the IFRS fair value hierarchy.

A reasonably possible change in key assumptions at 31 March 2022 used for the Cartier CGU would not cause the carrying amount to exceed the recoverable amount. With respect to the YNAP CGU, the estimated recoverable amount of the CGU exceeded its carrying value by € 434 million (2021: €1 789 million). The following reasonably possible changes to key assumptions would lead to the recoverable value equalling the carrying amount.

	Key assumption 2022	Change	Key assumption 2021
Terminal growth	**2.09%**	-1.79 ppt	2.25%
Discount rate	**10.4%**	+0.88 ppt	10.4%
Revenue growth (CAGR)	**16.5%**	-0.77 ppt	18.5%
Long-term EBITDA margin (after lease payments)	**10.0%**	-7.25%	15.0%

No other CGU has an allocation of goodwill which is significant in comparison with the total carrying amount. For the majority of the Group's CGUs, representing a total goodwill allocation of € 568 million, the recoverable value is calculated using value-in-use. For each CGU, the discounted cash flow model used for impairment testing considers five years of cash flows and a long-term growth rate based on the long-term inflation rate. Sales growth projections are based on Maison and Online Distributor management forecasts and growth rates which are fixed at the low end of the Group's past experience. EBITDA margins are assumed to remain stable compared to the margin achieved by the CGU in the current year unless there are Maison-specific reasons to assume otherwise. For certain Maisons or Online Distributors that are at the beginning of significant expansion or realignment, the calculation of the recoverable value, which may be based on fair value less cost of disposal where appropriate, includes ten years of cash flows, with sales growth projections including input from independent external analysis on the luxury industry, supplemented by CGU-specific adjustments when deemed necessary, or on historic growth rates experienced by peer Maisons.

7. Goodwill continued

As a result of this impairment testing, two CGUs were identified (Buccellati and Watchfinder) for which reasonably possible changes to key assumptions would lead to the recoverable value equalling the carrying amount. The goodwill allocated to these CGUs amounts to € 107 million and € 167 million, respectively (2021: € 107 million and € 166 million, respectively). The estimated recoverable value for these CGUs exceeded the carrying value by € 92 million and € 57 million, respectively (2021: € 84 million and € 46 million, respectively). The following reasonably possible changes to key assumptions would lead to the recoverable value equalling the carrying amount:

	Key assumption 2022	Change	Key assumption 2021
Buccellati CGU			
Terminal growth	**2.06%**	-3.26 ppt	2.25%
Discount rate	**10.2%**	+1.60 ppt	9.0%
Revenue growth (CAGR)	**14.7%**	-2.67 ppt	22.7%
Long-term EBITDA margin (after lease payments)	**35.0%**	-17.50%	35.0%
Watchfinder CGU			
Terminal growth	**2.30%**	-2.09 ppt	2.25%
Discount rate	**11.9%**	+1.01 ppt	10.9%
Revenue growth (CAGR)	**20.2%**	-1.42 ppt	19.0%
Long-term EBITDA margin (after lease payments)	**11.0%**	-10.60%	10.0%

At 31 March 2022, no goodwill impairments have been identified (2021: € 6 million arising from one CGU).

8. Other intangible assets

Accounting policy

Other intangible assets are shown at cost less accumulated amortisation and impairment. Amortisation of other intangible assets is calculated using the straight-line method over the asset's estimated useful life, or contractual life if applicable, up to the following limits:

- Software and related licences 15 years
- Development costs 10 years
- Intellectual property-related 50 years
- Distribution rights 5 years
- Leasehold rights 20 years

Costs that are directly associated with developing, implementing or improving identifiable software products having an expected benefit beyond one year are recognised as other intangible assets. Costs associated with maintaining software are expensed as incurred.

Leasehold rights represent premiums paid to parties other than the lessor at the inception of operating leases and are amortised over their expected useful lives or, if shorter, the lease period.

Costs incurred on development projects, including internally generated costs, are recognised as other intangible assets when it is probable that the project will be a success, considering its commercial and technological feasibility, and costs can be measured reliably. These assets are amortised from the commencement of commercial production of the product. Other development expenditures and research expenditures are expensed as incurred.

	Intellectual property related €m	Leasehold and distribution rights €m	Computer software and related licences €m	Development costs €m	Total €m
1 April 2020					
Cost	2 496	256	677	165	3 594
Amortisation	(409)	(160)	(336)	(66)	(971)
Net book value at 1 April 2020	2 087	96	341	99	2 623
Exchange adjustments	39	(1)	–	(4)	34
Acquisition through business combinations	10	3	–	–	13
Additions:					
– internally developed	–	–	39	33	72
– other	1	–	54	–	55
Disposals	–	–	–	(1)	(1)
Amortisation charge	(161)	(24)	(151)	(24)	(360)
Transfers and reclassifications	–	–	1	(1)	–
31 March 2021					
Cost	2 553	241	713	165	3 672
Amortisation	(577)	(167)	(429)	(63)	(1 236)
Net book value at 31 March 2021	1 976	74	284	102	2 436

8. Other intangible assets continued

	Intellectual property related €m	Leasehold and distribution rights €m	Computer software and related licences €m	Development costs €m	Total €m
1 April 2021					
Cost	**2 553**	**241**	**713**	**165**	**3 672**
Amortisation	**(577)**	**(167)**	**(429)**	**(63)**	**(1 236)**
Net book value at 1 April 2021	**1 976**	**74**	**284**	**102**	**2 436**
Exchange adjustments	**17**	**1**	**2**	**7**	**27**
Acquisition through business combinations (note 39)	**111**	**2**	**1**	**–**	**114**
Additions:					
– internally developed	**–**	**–**	**36**	**39**	**75**
– other	**2**	**1**	**39**	**–**	**42**
Disposals	**–**	**–**	**–**	**(4)**	**(4)**
Amortisation charge	**(176)**	**(20)**	**(124)**	**(29)**	**(349)**
Transfers and reclassifications	**–**	**–**	**1**	**–**	**1**
31 March 2022					
Cost	**2 643**	**241**	**778**	**194**	**3 856**
Amortisation	**(713)**	**(183)**	**(539)**	**(79)**	**(1 514)**
Net book value at 31 March 2022	**1 930**	**58**	**239**	**115**	**2 342**

Intellectual property related assets at 31 March 2022 include the trading names 'NET-A-PORTER' and 'YOOX', which have a carrying value of € 1 482 million (2021: € 1 563 million). The assets have a remaining useful life of 16 years. No other individual intangible assets are material to the Group.

Amortisation of € 28 million (2021: € 24 million) is included in cost of sales; € 23 million (2021: € 28 million) is included in selling and distribution expenses; € 117 million (2021: € 116 million) is included in administration expenses; and € 181 million (2021: € 192 million) is included in other expenses.

Committed capital expenditure not reflected in these financial statements amounted to € 9 million at 31 March 2022 (2021: € 23 million).

9. Leases

Accounting policy

The Group leases various boutiques, offices, warehouses and manufacturing facilities under non-cancellable lease arrangements.

A right of use asset and corresponding lease liability is recognised with respect to all lease agreements in which the Group is the lessee, except for short-term leases (where the lease term is twelve months or less), leases with variable rentals not based on an observable index and leases of low-value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the present value of lease payments that are not paid at the commencement date, discounted by the incremental borrowing rate, which is based on the rate at which the Group would be able to borrow funds in the same jurisdiction over the same term as the lease agreement. The lease liability is subsequently measured using the effective interest rate method.

The right of use asset is based on the initial measurement of the lease liability, adjusted for any payments made at or before the commencement date and for initial direct costs, including key money. It is subsequently measured at cost less accumulated depreciation and impairment charges. Depreciation is charged on a straight-line basis over the lease term.

The lease term used to determine the lease liability and the useful life of the right of use asset is based on the lease agreement, excluding renewal options unless these options are contractual, the specific terms of the additional rental period are included in the initial lease agreement and the Group has a reasonable expectation of exercising the option. Termination options are ignored unless the Group already has the intention to exercise the option at the commencement date.

Lease concessions agreed after 1 April 2020 for lease payments due before 30 June 2022 as a direct result of the Covid-19 pandemic are not treated as a lease modification. Any change resulting from such an agreement is recorded in profit and loss for the period.

The Group has a number of commitments under non-cancellable lease contracts relating to boutiques, offices and manufacturing facilities. Leases are negotiated on an individual basis and may contain escalation clauses, renewal rights and termination options, depending on standard practices in the local market and on the Group's desire to maintain flexibility in its asset base.

Right of use assets at 31 March are as follows:

	Land and buildings €m	Other assets €m	Total €m
1 April 2020			
Gross value	3 743	44	3 787
Depreciation	(606)	(17)	(623)
Net book value at 1 April 2020	3 137	27	3 164
Exchange adjustments	(85)	(1)	(86)
Acquisition through business combinations	19	–	19
Additions	700	16	716
Depreciation charge	(650)	(13)	(663)
Impairment charge	(4)	–	(4)
Remeasurement	193	–	193
31 March 2021			
Gross value	4 499	58	4 557
Depreciation	(1 189)	(29)	(1 218)
Net book value at 31 March 2021	3 310	29	3 339

9. Leases continued

	Land and buildings €m	Other assets €m	Total €m
1 April 2021			
Gross value	**4 499**	**58**	**4 557**
Depreciation	**(1 189)**	**(29)**	**(1 218)**
Net book value at 1 April 2021	**3 310**	**29**	**3 339**
Exchange adjustments	**100**	**1**	**101**
Acquisition through business combinations (note 39)	**97**	**–**	**97**
Additions	**518**	**15**	**533**
Depreciation charge	**(683)**	**(14)**	**(697)**
Impairment charge	**(36)**	**–**	**(36)**
Remeasurement	**131**	**–**	**131**
31 March 2022			
Gross value	**5 257**	**68**	**5 325**
Depreciation	**(1 820)**	**(37)**	**(1 857)**
Net book value at 31 March 2022	**3 437**	**31**	**3 468**

'Other assets' includes plant & machinery, fixtures, fittings, tools and equipment.

Impairment charges of € 2 million and € 34 million are included in selling and distribution expenses and other operating expenses, respectively (2021: € 4 million in selling and distribution expenses).

Total lease liabilities are as follows:

	31 March 2022 €m	31 March 2021 €m
Non-current lease liabilities	**(3 101)**	(2 927)
Current lease liabilities	**(647)**	(590)
	(3 748)	(3 517)

The maturity of the Group's lease liabilities is as follows:

31 March 2022	2022 Carrying value €m	2022 Contractual cash flows €m	2021 Carrying value €m	2021 Contractual cash flows €m
Less than one year	**(647)**	**(701)**	(590)	(642)
Between 1-2 years	**(568)**	**(612)**	(512)	(555)
Between 2-3 years	**(468)**	**(504)**	(429)	(463)
Between 3-4 years	**(371)**	**(410)**	(349)	(377)
Between 4-5 years	**(313)**	**(339)**	(267)	(301)
More than 5 years	**(1 381)**	**(1 577)**	(1 370)	(1 543)
	(3 748)	**(4 143)**	(3 517)	(3 881)

9. Leases continued

Included within operating profit are the following expenses, which are not reflected in the lease liabilities:

	2022 €m	2021 €m
Short-term leases	**75**	59
Low-value asset leases	**10**	11
Variable rental payments	**571**	400
Other	**1**	1
	657	471

Interest charges recognised during the period amounted to € 65 million (2021: € 65 million) (note 29).

The Group has applied the practical expedient permitted by IFRS 16 (paragraph 46B) and, as a result, rent concessions agreed with landlords since 1 April 2020 as a direct result of the Covid-19 pandemic have not been treated as a lease modification. The amount recognised in profit or loss for the year ended 31 March 2022 as a result of this practical expedient is € 10 million (2021: € 67 million).

Certain boutique leases contain a variable element, based most commonly on percentage of sales, which links rental payments to boutique revenue. Cash outflows arising from variable rental contracts for the period amounted to € 567 million (2021: € 383 million), which represented 42% of the total rental payments made (2021: 36%). Variable rentals are not reflected in the lease liabilities above. In addition, some lease agreements contain extension clauses, which would allow the Group to extend the lease for a specific additional period. Cash flows under such clauses are generally included in the lease liabilities above if the lease terms of the extended period are specified in the original lease agreement.

The total cash outflow for leases for the period amounted to € 1 336 million (2021: € 1 070 million).

At 31 March 2022, the Group had commitments totalling € 330 million for lease agreements which had not yet commenced (2021: € 102 million).

10. Investment property

Accounting policy

Investment property consists of land and buildings held to earn rental income or for capital appreciation, or both, and not for use in the operating or administrative activities of the Group. Where only an insignificant portion of the whole property is for own use, the entire property is recognised as an investment property. Otherwise, the part of the property used internally is recognised within property, plant and equipment.

Investment property is measured at cost less accumulated depreciation and impairment. Depreciation is calculated using the straight-line method over the asset's expected useful life, up to a maximum of 40 years. Land is not depreciated.

	€m
1 April 2020	
Cost	291
Depreciation	(9)
Net book value at 1 April 2020	282
Exchange adjustments	1
Additions:	
– subsequent expenditure	1
Depreciation	(4)
Reclassification to assets held for sale	(60)
31 March 2021	
Cost	231
Depreciation	(11)
Net book value at 31 March 2021	220

	€m
1 April 2021	
Cost	**231**
Depreciation	**(11)**
Net book value at 1 April 2021	**220**
Depreciation	**(3)**
Reclassification to property, plant and equipment (note 6)	**(182)**
Reclassification to assets held for sale (note 17)	**(35)**
31 March 2022	
Cost	**–**
Depreciation	**–**
Net book value at 31 March 2022	**–**

During the year, properties in France and Canada, with a combined carrying value of € 182 million, were transferred to property, plant and equipment (note 6). The property in Denmark, with a carrying value of € 35 million, was transferred to assets held for sale (note 17).

10. Investment property continued

The investment property currently held for sale with net book value of € 35 million (see note 17) is pledged as security for long-term liabilities (2021: net book value of € 36 million).

There was no committed capital expenditure on investment properties which is not reflected in the balance sheet (2021: none).

During the year the Group leased out its investment properties. Rental income of € 1 million was received in the year to 31 March 2022 and included as other operating income (2021: € 2 million). Repairs and maintenance expenses incurred during the year of € 7 million (2021: € 3 million) relating to the income-generating properties are included as other operating expenses.

11. Equity-accounted investments

Accounting policy
Associated undertakings and joint ventures ('equity-accounted investments') are accounted for using the equity method.

Unrealised gains on transactions between the Group and its equity-accounted investments are eliminated to the extent of the Group's interest in the equity-accounted investments. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the investment, the Group does not recognise further losses unless it has incurred legal or constructive obligations or made payments on behalf of the equity-accounted investment.

Goodwill arising on the acquisition of equity-accounted investments is included in the carrying value of the equity-accounted investment and is tested for impairment whenever events or changes in circumstance indicate that the carrying amount of the investment may not be fully recoverable.

	€m
At 1 April 2020	180
Exchange adjustments	3
Disposal of equity-accounted investments	(1)
Share of post-tax results	5
Share of other comprehensive income	–
At 31 March 2021	**187**
Exchange adjustments	**2**
Increase in equity-accounted investments	**106**
Disposal of equity-accounted investments	**(63)**
Dividends received	**(6)**
Share of post-tax results	**25**
Share of other comprehensive income	**1**
At 31 March 2022	**252**

11. Equity-accounted investments continued

The value of equity-accounted investments at 31 March 2022 includes goodwill of € 38 million (2021: € 43 million).

The Group's share of post-tax results of equity-accounted investments includes the gain on disposal of the investments in New Bond Street JV II Unit Trust and Greubel Forsey SA of € 7 million.

The Group's principal equity-accounted investments at 31 March 2022 are as follows:

		2022 interest held (%)	2021 interest held (%)	Country of incorporation	Country of operation
Associates					
Greubel Forsey SA	Watchmaker	**–**	20	Switzerland	Switzerland
Rouages SA	Watch component manufacturer	**35**	35	Switzerland	Switzerland
Schwab-Feller AG	Watch component manufacturer	**20**	20	Switzerland	Switzerland
Monnin SA	Watch component manufacturer	**35**	35	Switzerland	Switzerland
Kering Eyewear SpA	Eyewear manufacturer/distributor	**30**	30	Italy	Worldwide
Farfetch China Holdings Limited	Online distributors	**13**	–	United Kingdom	China
Joint ventures					
Laureus World Sports Awards Limited	Sports Awards	**100**	50	United Kingdom	Worldwide
DPS Beaune SAS	Jewellery manufacturer	**33**	33	France	France
New Bond Street JV Jersey Unit Trust	Investment property entity	**48**	48	United Kingdom	United Kingdom
New Bond Street JV II Unit Trust	Investment property entity	**–**	46	United Kingdom	United Kingdom
MDA SAS	Leather goods manufacturer	**50**	–	France	France

In August 2021, the Group acquired 12.5% of the share capital and voting rights of Farfetch China Holdings Limited ('Farfetch China'), an entity registered in the UK, which manages the marketplace operations of Farfetch Limited, a luxury online retailer, in the China region. Despite a shareholding of 12.5%, Farfetch China is considered to be an associate because the Group has significant influence in the entity, as evidenced by its ability to appoint one out of five members of the Board of Directors, which has responsibility for matters such as overall business strategy, relationships with key stakeholders and the annual financial budget.

The agreement includes an option to purchase a further 12.5% of Farfetch China after the third year of operations, and an additional option to potentially convert the investment to shares in Farfetch Limited, a company listed on the New York Stock Exchange, under specific conditions. This option is accounted for as a financial instrument held at fair value through profit or loss, with a value of € 47 million at 31 March 2022 and is classified as Level 3 in the IFRS fair value hierarchy. For further details on the valuation of this option, see note 36. Total consideration for the transaction is € 211 million (US$ 250 million), of which € 197 million was allocated to the option on initial recognition.

During the year, the Group acquired the remaining share capital of Laureus World Sports Awards Limited. This entity is now fully consolidated and no longer classified as a joint venture. The Group also increased its investment in Kering Eyewear by € 90 million, with no change in the percentage interest held.

The sales of the investments in New Bond Street JV II Unit Trust and Greubel Forsey SA were completed during the year.

12. Taxation

Accounting policy

Current tax is the expected tax payable or receivable on the taxable profits/(losses) of Group companies, calculated using local tax rates enacted or substantively enacted at the reporting date, and includes adjustments in respect of previous years, where applicable.

Deferred tax is provided using the liability method in accordance with IAS 12 and is determined using the tax rates and laws enacted or substantively enacted when the deferred tax is realised or settled.

Deferred tax is provided on temporary differences arising on investments in subsidiaries and equity-accounted investments, except where the Group controls the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Current and deferred tax is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income, in which case the related tax effect is also recognised directly in equity or in other comprehensive income.

In determining the amount of current and deferred tax the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience.

12.1. Deferred income tax

Deferred income tax assets

	1 April 2020 €m	Exchange adjustments €m	(Charge)/credit for year €m	Recognised in equity or other comprehensive income €m	Acquisition in business combinations and transfers €m	31 March 2021 €m
Depreciation	42	–	11	–	6	59
Provision for inventories	78	(3)	(9)	–	6	72
Provision for impairment of receivables	6	–	(3)	–	–	3
Employee benefit obligations	40	–	3	(15)	–	28
Unrealised gross margin elimination	435	(10)	(21)	–	4	408
Tax losses carried forward	145	1	94	–	1	241
Equity-settled share plans	5	–	7	4	–	16
Leases	35	(18)	13	–	6	36
Other	166	(3)	33	–	(18)	178
	952	(33)	128	(11)	5	1 041
Offset against deferred tax liabilities for entities settling on a net basis	(352)					(427)
	600					614

	1 April 2021 €m	Exchange adjustments €m	(Charge)/credit for year €m	Recognised in equity or other comprehensive income €m	Acquisition in business combinations and transfers €m	31 March 2022 €m
Depreciation	**59**	**1**	**19**	**–**	**(2)**	**77**
Provision for inventories	**72**	**2**	**2**	**–**	**(1)**	**75**
Provision for impairment of receivables	**3**	**–**	**(2)**	**–**	**–**	**1**
Employee benefit obligations	**28**	**–**	**6**	**(7)**	**1**	**28**
Unrealised gross margin elimination	**408**	**16**	**56**	**–**	**4**	**484**
Tax losses carried forward	**241**	**1**	**(26)**	**–**	**–**	**216**
Equity-settled share plans	**16**	**2**	**15**	**13**	**–**	**46**
Leases	**36**	**19**	**(28)**	**–**	**22**	**49**
Other	**178**	**9**	**25**	**–**	**45**	**257**
	1 041	**50**	**67**	**6**	**69**	**1 233**
Offset against deferred tax liabilities for entities settling on a net basis	**(427)**					**(479)**
	614					**754**

€ 673 million of deferred tax assets are expected to be recovered after more than twelve months (2021: € 558 million).

12. Taxation continued

12.1. Deferred income tax continued

Deferred income tax liabilities

	1 April 2020 €m	Exchange adjustments €m	(Charge)/credit for year €m	Recognised in equity or other comprehensive income €m	Acquisition in business combinations and transfers €m	31 March 2021 €m
Depreciation	(53)	2	5	–	(5)	(51)
Provision for inventories	(86)	3	29	–	(10)	(64)
Undistributed retained earnings	(43)	–	(9)	–	–	(52)
Intangible assets recognised on acquisition	(447)	(8)	44	–	(1)	(412)
Leases	(22)	16	(10)	–	(6)	(22)
Other	(52)	2	(50)	–	16	(84)
	(703)	15	9	–	(6)	(685)
Offset against deferred tax assets for entities settling on a net basis	352					427
	(351)					(258)

	1 April 2021 €m	Exchange adjustments €m	(Charge)/credit for year €m	Recognised in equity or other comprehensive income €m	Acquisition in business combinations and transfers €m	31 March 2022 €m
Depreciation	**(51)**	**(3)**	**(2)**	**–**	**2**	**(54)**
Provision for inventories	**(64)**	**(7)**	**(53)**	**–**	**1**	**(123)**
Undistributed retained earnings	**(52)**	**–**	**3**	**–**	**–**	**(49)**
Intangible assets recognised on acquisition	**(412)**	**(3)**	**(33)**	**–**	**(30)**	**(478)**
Leases	**(22)**	**(16)**	**37**	**–**	**(22)**	**(23)**
Other	**(84)**	**(1)**	**53**	**–**	**(45)**	**(77)**
	(685)	**(30)**	**5**	**–**	**(94)**	**(804)**
Offset against deferred tax assets for entities settling on a net basis	**427**					**479**
	(258)					**(325)**

€ 681 million of deferred tax liabilities are expected to be settled after more than twelve months (2021: € 621 million).

Unrecognised deferred tax assets and liabilities

Deferred tax assets are recognised for losses carried forward when it is considered likely that the losses will be utilised against future taxable profits, based on estimated future profitability in the relevant tax jurisdiction. The Group has not recognised a deferred tax asset in respect of tax losses of € 5 308 million (2021: € 3 119 million). The majority of these losses relate to transactions in previous years, often with no impact on the Group's consolidated profit or loss as reported under IFRS; in the current period, developments within certain legal entities resulted in a change to management's judgment of the potential and prospective recoverability of losses associated with those entities. A significant portion of these losses relate to entities in which the majority of income is taxable at 0%. € 1 621 million of the unrecognised tax losses can be carried forward in the applicable jurisdiction of the reporting entity with no expiry dates (2021: € 1 224 million). The remainder of the unrecognised tax losses have maximum expiration dates of between five and seventeen years.

Additionally, the Group has not recognised deferred tax liabilities in relation to unremitted earnings from its subsidiaries which are not expected to be distributed in the foreseeable future amounting to € 295 million (2021: € 213 million).

12. Taxation continued

12.2. Taxation charge

Taxation charge for the year:

	2022 €m	2021 €m
Current tax	**570**	363
Deferred tax charge/(credit)	**(72)**	(137)
	498	226

The average effective tax rate is calculated in respect of profit before taxation but excluding the share of post-tax results of equity-accounted investments. The rates for the years ended 31 March 2022 and 2021 were 19.6% and 15.1%, respectively.

The taxation charge on the Group's profit before tax differs from the amount that arises using the local statutory tax rates applicable to profits of the consolidated companies as follows:

	2022 €m	2021 €m
Profit before taxation	**2 577**	1 515
Share of post-tax results of equity-accounted investments	**(31)**	(12)
Adjusted profit before taxation	**2 546**	1 503
Tax on adjusted profit calculated at statutory tax rate	**356**	210
Difference in tax rates	**(7)**	(56)
Change in tax rate on opening deferred tax balances	**56**	–
Non-taxable income	**(4)**	(20)
Non-deductible expenses net of other permanent differences	**4**	9
Utilisation and recognition of prior year tax losses	**(2)**	(2)
Non-recognition of current year tax losses	**56**	29
Withholding and other income taxes	**55**	57
Prior year adjustments	**(16)**	(1)
Taxation charge	**498**	226

The statutory tax rate applied of 14% (2021: 14%) reflects the average rate applicable to the main Swiss-based operating companies.

13. Other non-current assets

Accounting policy

Included within other non-current assets is the Group's collection of heritage pieces, held primarily for presentation purposes to promote the Maisons and their history and not intended for sale. These assets are held at cost less any impairment in value. The residual values of such pieces are generally equal to or in excess of cost.

	2022 €m	2021 €m
Maisons' collections	**314**	285
Lease deposits	**178**	125
Loans and receivables	**8**	7
Other assets	**21**	18
	521	435

At 31 March 2022, non-current loans and receivables included a receivable due from an equity-accounted investment of € 1 million (2021: € 2 million).

The carrying values of lease deposits, loans and receivables approximate their fair values. There are no overdue or impaired amounts included in deposits, loans and receivables.

14. Inventories

Accounting policy
Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Cost is determined using either a weighted average or specific identification basis depending on the nature of the inventory. The cost of finished goods and work in progress comprises raw materials, direct labour, related production overheads and, where applicable, duties and taxes. For inventories sold through YOOX, cost is determined in accordance with the average cost methodology by product category, which includes acquisition costs and costs incurred to bring inventories to their current location and condition.

	2022 €m	2021 €m
Raw materials and work in progress	**2 306**	1 963
Finished goods	**5 742**	5 179
	8 048	7 142
Provision for inventories	**(949)**	(823)
	7 099	6 319

The cost of inventories recognised as an expense and included in cost of sales amounted to € 6 389 million (2021: € 4 672 million).

The Group reversed € 107 million (2021: € 92 million) of previous inventory write-downs during the year as the goods were sold at an amount in excess of the written-down value. The amount reversed has been credited to cost of sales. The closing provision at 31 March 2022 includes an amount of € 70 million related to the suspension of commercial activities in Russia.

The Group recognised € 323 million (2021: € 276 million) of write-down of inventories within cost of sales.

Of the total balance, € 1 074 million is expected to be recovered in more than twelve months (2021: € 1 234 million).

15. Trade receivables and other current assets

Accounting policy
The carrying value of trade receivables represents the original invoice amount, being the fair value at initial recognition, less provision for expected credit losses. Other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for expected credit losses. The Group applies the simplified approach to measuring expected credit losses ('ECL') for trade receivables, based on lifetime ECL, as permitted by IFRS 9. A provision for expected credit losses is established when there is evidence, based on historic experience and incorporating forward-looking information where relevant, including knowledge of the Group's customer base, that the counterparty is credit impaired or that the Group will not be able to collect all amounts due, according to the original terms of the receivables. Impairment losses are recognised in profit or loss for the period. Other receivables include credit card receivables.

	2022 €m	2021 €m
Trade receivables	**748**	661
Less: provision for impairment	**(15)**	(23)
Trade receivables – net	**733**	638
Other receivables	**435**	308
Current financial assets	**1 168**	946
Sales return asset	**64**	54
Current income tax asset	**48**	57
Prepayments and other	**382**	312
	1 662	1 369

Trade and other receivables are valued based on expected cash flows which are not discounted as they are expected to occur within the next twelve months. Due to their short maturity, the fair values of trade and other receivables approximate to their book values.

There is no concentration of credit risk with respect to trade receivables as the Group has a large number of internationally dispersed customers. The maximum exposure to credit risk is equal to the carrying value.

Notes to the consolidated financial statements continued

15. Trade receivables and other current assets continued

The movement in the provision for impairment of trade and other receivables was as follows:

	2022 €m	2021 €m
Balance at 1 April of prior year	**(23)**	(30)
Provision charged to profit or loss	**(8)**	(14)
Utilisation of provision	**2**	6
Reversal of unutilised provision	**15**	13
Exchange differences	**(1)**	2
Balance at 31 March	**(15)**	(23)

At 31 March 2022, trade and other receivables of € 49 million (2021: € 34 million) were impaired.

Receivables past due but not impaired:

	2022 €m	2021 €m
Up to three months past due	**50**	30
Three to six months past due	**3**	3
Over six months past due	**3**	3
	56	36

16. Derivative financial instruments

The Group uses currency forwards, being commitments to purchase or sell foreign currencies.

The nominal amounts of certain types of financial instruments provide a basis for comparison with instruments recognised on the reporting date but do not necessarily indicate the amounts of future cash flows involved or the current fair value of the instruments, and therefore do not indicate the Group's exposure to credit or price risks. The derivative instruments become favourable (assets) or unfavourable (liabilities) as a result of fluctuations in market interest rates or foreign exchange rates relative to their terms.

The fair value of publicly traded derivatives, securities and investments is based on quoted market prices at the reporting date. In assessing the fair value of non-traded derivatives and other financial instruments, the Group uses a variety of methods and assumptions that are based on market conditions and risks existing at each reporting date.

The nominal amounts and fair values of derivative instruments held are as follows:

	Nominal amount		Fair value assets		Fair value liabilities	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Currency forwards	**5 193**	3 477	**55**	12	**(150)**	(114)

The contractual maturity of the nominal value of derivative instruments held is as follows:

	Less than 6 months		Between 6 and 12 months		After 12 months	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Currency forwards	**2 902**	1 820	**2 291**	1 657	**–**	–

Nominal amount

Nominal amount represents the sum of all contract volumes outstanding at the year end.

Foreign currency amounts have been translated to euros using the exchange rates prevailing at the reporting date.

16. Derivative financial instruments continued

Non-current derivative financial instruments

The Group also holds an option to convert its investment in Farfetch China into listed shares of Farfetch Limited (see note 11). This option is exercisable three years after issuing, under specific conditions, and is therefore classified as non-current. At 31 March 2022, the carrying value of the option amounted to € 47 million, included within non-current assets held at fair value through profit and loss. For further details of the valuation of this option, classified as Level 3 in the IFRS fair value hierarchy, see note 36.

17. Assets held for sale

At 31 March 2022, assets with net book value of € 59 million are presented as held for sale, including the Group's investment property located in Denmark. The sale of these assets, which are not allocated to operating segments in note 5, are expected to be completed in the coming financial year.

18. Cash and cash equivalents

	2022 €m	2021 €m
Cash at bank and on hand	**9 877**	7 877
Bank overdrafts	**(5 309)**	(4 097)
	4 568	3 780

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

The effective interest rate on cash at bank was 0.8% (2021: 0.6%). The effective interest rate on bank overdrafts was 1.8% (2021: 0.7%).

19. Borrowings

Accounting policy
Borrowings, including corporate bonds, are recognised initially at fair value, net of transaction costs incurred and are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

	2022 €m	2021 €m
Non-current:		
Corporate bonds	**5 929**	5 922
Secured bank borrowings	**15**	15
Unsecured bank borrowings	**4**	–
	5 948	5 937
Current:		
Unsecured bank borrowings	**1**	–
	1	–
Total borrowings	**5 949**	5 937

The Group's borrowings are denominated in the following currencies:

	2022 €m	2021 €m
Euro	**5 934**	5 922
Other	**15**	15
	5 949	5 937

19. Borrowings continued

Other than the corporate bonds, the Group has fixed rate DKK borrowings totalling € 15 million for which the rates of 0.74% are fixed until September 2022 and € 5 million floating rate borrowings in France. The DKK loans are secured on the Group's investment property located in Denmark, which is classified as held for sale at 31 March 2022. The fair values of these borrowings are not significantly different to the carrying value.

The following corporate bonds, which are listed on the Luxembourg Stock Exchange, have been issued by a subsidiary of the Group based in Luxembourg, Richemont International Holding SA.

	2022 €m	2021 €m
1.00% € 1 500 million bond maturing in 2026 issued at 98.784%	**1 488**	1 485
1.50% € 1 250 million bond maturing in 2030 issued at 98.701%	**1 235**	1 234
2.00% € 1 000 million bond maturing in 2038 issued at 97.805%	**977**	976
2.00% € 250 million bond maturing in 2038 issued at 98.557%	**246**	246
0.75% € 500 million bond maturing in 2028 issued at 99.884%	**497**	496
1.125% € 850 million bond maturing in 2032 issued at 99.732%	**847**	846
1.625% € 650 million bond maturing in 2040 issued at 98.387%	**639**	639
	5 929	5 922

20. Employee benefit obligations

Accounting policy
A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive post-employment, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the balance sheet in respect of defined benefit plans is the present value of the defined benefit obligations at the reporting date less the fair values of plan assets. The defined benefit obligations are calculated on a regular, cyclical basis by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the yields available at reporting dates on high-quality corporate or government bonds (in countries with no deep corporate bond market) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity consistent with the terms of the related pension liability.

Past service costs are recognised immediately in profit or loss. Remeasurements, comprising actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (excluding interest) are charged or credited to other comprehensive income in the period in which they arise.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as an employee benefit expense when employees have rendered services entitling them to the contributions. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Switzerland
The Group's largest retirement plan – the RISA Foundation – is in Switzerland, covering over 85% of the Group's defined benefit retirement obligations and assets. The Group expects to contribute € 80 million in the year ended 31 March 2023 (year ended March 2022: € 76 million).

Each employee has a personal retirement account which receives contributions in line with the Foundation rules, based on a percentage of salary. The Foundation Board determines the level of interest to apply to retirement accounts each year. At retirement, employees can receive their retirement account as a lump sum or as a lifetime pension. The weighted average duration of the expected benefit payments is 15 years.

Assets are held separately from the Group. Although the Foundation Board has built up an asset buffer as a contingency against asset values falling, any surplus is not deemed recoverable by the Group as all Foundation assets will ultimately all be used to provide benefits to members. Similarly, unless the assets are insufficient to cover minimum statutory benefits, the Group does not expect to make any deficit contributions.

The Foundation invests in a diversified portfolio of assets which targets a long-term return sufficient to provide increases to employee retirement accounts over time, whilst being exposed to a low level of risk in order to do so.

20. Employee benefit obligations continued

Other plans

The Group sponsors several other retirement plans, a mixture of defined benefit and defined contribution plans, in some countries where the Group operates. The Group also operates a worldwide Long Service Award scheme, which is accounted for as a defined benefit plan and included within this category. The Group expects to contribute € 15 million in the year ended 31 March 2023 (year ended March 2022: € 16 million) to the defined benefit plans.

The net liabilities reflected in non-current liabilities in the statement of financial position in respect of post-employment defined benefit plans are as follows:

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Present value of funded obligations	**(1 972)**	(1 727)	**(206)**	(204)	**(2 178)**	(1 931)
Fair value of plan assets	**2 180**	1 903	**220**	209	**2 400**	2 112
Net funded obligations	**208**	176	**14**	5	**222**	181
Present value of unfunded obligations	**–**	–	**(73)**	(68)	**(73)**	(68)
Amount not recognised due to asset limit	**(208)**	(176)	**(2)**	(2)	**(210)**	(178)
Net liabilities	**–**	–	**(61)**	(65)	**(61)**	(65)

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Expense charged in:						
Cost of sales	**37**	36	**5**	4	**42**	40
Net operating expenses	**57**	50	**16**	12	**73**	62
	94	86	**21**	16	**115**	102

Total costs are included in employee benefits expense (note 27).

The movement in the fair value of plan assets was as follows:

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Balance at 1 April of prior year	**1 903**	1 620	**209**	184	**2 112**	1 804
Exchange differences	**160**	(76)	**1**	(3)	**161**	(79)
Interest on plan assets	**8**	10	**2**	2	**10**	12
Actual return on plan assets less interest on plan assets	**38**	320	**–**	21	**38**	341
Contributions paid by employer	**76**	71	**16**	15	**92**	86
Contributions paid by plan participants	**57**	53	**–**	–	**57**	53
Benefits paid	**(59)**	(93)	**(12)**	(10)	**(71)**	(103)
Administrative expenses	**(3)**	(2)	**–**	–	**(3)**	(2)
Assets acquired in a business combination (note 39)	**–**	–	**4**	–	**4**	–
Balance at 31 March	**2 180**	1 903	**220**	209	**2 400**	2 112

20. Employee benefit obligations continued

The movement in the present value of the employee benefit obligation was as follows:

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Balance at 1 April of prior year	**(1 727)**	(1 725)	**(272)**	(247)	**(1 999)**	(1 972)
Exchange differences	**(146)**	73	**(2)**	2	**(148)**	75
Current service cost (employer part)	**(92)**	(85)	**(20)**	(14)	**(112)**	(99)
Contributions by plan participants	**(57)**	(53)	**–**	–	**(57)**	(53)
Interest on benefit obligations	**(7)**	(10)	**(2)**	(3)	**(9)**	(13)
Actuarial (losses)/gains	**(2)**	(20)	**14**	(19)	**12**	(39)
Past service cost	**–**	–	**(1)**	(1)	**(1)**	(1)
Liabilities acquired in a business combination (note 39)	**–**	–	**(8)**	(1)	**(8)**	(1)
Benefits paid	**59**	93	**12**	11	**71**	104
Balance at 31 March	**(1 972)**	(1 727)	**(279)**	(272)	**(2 251)**	(1 999)

Changes in the amount not recognised due to the asset limit are as follows:

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Balance at 1 April of prior year	**(176)**	–	**(2)**	–	**(178)**	–
Change in surplus/(deficit)	**(17)**	(181)	**1**	(2)	**(16)**	(183)
Interest on asset limit	**(1)**	–	**–**	–	**(1)**	–
Exchange differences	**(14)**	5	**(1)**	–	**(15)**	5
Balance at 31 March	**(208)**	(176)	**(2)**	(2)	**(210)**	(178)

The major categories of plan assets at the reporting date are as follows:

	Switzerland		Rest of the world		Total	
	2022 €m	2021 €m	2022 €m	2021 €m	2022 €m	2021 €m
Equities	**742**	691	**38**	37	**780**	728
Government bonds	**694**	547	**54**	54	**748**	601
Corporate bonds	**41**	41	**100**	100	**141**	141
Property	**475**	402	**1**	1	**476**	403
Cash	**37**	43	**3**	3	**40**	46
Insurance policies and other assets	**191**	179	**24**	14	**215**	193
Fair value of plan assets	**2 180**	1 903	**220**	209	**2 400**	2 112

The plan assets are held primarily within instruments with quoted market prices in active markets with the exception of the property and insurance policy holdings.

The RISA Foundation owns a property valued at € 21 million (2021: € 20 million) which the Group currently leases from the RISA Foundation. With the exception of this holding, the plans do not invest directly in property occupied by the Group or in financial securities issued by the Group.

20. Employee benefit obligations continued

The principal actuarial assumptions used for accounting purposes reflect market conditions in each of the countries in which the Group operates.

	Switzerland		Rest of the world	
	2022	2021	2022	2021
Discount rate	**1.2%**	0.4%	**1.6%**	0.7%
Interest credit rate	**1.5%**	1.0%	**0.7%**	0.5%
Future pension increases	**–**	–	**1.9%**	1.8%
Swiss technical rate	**2.0%**	2.0%	**–**	–
Life expectancy of 60-year-old	**27.7**	27.6	**various**	various

Assumptions are the weighted average of rates adopted by plans in the rest of the world.

For the RISA Foundation, changes in the assumptions are likely to impact the values of the obligations.

- Discount rate – A decrease of 0.5% per annum would increase obligations by € 148 million (2021: € 142 million), although this is also likely to have an impact on the Foundation's assets.
- Interest credit rate – A 0.5% per annum decrease in the interest credit rate leads to a € 80 million (2021: € 69 million) decrease in obligations.
- Future technical rate for conversion of lump sum to pension – A decrease of 0.5% would decrease obligations by € 50 million (2021: € 40 million).
- Life expectancy – A one-year increase would increase obligations by € 26 million (2021: € 27 million).

The above sensitivities are calculated assuming other assumptions are held constant. In practice, any increase in obligations from the above assumptions is likely to be partially offset by a reduction in the assumption for future interest credit.

For the Group's other arrangements, a fall in the average discount rate of 0.5% per annum would increase the obligations by approximately € 15 million (2021: € 15 million).

21. Provisions

	Warranties and sales-related €m	Employee benefits €m	Other €m	Total €m
At 1 April 2021	**212**	**60**	**31**	**303**
Acquisition through business combinations (note 39)	**–**	**–**	**4**	**4**
Charged/(credited) to profit or loss:				
– additional provisions	**1 519**	**67**	**48**	**1 634**
– unused amounts reversed	**(46)**	**(8)**	**(4)**	**(58)**
Net charge	**1 473**	**59**	**44**	**1 576**
Utilised during the year	**(1 436)**	**(39)**	**(21)**	**(1 496)**
Exchange adjustments	**10**	**2**	**–**	**12**
At 31 March 2022	**259**	**82**	**58**	**399**

	2022 €m	2021 €m
Total provisions at 31 March:		
– non-current	**74**	55
– current	**325**	248
	399	303

21. Provisions continued

Warranties and sales-related provisions

Group companies establish provisions for potential sales returns and warranties provided on certain products. Based on past experience a provision of € 259 million (2021: € 212 million) has been recognised for expected sales returns and warranty claims. It is expected that € 230 million (2021: € 193 million) of this provision will be used within the following twelve months and that the remaining € 29 million (2021: € 19 million), which relates solely to potential warranty claims, will be utilised over the remainder of the expected warranty period of the products.

Employee benefits provisions

These include obligations arising under the Group's long-term incentive plans and the social security costs on the Group's share option plan. An amount of € 45 million (2021: € 33 million) is expected to be utilised in the coming twelve months. The remainder will be utilised in the next two to eight years.

Other provisions

Other provisions include provisions for certain legal claims brought against the Group during the ordinary course of business and provisions for the Group's obligations arising from committed restructuring activities. Restructuring provisions include lease termination penalties and employee termination payments and are recognised when a detailed, formal plan has been established and communicated to those parties directly affected by the plan. Provisions for legal claims represent management's best estimate of the likely outcome of the claim at the balance sheet date. It is not expected that the outcomes of legal claims will give rise to any material losses beyond the amounts provided at 31 March 2022. The Group's restructuring provision is expected to be utilised in the coming year.

22. Other long-term financial liabilities

	2022 €m	2021 €m
Other lease liabilities	**42**	42
Other long-term financial liabilities	**65**	55
	107	97

23. Trade and other current liabilities

	2022 €m	2021 €m
Trade payables	**927**	675
Other payables	**1 132**	887
Accruals	**1 041**	742
Current financial liabilities	**3 100**	2 304
Other current non-financial liabilities	**251**	233
	3 351	2 537

Trade and other payables are valued based on expected cash flows which are not discounted as they are expected to occur within the next twelve months.

24. Revenue

Accounting policy

The Group sells jewellery, watches, leather goods, clothing, writing instruments and other luxury goods on a worldwide basis through its retail, online retail and wholesale distribution channels and provides after-sales service for its products.

Revenue is recognised when the customer obtains control of the goods. For retail sales, which take place in the Group's network of internal boutiques, control generally passes when the customer takes physical possession of goods, at which time the Group has a right to receive payment for the asset and it is implicit that the customer has accepted it. In the case of online retail sales made directly to the end customer, sales are recorded when the goods are delivered to the customer, as the Group remains in control of, and is subject to the related risks of, the delivery process. Wholesale sales are made to distributors, wholesalers or external franchisees. For these sales, revenue is recognised when the wholesaler takes delivery of the shipment, in most cases after customs formalities have been cleared in the destination country. At this point, the customer is able to control the future use of the product, in terms of where and how it will be sold, and assumes the risk of obsolescence and loss. Revenue relating to after-sales services is recognised when the service has been completed.

The Group also receives royalty income arising from the use of its intellectual property by third parties, which is recognised over time. Sales-based royalties are recognised in line with sales made by the third-party licensee, with all other royalties recognised on a straight-line basis over the term of the licence agreement.

Revenue is measured net of value-added tax, duties, other sales taxes, rebates and trade discounts. Goods sold to wholesale customers are often sold with volume discounts based on total sales over a twelve-month period or other similar criteria. Revenue from such contracts is recorded net of the estimated discount, based on the accumulated experience of the Group, using the expected value method, and recognised up to an amount beyond which a significant reversal is not expected to occur. The Group does not have any contracts where the period between recognition of revenue and payment by the customer exceeds one year. As a consequence, the Group does not adjust the transaction price for the time value of money.

Where there is a practice of agreement to customer returns, or where we are obliged by local legal requirements, accumulated experience is used to estimate and provide for such returns at the time of sale.

The Group provides a standard warranty against manufacturing defects, and recognises its obligation for repairs under this warranty as a provision.

	2022 €m	2021 €m
Revenue from contracts with customers	**19 131**	13 111
Royalty income	**50**	33
	19 181	13 144

24. Revenue continued

Analysis of revenue by geographical area and by reporting segment is as follows:

Year to 31 March 2022	Asia €m	Europe €m	Americas €m	Japan €m	Middle East and Africa €m	Total €m
Jewellery Maisons	**4 895**	**1 992**	**2 417**	**799**	**980**	**11 083**
Specialist Watchmakers	**2 061**	**580**	**426**	**169**	**199**	**3 435**
Online Distributors	**361**	**1 353**	**813**	**98**	**163**	**2 788**
Other	**519**	**627**	**676**	**150**	**84**	**2 056**
	7 836	**4 552**	**4 332**	**1 216**	**1 426**	**19 362**
Intersegment eliminations	**(16)**	**(83)**	**(64)**	**(11)**	**(7)**	**(181)**
	7 820	**4 469**	**4 268**	**1 205**	**1 419**	**19 181**

Year to 31 March 2021	Asia €m	Europe €m	Americas €m	Japan €m	Middle East and Africa €m	Total €m
Jewellery Maisons	3 765	1 055	1 271	620	748	7 459
Specialist Watchmakers	1 547	365	195	133	7	2 247
Online Distributors	259	1 184	553	82	119	2 197
Other	375	403	402	112	53	1 345
	5 946	3 007	2 421	947	927	13 248
Intersegment eliminations	(9)	(52)	(33)	(7)	(3)	(104)
	5 937	2 955	2 388	940	924	13 144

25. Other operating (expense)/income

	2022 €m	2021 €m
Royalty expenses	**(4)**	(3)
Investment property rental income	**1**	2
Investment property costs	**(7)**	(28)
Amortisation of intangible assets acquired on business combinations	**(179)**	(203)
Gain on sale of investment property	**24**	–
Other expense	**(179)**	(40)
	(344)	(272)

Other expense includes a charge of € 98 million related to the suspension of commercial activities in Russia.

26. Operating profit

Operating profit includes the following items of expense/(income):

	2022 €m	2021 €m
Depreciation of property, plant and equipment (note 6)	**504**	495
Impairment of property, plant and equipment (note 6)	**19**	4
Amortisation of other intangible assets (note 8)	**349**	360
Impairment of goodwill (note 7)	**–**	6
Depreciation of right of use assets (note 9)	**697**	663
Impairment of right of use assets (note 9)	**36**	4
Write-down of asset held for sale	**–**	4
Variable lease payments (note 9)	**571**	400
Sub-lease rental income (non-investment property)	**(4)**	(3)
Research and development costs	**80**	65
Loss on disposal of property, plant and equipment	**6**	8
Loss on disposal of other intangible assets	**3**	2
Restructuring charges	**1**	–

27. Employee benefits expense

Accounting policies

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Incentive plans

The Group recognises a liability and an expense for incentive plans when contractually obliged or where there is a past practice that has created a constructive obligation.

	2022 €m	2021 €m
Wages and salaries, including termination benefits of € 40 million (2021: € 24 million)	**2 726**	2 198
Social security costs	**431**	344
Share-based compensation expense (note 33)	**67**	43
Long-term employee benefits	**13**	15
Pension costs – defined contribution plans	**82**	77
Pension costs – defined benefit plans (note 20)	**115**	102
	3 434	2 779

Wages and salaries are presented net of government assistance received to support employment during the period.

28. Government grants

Amounts receivable for government grants or other assistance are recognised only when the conditions associated to qualify for the payment are met. During the year ended 31 March 2022, the Group received € 27 million (2021: € 146 million) in government assistance, primarily from schemes to compensate employees for partial employment as a result of the Covid-19 pandemic. These amounts are included in operating expenses, within the same caption as the underlying salaries are recorded, totalling € 18 million in Selling and Distribution expenses, with the remainder in Administrative expenses (2021: € 60 million in Cost of Sales, € 46 million in Selling and Distribution expenses, with the remainder in Administrative expenses).

29. Finance costs and income

	2022 €m	2021 €m
Finance costs:		
Interest expense:		
– bank borrowings	**(34)**	(26)
– corporate bonds	**(95)**	(90)
– other financial expenses	**(33)**	(34)
– lease liabilities	**(65)**	(65)
Net foreign exchange losses on monetary items	**(194)**	–
Mark-to-market adjustment in respect of hedging activities	**–**	(80)
Net loss in fair value of financial instruments at fair value through profit or loss	**(538)**	–
Finance costs	**(959)**	(295)
Finance income:		
Interest income:		
– from financial assets at amortised cost (including bank and other deposits)	**71**	47
– from financial assets held at fair value through profit or loss	**32**	35
– other financial income	**4**	1
Net foreign exchange gains on monetary items	**–**	49
Mark-to-market adjustment in respect of hedging activities	**8**	–
Net gain in fair value of financial instruments at fair value through profit or loss	**–**	188
Finance income	**115**	320
Net finance (costs)/income	**(844)**	25

30. Earnings per share

30.1. Basic

Basic earnings per ‘A’ share/10 ‘B’ shares is calculated by dividing the profit attributable to owners of the parent company by the weighted average number of shares in issue during the year, excluding shares purchased by the Group and held in treasury. Holders of ‘A’ and ‘B’ shares enjoy the same dividend rights, but due to the differing par values of the two classes of shares, ‘B’ shareholders receive one-tenth of the dividend per share paid to the ‘A’ shareholders.

	2022	2021
Total attributable to owners of the parent company (€ millions)	**2 074**	1 301
Weighted average number of shares in issue (millions)	**566.7**	565.2
Total basic earnings per ‘A’ share/10 ‘B’ shares	**3.660**	2.302

30. Earnings per share continued

30.2. Diluted

Diluted earnings per 'A' share/10 'B' shares is calculated adjusting the weighted average number of shares outstanding, which assumes conversion of all dilutive potential shares. The Group has three categories of dilutive potential shares: share options, restricted share units and shareholder warrants.

The calculation is performed for all potential shares to determine the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Company's shares) based on the monetary value of the subscription rights attached to the outstanding instruments. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the exercise of the instrument.

For the year ended 31 March 2022, all potential shares are dilutive and so none are excluded from the calculation below (2021: 6 472 387 options were not dilutive).

	2022	2021
Total profit attributable to owners of the parent company (€ millions)	**2 074**	1 301
Weighted average number of shares in issue (millions)	**566.7**	565.2
Adjustment for dilutive potential shares (millions)	**7.7**	1.4
Weighted average number of shares for diluted earnings per share (millions)	**574.4**	566.6
Total diluted earnings per 'A' share/10 'B' shares	**3.611**	2.296

30.3. Headline earnings per 'A' share/10 'B' shares

The presentation of headline earnings per 'A' share/10 'B' shares as an alternative measure to earnings per share is required under the JSE listing requirements.

	2022 €m	2021 €m
Profit attributable to owners of the parent company	**2 074**	1 301
Loss on disposal of non-current assets	**9**	10
Impairment of non-current assets	**55**	14
Gain on disposal of an associate	**(7)**	(5)
Gain on bargain purchase	**(1)**	–
Write-down of assets held for sale	**–**	4
Loss on deemed disposal of equity-accounted investments	**–**	1
Currency exchange (gains)/losses reclassified from currency translation adjustment reserve	**2**	(9)
Headline earnings	**2 132**	1 316

	2022 millions	2021 millions
Weighted average number of shares:		
– Basic	**566.7**	565.2
– Diluted	**574.4**	566.6
	€ per share	€ per share
Headline earnings per 'A' share/10 'B' shares:		
– Basic	**3.762**	**2.328**
– Diluted	**3.712**	**2.322**

31. Equity

31.1. Share capital

Accounting policy
Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are recognised as a deduction from equity, net of any tax effects.

	2022 €m	2021 €m
Authorised, issued and fully paid:		
522 000 000 'A' registered shares with a par value of CHF 1.00 each	**304**	304
522 000 000 'B' registered shares with a par value of CHF 0.10 each	**30**	30
	334	334

Holders of 'A' and 'B' shares enjoy the same dividend rights, but due to the differing par values of the two classes of shares, 'B' shareholders receive one-tenth of the dividend per share paid to the 'A' shareholders.

Conditional capital

In connection with the warrants described in note 31.5, shareholders have approved the creation of a conditional capital amounting to 22 million 'A' shares and 22 million 'B' shares, which will potentially be used to issue the corresponding number of shares upon exercise of the warrants in November 2023.

31.2. Treasury shares

Accounting policy
The cost of treasury shares held at each reporting date is deducted from shareholders' equity. Gains or losses arising on the disposal of treasury shares are recognised within retained earnings directly in shareholders' equity.

In order to hedge partially its potential obligations arising under the share option plan, the Group has purchased Richemont 'A' shares. Changes in the holding of this treasury stock of shares are shown as movements in shareholders' equity as follows:

	Shares millions	€m
Balance at 1 April 2020	9.1	539
Sold	(0.6)	(49)
Balance at 31 March 2021	**8.5**	**490**
Sold	**(1.8)**	**(144)**
Balance at 31 March 2022	**6.7**	**346**

The Company has given a pledge over 3 142 820 Richemont 'A' shares as security for vested warrants granted under the Group's share option plan (2021: 2 919 871 Richemont 'A' shares).

During the year under review the Group did not acquire any treasury shares (2021: none).

In the same period the Group delivered 1.8 million treasury shares for proceeds of € 124 million, in settlement of options exercised in the period and traded options exercised in previous periods (2021: 0.6 million shares for proceeds of € 33 million). The cost of the 1.8 million shares (2021: 0.6 million) sold during the year to plan participants who exercised their options was € 144 million (2021: € 49 million). The loss realised on shares sold during the year amounted to € 20 million (2021: loss of € 17 million) which was recognised directly in retained earnings.

The market value of the 6.7 million shares (2021: 8.5 million) held by the Group at the year end, based on the closing price at 31 March 2022 of CHF 118.00 (2021: CHF 90.74), amounted to € 798 million (2021: € 702 million).

At 31 March 2022, the Group holds 278 million warrants issued under the equity-based loyalty scheme described at note 31.5 (2021: 106.8 million). During the year, it purchased 171 million warrants at a total cost of € 131 million (2021: 89 million warrants at a total cost of € 15 million). The cost of these warrants is recorded in Retained Earnings (see note 31.4). These warrants will be used, together with the treasury shares, to provide a comprehensive hedge of the Group's potential obligations arising under its share option and restricted share unit plans.

31. Equity continued

31.3. Other reserves

Other reserves include the hedge reserve and the share-based payments reserve.

	2022 €m	2021 €m
Balance at 1 April of prior year	**419**	368
Movement in hedge reserve		
– recycled to profit and loss, net of tax	**4**	4
Movement in equity-based compensation reserve		
– equity-based compensation expense	**67**	43
– tax on equity-based compensation expense	**13**	4
Balance at 31 March	**503**	419

31.4. Retained earnings

	2022 €m	2021 €m
Balance at 1 April of prior year	**14 885**	13 840
Profit for the year	**2 074**	1 301
Other comprehensive income:		
– defined benefit plan actuarial gains/(losses)	**32**	118
– tax on defined benefit plan actuarial gains/(losses)	**(7)**	(15)
– fair value changes on assets held at FVTOCI	**(169)**	202
– share of other comprehensive income of associates, net of tax	**1**	–
Dividends paid (note 32)	**(1 041)**	(529)
Warrants issued on own equity	**–**	76
Warrants distributed to shareholders	**–**	(76)
Acquisition of warrants	**(131)**	(15)
Initial recognition of put options over non-controlling interests	**(23)**	–
Changes in non-controlling interests	**(6)**	–
Loss on sale of treasury shares	**(20)**	(17)
Balance at 31 March	**15 595**	14 885

31.5. Shareholder warrants

In November 2020, shareholders were granted tradeable warrants, which can either be traded or used to acquire new shares at a potentially beneficial price three years after issuing, in November 2023. Each 'A' shareholder received two 'A' warrants and each 'B' shareholder received two 'B' warrants. On the exercise date, 67 'A' warrants must be exercised to acquire one 'A' share (67 'B' warrants to acquire one 'B' share). The exercise price of the warrants was set at CHF 1 per warrant (being CHF 67 per newly issued share). The 'A' warrants are listed on the SIX Swiss Exchange.

32. Dividends

Accounting policy

Dividend distributions to Richemont shareholders are recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are approved by the shareholders of the Company.

In September 2021 a dividend of CHF 2.00 per 'A' share and CHF 0.20 per 'B' share was paid (September 2020: CHF 1.00 and CHF 0.10, respectively).

33. Share-based payment

Accounting policy

The Group operates equity-settled share-based compensation plans based on options and restricted share units granted in respect of Richemont 'A' shares. The fair value of the employee services received in exchange for the grant of options or restricted shares is recognised as an expense. The total amount to be expensed over the vesting period is determined by reference to the fair value of the option or share granted. At each reporting date, the Group revises its estimate of the number of options or shares that are expected to vest. It recognises the impact of the revision of original estimates, if any, in profit or loss over the remaining vesting period with a corresponding adjustment to equity.

Equity-settled share option plan

The Group has a long-term share-based compensation plan whereby executives are awarded options to acquire Richemont 'A' shares at the market price on the date of grant. Awards under the share option plan vest over periods of three to six years and have expiry dates, the date after which unexercised options lapse, of nine years from the date of grant. The executive must remain in the Group's employment until vesting. The options granted between 2008 and 2016 include a performance condition correlated to other luxury goods companies upon which vesting is conditional.

A reconciliation of the movement in the number of share option awards granted to executives is as follows:

	Weighted average exercise price in CHF per share	Number of options
Balance at 1 April 2020	80.75	10 047 977
Granted	75.84	653 758
Exercised	72.79	(2 301 985)
Expired	77.71	(9 500)
Lapsed	82.54	(213 074)
Balance at 31 March 2021	**82.55**	**8 177 176**
Exercised	**80.02**	**(2 868 999)**
Lapsed	**86.73**	**(272 206)**
Balance at 31 March 2022	**83.77**	**5 035 971**

Of the total options outstanding at 31 March 2022, options in respect of 1 786 818 shares (2021: 2 590 852 shares) had vested and were exercisable.

The weighted average share price at the date of exercise for options exercised during the year was CHF 117.82 (2021: CHF 86.26).

33. Share-based payment continued

The following information applies to options outstanding at the end of each year:

	Exercise price	Number of options	Weighted average remaining contractual life
31 March 2022	**CHF 90.11**	**65 782**	**0.2 years**
	CHF 92.00	**833**	**0.2 years**
	CHF 94.00	**274 701**	**1.2 years**
	CHF 83.30	**274 709**	**2.2 years**
	CHF 56.55	**374 839**	**3.2 years**
	CHF 80.20	**924 245**	**4.2 years**
	CHF 92.00	**1 923 013**	**5.2 years**
	CHF 82.86	**578 548**	**6.3 years**
	CHF 75.84	**619 301**	**7.7 years**
31 March 2021	CHF 57.45	74 932	0.2 years
	CHF 90.11	274 472	1.2 years
	CHF 94.00	720 533	2.2 years
	CHF 83.30	706 645	3.2 years
	CHF 56.55	979 274	4.2 years
	CHF 80.20	1 548 015	5.2 years
	CHF 92.00	2 570 350	6.2 years
	CHF 82.86	652 372	7.3 years
	CHF 75.84	650 583	8.7 years

No share options were granted during the year ended 31 March 2022.

Restricted Stock Units

The Group has a further share-based compensation plan under which executives are awarded Restricted Stock Units ('RSU'). Awards under this plan vest over periods of three to five years from the date of grant. On vesting, the executive will receive an 'A' share in the Company. Awards granted to senior executives are also subject to performance conditions which may reduce the number of shares vesting (Performance Stock Units, or 'PSU'). Executives are not entitled to dividends during the vesting period.

A reconciliation of the movement in the number of restricted and performance share awards granted to executives is as follows:

	Number of shares
Balance at 1 April 2020	1 367 285
Granted	809 889
Lapsed	(55 946)
Balance at 31 March 2021	**2 121 228**
Granted	**1 071 882**
Distributed	**(340)**
Lapsed	**(169 554)**
Balance at 31 March 2022	**3 023 216**

The per unit fair values of RSU and PSU granted in June, September and December 2021 were CHF 109.34, CHF 93.45 and CHF 131.50, respectively. The significant inputs to the model were the share price of CHF 115.30, CHF 97.42 and CHF 137.45 at the respective grant dates and dividend yields of 1.7%, 2.1% and 1.5%, respectively.

Share-based compensation expense

The amount recognised in profit or loss before social security and taxes for equity-settled share-based compensation transactions was € 67 million (2021: € 43 million).

The fair value of options and PSU awarded to members of the Senior Executive Committee ('SEC') is fixed on the date of approval of SEC remuneration by the shareholders of the Company. The award date value in December 2020 of CHF 20.34 per share option and CHF 71.53 per PSU was revalued following the AGM in September 2021 at CHF 37.67 per share option and CHF 96.86 per PSU. The estimated fair value of PSU awarded to members of the SEC in the year ended 31 March 2022 is based on the valuation at the award date of September 2021. Changes in the fair value of these PSU between the award date and 31 March 2022 are not significant to the Group. The final fair value will be fixed in September 2022 following approval by shareholders.

34. Cash flow from operating activities

	2022 €m	2021 €m
Depreciation of property, plant and equipment	**504**	495
Depreciation of right of use assets	**697**	663
Depreciation of investment property	**3**	4
Amortisation of other intangible assets	**349**	360
Impairment of property, plant and equipment	**19**	4
Impairment of right of use assets	**36**	4
Impairment of goodwill	**–**	6
Loss on disposal of property, plant and equipment	**6**	8
Loss on disposal of intangible assets	**4**	2
Profit on disposal of investment properties	**(24)**	(1)
Profit on lease remeasurement	**(2)**	(2)
Fixed rent concessions linked to Covid-19	**(10)**	(67)
Increase in non-current provisions	**24**	18
Increase in retirement benefit obligations	**23**	17
Other non-cash items	**74**	43
Adjustments for non-cash items	**1 703**	1 554
(Increase)/decrease in inventories	**(420)**	184
Increase in trade receivables	**(62)**	(141)
Increase in other current assets	**(138)**	(41)
Increase in current liabilities	**723**	487
(Decrease)/increase in non-current liabilities	**(16)**	1
(Decrease)/increase in derivative financial instruments	**(6)**	39
Changes in working capital	**81**	529

35. Liabilities arising from financing activities

	Corporate bonds €m	Fixed and floating rate borrowings €m	Lease liabilities €m	Total €m
At 1 April 2020	3 935	17	3 314	7 266
Acquisition through business combinations	–	2	19	21
Additions to lease liabilities	–	–	710	710
Amortised interest costs	8	–	67	75
Remeasurement of lease liabilities	–	–	123	123
Exchange adjustments	–	(4)	(90)	(94)
Non-cash movements	8	(2)	829	835
Proceeds from borrowings	1 987	85	–	2 072
Corporate bond issue transaction costs	(8)	–	–	(8)
Repayment of borrowings	–	(85)	–	(85)
Interest element of lease payments	–	–	(65)	(65)
Capital element of lease payments	–	–	(561)	(561)
Net cash received/(paid)	1 979	–	(626)	1 353
At 31 March 2021	5 922	15	3 517	9 454
Total liabilities arising from financing activities at 31 March:				
– current	–	–	590	590
– non-current	5 922	15	2 927	8 864
At 31 March 2021	5 922	15	3 517	9 454

35. Liabilities arising from financing activities continued

	Corporate bonds €m	Fixed and floating rate borrowings €m	Lease liabilities €m	Total €m
At 1 April 2021	**5 922**	**15**	**3 517**	**9 454**
Acquisition through business combinations (note 39)	**–**	**20**	**94**	**114**
Additions to lease liabilities	**–**	**–**	**536**	**536**
Amortised interest costs	**7**	**–**	**67**	**74**
Remeasurement of lease liabilities	**–**	**–**	**118**	**118**
Exchange adjustments	**–**	**–**	**112**	**112**
Non-cash movements	**7**	**20**	**927**	**954**
Proceeds from borrowings	**–**	**1**	**–**	**1**
Repayment of borrowings	**–**	**(16)**	**–**	**(16)**
Interest element of lease payments	**–**	**–**	**(64)**	**(64)**
Capital element of lease payments	**–**	**–**	**(632)**	**(632)**
Net cash paid	**–**	**(15)**	**(696)**	**(711)**
At 31 March 2022	**5 929**	**20**	**3 748**	**9 697**
Total liabilities arising from financing activities at 31 March:				
– current	**–**	**1**	**647**	**648**
– non-current	**5 929**	**19**	**3 101**	**9 049**
At 31 March 2022	**5 929**	**20**	**3 748**	**9 697**

36. Financial instruments: fair values and risk management

Accounting policy

The classification of financial assets depends on the underlying business model of the investment and the characteristics of its contractual cash flows. The Group classifies its financial assets as follows:

(a) Financial assets held at fair value through other comprehensive income

A financial asset is classified in this category if it is a strategic investment, meaning that it is long-term in nature and has not been undertaken with the objective of maximising short-term profits or dividends. The Group has designated certain investments in listed entities at Fair value through comprehensive income. Investments are initially recognised at cost excluding transaction costs, which represents fair value. Fair value adjustments are included in other comprehensive income in the period in which they arise.

(b) Financial assets at amortised cost

This category includes non-derivative financial assets held in order to collect contractual cash flows. These primarily include trade and other receivables. Assets are initially recorded at fair value, including directly attributable transaction costs, and subsequently measured at amortised cost.

(c) Financial assets at fair value through profit or loss

All financial assets not included in one of the above-mentioned categories are classified as Fair value through profit or loss. This includes investments in derivative assets, as well as investments in externally managed bond funds and money market funds. Investments are initially recognised at cost excluding transaction costs, which represents fair value. Fair value adjustments are included in profit or loss in the period in which they arise. Interest income is excluded from the calculation of the fair value gain or loss.

All financial assets are assessed for impairment at each balance sheet date.

The Group’s financial liabilities are classified at amortised cost, with the exception of derivative liabilities which are classified at Fair value through profit or loss.

36. Financial instruments: fair values and risk management continued

36.1. Fair value estimation

The following table shows the carrying amounts and fair values of financial assets and liabilities, including their level in the fair value hierarchy defined by IFRS.

	Carrying amount					Fair value			
31 March 2022	Fair value through profit or loss €m	Fair value through OCI (equity) €m	Assets at amortised cost €m	Liabilities at amortised cost €m	Total €m	Level 1 €m	Level 2 €m	Level 3 €m	Total €m
Financial assets measured at fair value									
Derivative financial instruments	47	-	-	-	47			47	47
Listed investments	–	280	–	–	280	280			280
Unlisted investments	278	–	–	–	278		273	5	278
Non-current assets measured at fair value	325	280	–	–	605				
Investments in externally managed funds	6 449	–	–	–	6 449	6 449			6 449
Investments in money market funds	183	–	–	–	183		183		183
Derivative financial instruments	55	–	–	–	55		55		55
Current assets measured at fair value	6 687	–	–	–	6 687				
	7 012	280	–	–	7 292				
Financial assets not measured at fair value									
Non-current loans and receivables (note 13)	–	–	8	–	8				
Non-current lease deposits (note 13)	–	–	178	–	178				
Trade and other receivables (note 15)	–	–	1 168	–	1 168				
Cash at bank and on hand	–	–	9 877	–	9 877				
	–	–	11 231	–	11 231				
Financial liabilities measured at fair value									
Derivative financial instruments	(150)	–	–	–	(150)		(150)		(150)
Financial liabilities not measured at fair value									
Borrowings (note 19)	–	–	–	(5 949)	(5 949)	(5 998)			(5 998)
Lease liabilities (note 9)	–	–	–	(3 748)	(3 748)				
Other non-current financial liabilities	–	–	–	(107)	(107)				
Trade and other payables (note 23)	–	–	–	(3 100)	(3 100)				
Bank overdrafts	–	–	–	(5 309)	(5 309)				
	–	–	–	(18 213)	(18 213)				

Unlisted investments at 31 March 2022 includes an investment in convertible notes issued by Farfetch Limited. Non-current derivative financial instruments relate to the Farfetch China option (see note 11).

36. Financial instruments: fair values and risk management continued

36.1. Fair value estimation continued

31 March 2021	Carrying amount: Fair value through profit or loss €m	Fair value through OCI (equity) €m	Assets at amortised cost €m	Liabilities at amortised cost €m	Total €m	Fair value: Level 1 €m	Level 2 €m	Level 3 €m	Total €m
Financial assets measured at fair value									
Listed investments	50	377	–	–	427	427			427
Unlisted investments	456	–	–	–	456		446	10	456
Non-current assets measured at fair value	506	377	–	–	883				
Investments in externally managed funds	5 388	–	–	–	5 388	5 388			5 388
Investments in money market funds	162	–	–	–	162		162		162
Derivative financial instruments	12	–	–	–	12		12		12
Current assets measured at fair value	5 562	–	–	–	5 562				
	6 068	377	–	–	6 445				
Financial assets not measured at fair value									
Non-current loans and receivables (note 13)	–	–	7	–	7				
Non-current lease deposits (note 13)	–	–	125	–	125				
Trade and other receivables (note 15)	–	–	946	–	946				
Cash at bank and on hand	–	–	7 877	–	7 877				
	–	–	8 955	–	8 955				
Financial liabilities measured at fair value									
Derivative financial instruments	(114)	–	–	–	(114)		(114)		(114)
Financial liabilities not measured at fair value									
Borrowings (note 19)	–	–	–	(5 937)	(5 937)	(6 554)			(6 554)
Lease liabilities (note 9)	–	–	–	(3 517)	(3 517)				
Other non-current financial liabilities	–	–	–	(97)	(97)				
Trade and other payables (note 23)	–	–	–	(2 304)	(2 304)				
Bank overdrafts	–	–	–	(4 097)	(4 097)				
	–	–	–	(15 952)	(15 952)				

The Group does not disclose the fair value for financial instruments where the carrying value is a reasonable approximation of the fair value.

Valuation techniques

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The quoted market price for financial assets held by the Group is the current bid price. These instruments are included in Level 1 and comprise investments in externally managed funds made up of listed bonds and investments in listed equities. The fair value of the Group's corporate bonds is also based on the quoted market price.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques, maximising the use of observable market data, where available, and relying as little as possible on entity-specific estimates. If all significant inputs are observable the instrument is included as Level 2; if one or more of the significant inputs is not based on observable market data then the instrument is included as Level 3.

Specific valuation techniques used for Level 2 financial instruments include:

- currency forwards are measured based on observable spot exchange rates, the term interest rates of the respective currencies and the currency basis spread between the respective currencies;
- the Farfetch convertible note is valued using the Black-Scholes model, with key inputs being the market price of the Farfetch share on the date of the valuation of US$ 15.12 (2021: US$ 53.02), the risk-free rate of 2.0% (2021: 0.3%) and the expected volatility of the underlying equity instrument of 73.4% (2021: 51.3%). The value of the underlying bond is determined using a Discounted Cash Flow model with a credit spread of 2.1% (2021: 2.7%). As the note is convertible at any time into Farfetch shares, its valuation is closely correlated to the evolution of the Farfetch share price.

The nominal value of the investments in money market funds approximates the fair value, as the maximum average life is 120 days and the maximum weighted average maturity is 60 days. These instruments are included in Level 2.

36. Financial instruments: fair values and risk management continued

36.1. Fair value estimation continued

Level 3 financial instruments consist of the Farfetch China option (see note 11), together with various small investments in unlisted equities. Specific valuation techniques for Level 3 financial instruments include:

- the Farfetch China option is valued using the Black-Scholes model, with key inputs being the market price of Farfetch Limited shares on the date of the valuation of US$ 15.12, the risk-free rate of 2.4% and the expected volatility of the underlying equity instrument of 73.4%. The strike price of the option is derived from the value of the underlying investment in Farfetch China, which is determined using recent transactions in the shares of the entity with third parties. As the option is convertible in the future into Farfetch Limited shares, its valuation is also closely correlated with the evolution of the Farfetch listed share price.

Movements in Level 3 financial instruments during the period are set out below:

	€m
At 1 April 2020 and 1 April 2021	10
Exchange adjustments	12
Additions	197
Disposal	(4)
Unrealised losses recognised in net finance costs	(163)
At 31 March 2022	**52**

Management performs valuations of investments as necessary for financial reporting purposes, including for Level 3 items. The Group's reporting specialists regularly present the valuation process employed and results to the Group Chief Finance Officer and these are also presented to the Group Audit Committee in advance of publication.

The main Level 3 input used by the Group is derived and evaluated as follows:

- The fair value of the underlying investment in Farfetch China is based on recent transactions with third parties. A plus/(minus) 5% change in the fair value of this investment would lead to a (minus)/plus 3% change in the fair value of the option (€ 1 million).

36.2. Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk, cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain risk exposures.

Financial risk management is carried out by a central treasury department ('Group Treasury') under policies approved by the Board. Group Treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The Board has approved formal written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and non-derivative financial instruments, and investing excess liquidity.

(a)(i) Market risk: foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Swiss franc and euro against US dollar, HK dollar, Chinese yuan, Japanese yen, UAE dirham and Singapore dollar. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

Foreign exchange risk arises when recognised assets and liabilities are denominated in a currency that is not the entity's functional currency. This arises principally from the retranslation impact of euro and USD-denominated investments in money market and managed bond funds held in an entity with a Swiss franc functional currency. Changes in foreign exchange rates also impact the repricing of derivative contracts.

The Group's financial risk management policy is to hedge up to 70% of forecast net cash flow exposure arising in currencies including US dollars, HK dollars, Chinese yuan, Japanese yen, UAE dirham and Singapore dollar for the subsequent twelve months. Group Treasury undertakes the management of the net position in each foreign currency by using external currency derivatives.

The Group has certain investments in foreign operations, whose net assets are exposed to foreign currency translation risk. Currency exposure arising from these net assets of the Group's foreign operations is not systematically hedged.

36. Financial instruments: fair values and risk management continued

36.2. Financial risk factors continued

The sensitivity analysis presented in the following tables shows the pre-tax increase/(decrease) in profit or loss that would result from the noted percentage change in listed exchange rates, all other factors remaining constant. There is no impact in other comprehensive income. The analysis is performed on the same basis as for 2021.

	Change in rate		Profit/(loss)	
	2022 %	2021 %	2022 €m	2021 €m
USD strengthening vs CHF	**7%**	7%	**256**	138
JPY strengthening vs CHF	**8%**	7%	**(17)**	(23)
HKD strengthening vs CHF	**7%**	6%	**(37)**	(42)
SGD strengthening vs CHF	**6%**	6%	**(33)**	(21)
CHF strengthening vs EUR	**10%**	9%	**(90)**	(78)
AED strengthening vs CHF	**8%**	6%	**(13)**	(9)
CNY strengthening vs EUR	**7%**	7%	**(140)**	(71)
CNY strengthening vs CHF	**7%**	7%	**(17)**	43

	Change in rate		Profit/(loss)	
	2022 %	2021 %	2022 €m	2021 €m
USD weakening vs CHF	**7%**	7%	**(256)**	(138)
JPY weakening vs CHF	**8%**	7%	**17**	23
HKD weakening vs CHF	**7%**	6%	**37**	42
SGD weakening vs CHF	**6%**	6%	**33**	21
CHF weakening vs EUR	**10%**	9%	**90**	78
AED weakening vs CHF	**8%**	6%	**13**	9
CNY weakening vs EUR	**7%**	7%	**140**	71
CNY weakening vs CHF	**7%**	7%	**17**	(43)

(a)(ii) Market risk: price risk

The Group is exposed to commodity price risk, marketable securities' price risk and other price risk.

- Commodity price risk

The Group is exposed to price risk related to anticipated purchases of certain commodities, namely precious metals and stones for use in its manufacturing processes. There is no financial risk as the commodities are for use as raw materials by the Group's businesses. A change in those prices may alter the gross margin of specific businesses.

- Marketable securities' price risk

The Group is exposed to marketable securities' price risk in respect of investments in AAA rated money market and externally managed funds with a weighted average rating of AA+ and the Farfetch convertible note. These are classified in the consolidated statement of financial position as financial assets and liabilities held at fair value through profit or loss.

The price risk associated with the investments in AAA rated money market funds and AA+ rated externally managed funds held by the Group at 31 March 2022 and 2021 is considered to be minimal, due to the high credit quality of the underlying investments. A 1% increase/(decrease) in the share price of Farfetch Ltd would increase/(decrease) profit for the year by € 1 million, respectively (2021: € 4 million).

(a)(iii) Market risk: interest rate risk

- Fair value interest rate risk

The Group is exposed to fair value interest rate risk linked to its fixed rate loan commitment (details of the Group's borrowings are presented in note 19). The risk is considered to be the difference between current levels of interest rates and the committed rates.

The Group records its fixed rate borrowings at amortised cost using the effective interest method. Therefore a change in interest rates at 31 March 2022 would not affect the profit for the year.

An increase/(decrease) in the risk-free rate used in the valuation of the Farfetch convertible note and Farfetch China option of 1% would (decrease)/increase profit for the year by € 2 million (2021: € 2 million).

- Cash flow interest rate risk

The Group is also exposed to future cash flow fluctuation risk due to changes in variable market interest rates. The cash flow risk associated with net cash is such that an (decrease)/increase of 100 basis points in interest rates at the reporting date would have impacted profit for the year by plus/(minus) € 12 million (2021: plus/(minus) € 18 million), all other variables remaining constant. The analysis is performed on the same basis as for 2021.

(b) Credit risk

The Group has no significant concentrations of credit risk. It has established credit check policies that ensure the high credit worthiness of its customers. A short-term credit rating of minimum A1/P1 is applied to cash deposits with financial counterparties. A minimum money market fund rating of AAA is applied to euro-denominated money market funds. A weighted average portfolio rating of AA+ is applied to externally managed funds.

At 31 March 2022, the Group had € 6 632 million invested in money market and externally managed funds denominated in various currencies, including euro, CHF and USD (2021: € 5 550 million) and € 9 877 million held as cash at bank (2021: € 7 877 million).

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate level of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, Group Treasury aims to maintain flexibility in funding by keeping committed credit lines available.

Local liquidity is ensured by maintaining local bank credit facilities and by funding the excess funding requirements using the Group overlay cash pool.

The following are the contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements. Derivative assets are excluded. Contractual maturities of lease liabilities are presented in note 9.

Notes to the consolidated financial statements continued

36. Financial instruments: fair values and risk management continued

36.2. Financial risk factors continued

31 March 2022	Carrying amount €m	Total €m	Contractual cash flows: 6 months or less €m	Between 6-12 months €m	Between 1-3 years €m	More than 3 years €m
Non-derivative financial liabilities						
Borrowings	**5 949**	**6 963**	**24**	**60**	**171**	**6 708**
Other non-current financial liabilities	**107**	**107**	**–**	**–**	**48**	**59**
Trade and other payables	**3 100**	**3 099**	**3 099**	**–**	**–**	**–**
Bank overdrafts	**5 309**	**5 309**	**5 309**	**–**	**–**	**–**
	14 465	**15 478**	**8 432**	**60**	**219**	**6 767**
Derivative financial liabilities						
Currency forwards	**150**	**3 268**	**2 209**	**1 059**	**–**	**–**
	150	**3 268**	**2 209**	**1 059**	**–**	**–**

31 March 2021	Carrying amount €m	Total €m	Contractual cash flows: 6 months or less €m	Between 6-12 months €m	Between 1-3 years €m	More than 3 years €m
Non-derivative financial liabilities						
Borrowings	5 937	6 963	24	59	160	6 720
Other non-current financial liabilities	97	97	–	–	34	63
Trade and other payables	2 304	2 305	2 305	–	–	–
Bank overdrafts	4 097	4 097	4 097	–	–	–
	12 435	13 462	6 426	59	194	6 783
Derivative financial liabilities						
Currency forwards	114	2 973	1 363	1 610	–	–
	114	2 973	1 363	1 610	–	–

36.3. Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value.

In previous periods, the Group was party to a EUR-denominated interest rate swap contract which was used to hedge the Group's corporate bond issue. Cash flow hedge accounting was applied to the transaction, and as a result the loss realised on this interest rate swap was deferred in equity. This loss is recycled to the income statement over the life of the related bond.

The Group does not apply hedge accounting to any of its other hedging activities.

The fair values of various derivative instruments are disclosed in note 16.

36. Financial instruments: fair values and risk management continued

36.4. Offsetting financial assets and financial liabilities

The following financial assets and liabilities are subject to offsetting, as a current legally enforceable right to set-off the recognised amounts exists and the Group intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

	Gross amount of recognised asset/ (liability) subject to set-off €m	Gross amount of set-off €m	Net amount presented €m	Related amounts not set-off €m	Total €m
At 31 March 2022					
Trade receivables	**138**	**(65)**	**73**	**–**	**73**
Cash at bank and on hand	**9 877**	**–**	**9 877**	**(5 303)**	**4 574**
Derivative assets	**55**	**–**	**55**	**(34)**	**21**
	10 070	**(65)**	**10 005**	**(5 337)**	**4 668**
Trade payables	**(195)**	**65**	**(130)**	**–**	**(130)**
Bank overdrafts	**(5 309)**	**–**	**(5 309)**	**5 303**	**(6)**
Derivative liabilities	**(150)**	**–**	**(150)**	**34**	**(116)**
	(5 654)	**65**	**(5 589)**	**5 337**	**(252)**

	Gross amount of recognised asset/ (liability) subject to set-off €m	Gross amount of set-off €m	Net amount presented €m	Related amounts not set-off €m	Total €m
At 31 March 2021					
Trade receivables	69	(12)	57	–	57
Cash at bank and on hand	7 877	–	7 877	(4 057)	3 820
Derivative assets	12	–	12	(12)	–
	7 958	(12)	7 946	(4 069)	3 877
Trade payables	(148)	12	(136)	–	(136)
Bank overdrafts	(4 097)	–	(4 097)	4 057	(40)
Derivative liabilities	(114)	–	(114)	12	(102)
	(4 359)	12	(4 347)	4 069	(278)

The Group is subject to a number of master netting arrangements specific to cash pooling and derivative contract arrangements. These arrangements allow for net settlement of the relevant financial assets and financial liabilities when both parties elect to settle on a net basis. In certain circumstances, such as a default event as defined in the relevant agreement, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions. These agreements do not meet the criteria for offsetting in the statement of financial position. The right to set-off is legally enforceable only following certain specified events. In addition, the Group and the counterparties do not intend to settle on a net basis.

36.5. Capital risk management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business, maintaining a balance between business returns and a secure capital position. The Board monitors the return of capital to shareholders, which the Group defines as total equity excluding non-controlling interests, and the level of dividends to shareholders, as well as the net cash position of the Group. At 31 March 2022, the net cash position of the Group was € 5 251 million (2021: € 3 393 million).

There were no changes in the Group's approach during the year.

The Group is not subject to any externally imposed capital requirements.

37. Financial commitments and contingent liabilities

At 31 March 2022, the Group had contingent liabilities in respect of bank and other guarantees and other matters arising in the ordinary course of business from which no material losses are anticipated. Details of the Group's commitments in respect of financial derivatives are given in note 16, in respect of property, plant and equipment in note 6 and in respect of intangible assets in note 8. The Group has commitments of € 24 million with respect to its short-term leases (2021: € 20 million).

38. Related-party transactions

The Group has a number of transactions and relationships with related parties, as defined by IAS 24, *Related Party Disclosures*.

At 31 March 2022 Compagnie Financière Rupert, Bellevue, Switzerland, Geneva holds 5 221 000 'A' shares and 522 000 000 'B' registered shares representing an interest in 51% of the Company's voting rights. Parties associated with Mr Johann Rupert and Compagnie Financière Rupert held a further 2 836 664 'A' shares or 'A' share equivalents at 31 March 2022, representing 0.3% of the Company's voting rights.

Besides Compagnie Financière Rupert, the Board of Directors and the SEC ('key management'), the Group has identified the following other related parties:

- Richemont's equity-accounted investments (see note 11);
- Richemont foundations (employee and others); and
- various entities under the common control of the Rupert family's interests or which are controlled or jointly controlled by a member of key management.

The following transactions were carried out with related parties giving rise to (expense/payables) and income/receivables:

(a) Transactions and balances between the Group and its equity-accounted investments

	2022 €m	2021 €m
Goods and services bought from and other transactions with its equity-accounted investments:		
Rouages SA – purchase of watch components	**(8)**	(6)
Schwab-Feller AG – purchase of watch components	**(3)**	(2)
Kering Eyewear SpA – purchase of finished goods	**(23)**	(19)
DPS Beaune SAS – purchase of finished goods	**(10)**	–
MDA SAS - purchase of finished goods	**(6)**	–
Services provided to equity-accounted investments:		
Laureus Sports Awards Limited – sponsorship	**(1)**	(5)
Laureus Sports for Good Foundation – donations	**(1)**	(1)
Goods and services sold to and other transactions with equity-accounted investments:		
Montblanc India Retail Private Limited – sale of finished goods	**–**	1
Kering Eyewear SpA – royalties and sales of finished goods	**29**	23
Payables outstanding at 31 March:		
Kering Eyewear SpA – trading	**(1)**	(1)
Rouages SA – trading	**(1)**	
MDA SAS – trading	**(3)**	
Laureus Sport for Good Foundation – donation	**(1)**	–
Receivables outstanding at 31 March:		
Kering Eyewear SpA – trading	**7**	4
MDA SAS – trading	**2**	–

Transactions with Laureus World Sport Awards Limited refer to the period prior to acquisition.

38. Related-party transactions continued

(b) Transactions and balances between the Group and entities under common control

	2022 €m	2021 €m
Services bought from and other transactions with entities under common control:		
Entities under common control of the Rupert family's interests	**(6)**	(5)
Services provided to and other transactions with entities under common control:		
Peace Parks Foundation – donation	**(5)**	–
Other entities under common control of the Rupert family's interests	**–**	–
Receivables outstanding at 31 March:		
Entities under common control of the Rupert family's interests	**–**	–
Payables outstanding at 31 March:		
Entities under common control of the Rupert family's interests	**(6)**	(1)

The Group has paid € 0.7 million (2021: € 0.7 million) during the year ended 31 March 2022 for the lease of a property owned by its post-employment benefit foundation in Switzerland, a related party.

Following the sale of an investment property, the non-controlling interest in a Group company held by the Rupert family's interests reduced. At 31 March 2022, this non-controlling interest amounts to € 0.5 million (2021: € 62 million).

(c) Individuals

During the year, the Group gave donations of € 0.2 million (2021: € 0.2 million) to the Fondazione Giuliano e Maria Carmen Magnoni, a charitable organisation supporting initiatives for young people in disadvantaged conditions. Mr Ruggero Magnoni, a non-executive director of the Company, is vice-chairman of the Fondazione.

Maître Jean-Blaise Eckert, a non-executive director, is a partner of the Swiss legal firm Lenz & Staehelin. During the year under review, Lenz & Staehelin received fees totalling € 0.7 million (2021: € 1.2 million) from Group companies for advice on legal and taxation matters.

Mr Gary Saage and Mr Nikesh Arora provided consultancy services to the Group in addition to their duties as non-executive directors. During the year to 31 March 2022, Mr Saage received € 0.3 million and Mr Arora received € 0.1 million (2021: € 0.6 million and € 0.2 million, respectively) for the services provided. These fees are included in the individual disclosures of key management compensation as short-term employee benefits.

(d) Key management compensation

	2022 €m	2021 €m
Salaries and short-term employee benefits	**12**	14
Short-term incentives	**10**	3
Long-term benefits	**–**	–
Post-employment benefits	**–**	1
Share-based compensation expense	**5**	7
Employer social security	**5**	2
	32	27

38. Related-party transactions continued

(d) Key management compensation continued

Key management comprises the Board of Directors of Compagnie Financière Richemont SA and the SEC, as detailed below.

The Ordinance against Excessive Compensation ('OEC') requires that the Board identifies the corporate body to which management has been delegated by the Board of Directors for the day-to-day management of the organisation. This is deemed to be the SEC, which is chaired by the Chairman of the Board, the members of which are listed below. Members of this Committee are considered to be subject to the various disclosure and approval requirements imposed by the regulations.

Board of Directors	
Johann Rupert	Chairman
Josua Malherbe	Non-executive Deputy Chairman
Nicolas Bos[1]	President & Chief Executive Officer Van Cleef & Arpels
Burkhart Grund	Chief Finance Officer
Jérôme Lambert	Group Chief Executive Officer
Cyrille Vigneron[1]	President & Chief Executive Officer Cartier
Nikesh Arora	Non-executive Director
Clay Brendish	Independent Lead Director
Jean-Blaise Eckert	Non-executive Director
Keyu Jin	Non-executive Director
Wendy Luhabe	Non-executive Director
Ruggero Magnoni	Non-executive Director
Jeff Moss	Non-executive Director
Vesna Nevistic	Non-executive Director
Guillaume Pictet	Non-executive Director
Alan Quasha[1]	Non-executive Director
Maria Ramos	Non-executive Director
Anton Rupert	Non-executive Director
Jan Rupert	Non-executive Director
Gary Saage[1]	Non-executive Director
Patrick Thomas[2]	Non-executive Director
Jasmine Whitbread[2]	Non-executive Director
Members of the Senior Executive Committee	
Nicolas Bos[1]	President & Chief Executive Officer Van Cleef & Arpels
Burkhart Grund	Chief Finance Officer
Jérôme Lambert	Group Chief Executive Officer
Emmanuel Perrin[1]	Head of Specialist Watchmakers Distribution
Philippe Fortunato[1]	Head of Fashion & Accessories
Cyrille Vigneron[1]	President & Chief Executive Officer Cartier
Frank Vivier[1]	Chief Transformation Officer

1. Until 8 September 2021.
2. From 8 September 2021.

38. Related-party transactions continued

(d) Key management compensation continued

Share option plan

The Group operates a long-term share-based compensation plan whereby executives are awarded options to acquire Richemont 'A' shares at the market price on the date of grant. No awards under the share option plan have been made to persons serving as non-executive directors. Details of share options held by members of the Board and the SEC under the Group's share option plan at 31 March 2022 were as follows:

	Number of options							
	1 April 2021	Granted in year	Exercised in year	Forfeited in year	31 March 2022	Weighted average strike price CHF	Earliest exercise period	Latest expiry date
Burkhart Grund	242 463	–	110 000	–	**132 463**	85.61	Jul 2022-Dec 2025	June 2029
Jérôme Lambert	278 836	–	–	–	**278 836**	84.47	Apr 2022-Dec 2025	June 2029
	521 299	–	110 000	–	**411 299**			

Options held by former members under the Group's share option plan at 8 September 2021, date on which the executives stepped down from the SEC and the Board of Directors, were as follows:

	Number of options							
	1 April 2021	Granted in year	Exercised in year	Forfeited in year	8 September 2021	Weighted average strike price CHF	Earliest exercise period	Latest expiry date
Nicolas Bos	265 001	–	–	–	**265 001**	84.99	Apr 2022-Dec 2025	June 2029
Cyrille Vigneron	302 053	–	133 333	–	**168 720**	84.91	Jul 2022-Dec 2025	June 2029
Gary Saage	435 000	–	435 000	–	**–**	–		
Other Senior Executives	243 717	–	73 333	–	**170 384**	85.35	Apr 2022-Dec 2025	June 2029
	1 245 771	–	641 666	–	**604 105**			

The share options held by Mr Gary Saage, former Non-executive Director, were awarded in his previous role as an executive director of the Company.

Performance Share Unit plan

The Group operates a RSU plan. Awards under this plan also vest over periods of three to six years from the date of grant. On vesting, the executive will receive a share in the Company. Awards granted to senior executives are also subject to performance conditions which may reduce the number of shares vesting (Performance Share Units, or 'PSU'). Executives are not entitled to dividends during the vesting period. Details of PSUs held by members of the Board and the SEC at 31 March 2022 were as follows:

	Number of units					
	1 April 2021	Granted in year	Vested in year	Cancelled in year	31 March 2022	Vesting dates
Burkhart Grund	49 478	18 670	–	–	**68 148**	Aug 2022-Dec 2025
Jérôme Lambert	58 939	23 649	–	–	**82 588**	Aug 2022-Dec 2025
	108 417	42 319	–	–	**150 736**	

38. Related-party transactions continued

(d) Key management compensation continued

PSUs held by former members under the Group's PSU plan at 8 September 2021, date on which the executives stepped down from the SEC and the Board of Directors, were as follows:

	Number of units					
	1 April 2021	Granted in period	Vested in period	Cancelled in period	8 September 2021	Vesting dates
Nicolas Bos	54 001	–	–	–	**54 001**	Aug 2022-Dec 2025
Cyrille Vigneron	57 898	–	–	–	**57 898**	Aug 2022-Dec 2025
Other Senior Executives	64 896	–	–	–	**64 896**	Aug 2022-Dec 2025
	176 795	–	–	–	**176 795**	

Share ownership

As at 31 March 2022, members of the Board and parties closely linked to them owned a total of 17 572 Richemont 'A' shares. Mr Johann Rupert is the General Managing Partner of Compagnie Financière Rupert, which holds 5 221 000 'A' shares and the 522 000 000 'B' registered shares in the Company. Parties associated with Mr Johann Rupert and Compagnie Financière Rupert held a further 2 836 664 'A' shares or 'A' share equivalents at 31 March 2022. The interest of individual directors and members of the SEC in Richemont 'A' shares is as follows:

	at 31 March 2022	at 31 March 2021
Board of Directors		
Clay Brendish	**2 010**	2 010
Jean-Blaise Eckert	**75**	75
Jérôme Lambert	**1 148**	1 148
Ruggero Magnoni	**2 000**	2 000
Jeff Moss	**2 400**	2 400
Guillaume Pictet	**5 535**	5 535
Maria Ramos	**1 404**	1 404
Jan Rupert	**3 000**	3 000
	17 572	17 572

Following the decision of the annual general meeting ('AGM') on 9 September 2021 to pay dividends of CHF 2.00 per 'A' registered share and CHF 0.20 per 'B' registered share, dividends of CHF 120 550 472 were paid to shareholders who were members of the Board or the SEC, or parties closely linked to them, at the date the dividend was paid.

Mr Josua Malherbe, a non-executive director, does not hold any 'A' shares or 'A' share equivalents. Members of Mr Malherbe's family have acquired and currently hold 14 067 'A' share equivalents and are beneficiaries of trusts holding 201 100 'A' shares or 'A' share equivalents at 31 March 2022.

Mr Jan Rupert, a non-executive director, and members of his family, are beneficiaries of certain companies and trusts that have acquired and currently hold 1 226 628 'A' shares. In addition Mr Rupert is also a director of companies and a trustee of trusts that collectively hold 1 581 943 'A' shares but he is not in a position to control the investment decisions or to control the exercise of voting rights.

Loans to members of governing bodies

As at 31 March 2022, there were no loans or other credits outstanding to any current or former executive or non-executive directors, or members of the SEC. The Group policy is not to extend loans to directors or members of the SEC. There were also no non-business-related loans or credits granted to relatives of any executive or non-executive director, or member of the SEC.

39. Business combinations

Accounting policy

The Group applies the acquisition method to account for business combinations. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred at the date of exchange, plus the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The excess of the cost of acquisition, the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the profit or loss for the period.

On acquisition, non-controlling interests are measured as a percentage of the net assets of the acquiree.

Any contingent consideration is measured at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration are recognised in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Acquisition-related costs are expensed in the period in which they are incurred.

On 30 June 2021, the Group completed the acquisition of 100% of the share capital and voting rights of DLX Holdings SA ('Delvaux') for a total consideration of € 178 million. Delvaux is a luxury leather goods Maison registered in Belgium and the acquisition is intended to preserve European craftsmanship, grow Maison value and strengthen the Group's presence in the leather goods sector. The results of Delvaux are consolidated into those of the Group with effect from 1 July 2021.

During the year, the Group also completed several other business combinations, including the acquisition of the remaining shareholding in Laureus World Sport Awards (note 11) and the operations of external boutiques and distributors in strategic markets. The impact of these acquisitions on the financial position and performance of the Group is not significant, and as such these acquisitions are presented in aggregate below.

	Delvaux €m	Other €m	Total €m
Property, plant and equipment	21	2	23
Intangible assets	113	1	114
Right of use assets	97	–	97
Other non-current assets	7	–	7
Inventories	36	6	42
Cash and cash equivalents	9	4	13
Trade and other receivables	18	–	18
Trade and other payables	(26)	(1)	(27)
Short-term borrowings	(20)	–	(20)
Current and deferred tax	(38)	–	(38)
Retirement benefit liability	(4)	–	(4)
Lease liabilities	(94)	–	(94)
Non-current liabilities	(1)	–	(1)
Net assets acquired	118	12	130
Fair value of net assets acquired	118	12	130
Fair value of previous shareholding	–	(2)	(2)
Gain on bargain purchase	–	(1)	(1)
Goodwill	60	–	60
Total consideration paid	178	9	187
Consideration deferred to future periods	–	(2)	(2)
Purchase consideration – cash paid	178	7	185
Cash and cash equivalents acquired	(9)	(4)	(13)
Payment of amounts deferred in prior periods	–	23	23
Cash outflow on acquisitions	169	26	195

39. Business combinations continued

The fair value of these assets is provisional, pending finalisation of valuation work. Goodwill represents certain intangible assets that do not qualify for separate recognition, including an integrated workforce and technical know-how relating to leather goods design and creation. None of the goodwill is expected to be deductible for tax purposes.

The gross contractual value of receivables acquired was € 8 million, all of which is considered to be recoverable.

In the period since acquisition, the businesses contributed € 102 million to sales and a loss of € 12 million to net profit. Had the acquisitions been made on 1 April 2021, the contribution to sales and to net profit for the full period would have been € 128 million and a loss of € 17 million, respectively.

Acquisition-related transaction costs of € 4 million were expensed in the year to 31 March 2022 and are included within Other income/expenses.

Contingent consideration
At 31 March 2022, the Group has a total provision of € 41 million related to contingent consideration payable as a result of business combinations in prior periods (2021: € 36 million). The fair value of the contingent consideration is updated at each reporting date, based on latest forecasts and budgets. Estimates are based on a discount rate which reflects the risk profile of the investment and probability adjusted sales and operating profit figures. As this valuation is based on unobservable inputs, it is classified as a Level 3 in the IFRS fair value hierarchy. Reassessment of the expected future cash flows, based on the methodology described above, resulted in an increase of € 24 million in the expected payments, which is offset by payments made during the year amounting to € 23 million. The charge is included in Other income/expense. The only other movements in this balance during the year were exchange rate movements and the unwinding of the discount rate.

40. Ultimate controlling party

The directors regard Compagnie Financière Rupert, Bellevue, Geneva, Switzerland to be the Group's controlling party, as 51% of the voting rights of the Company are held by that entity.

41. Principal Group companies

Details of the Group's principal subsidiary companies, determined to be those entities with external revenue of more than € 10 million equivalent or total assets of more than € 50 million equivalent, or which have a non-controlling interest, are disclosed below:

Country of incorporation	Location	Name of company	Effective interest	Share capital (currency 000's)
Subsidiary undertakings				
Australia	Sydney	Richemont Australia Pty Limited	100.0%	AUD 4 500
Belgium	Brussels	Delvaux Createur S.A.	100.0%	€ 2 250
	Brussels	DLX Holdings S.A.	100.0%	€ 43 329
Brazil	São Paulo	RLG do Brasil Varejo Ltda.	100.0%	BRL 412 015
Canada	Ottawa	Richemont Canada Inc.	100.0%	CAD 25 000
China	Shanghai	Delvaux (Shanghai) Limited	100.0%	HK$ 10 000
	Shanghai	Feng Mao Trading	51.0%	CNY 703 603
	Shanghai	Mishang Trading (Shanghai) Co., Ltd.	100.0%	€ 6 000
	Shanghai	Richemont Commercial Company Limited	100.0%	CNY 2 982 700
France	Paris	AZFactory	70.0%	€ –
	Paris	Azzedine Alaïa SAS	100.0%	€ 250
	Paris	Cartier et Compagnie	100.0%	€ 84 000
	Paris	Cartier Joaillerie International SAS	100.0%	€ 28 755
	Paris	Cartier Parfums	100.0%	€ 4 168
	Paris	Chloé	100.0%	€ 5 455
	Paris	Les Ateliers VCA	100.0%	€ 149 370
	Paris	Montblanc France	100.0%	€ 325
	Paris	Richemont Holding France	100.0%	€ 600 250
	Paris	RLG Property France SAS	100.0%	€ 128 991
	Paris	Société Cartier	100.0%	€ 30 000
	Septmoncel	DPS Septmoncel	49.0%	€ 132
	Paris	Watchfinder France	100.0%	€ 50
Germany	Glashütte	Lange Uhren GmbH	100.0%	€ 550
	Hamburg	Montblanc Deutschland GmbH	100.0%	€ 103
	Hamburg	Montblanc International GmbH	100.0%	€ 1 775
	Hamburg	Montblanc International Holding GmbH	100.0%	€ 4 099
	Hamburg	Montblanc-Simplo GmbH	100.0%	€ 1 724
	Munich	Richemont Northern Europe GmbH	100.0%	€ 13 070
Hong Kong SAR, China	Hong Kong	Richemont Asia Pacific Limited	100.0%	HK$ 4 162 500
	Hong Kong	The Net-A-Porter Group Asia Pacific Limited	100.0%	HK$ 200 000
	Hong Kong	Yoox Asia Limited	100.0%	HK$ 1 000
	Hong Kong	Watchfinder Asia Pacific Ltd.	100.0%	HK$ 7 800
India	New Delhi	Richemont India Private Limited	100.0%	INR 2 463
Italy	Milan	Buccellati Holding Italia S.p.A	100.0%	€ 22 941
	Milan	Montblanc Italia Srl	100.0%	€ 47
	Milan	PGI SpA	100.0%	€ 520
	Milan	Richemont Italia SpA	100.0%	€ 10 000
	Milan	YOOX NET-A-PORTER GROUP SpA	100.0%	€ 1 384
Japan	Tokyo	Delvaux Japan K.K.	100.0%	JPY 85 000
	Tokyo	Richemont Japan Limited	100.0%	JPY 250 000
	Tokyo	Yoox Japan	100.0%	JPY 10 000
Jersey	St Helier	Richemont Employee Benefits Limited	100.0%	CHF –
	St Helier	Richemont Luxury Group Limited	100.0%	CHF 4 722 900
	St Helier	RLG NBS Limited	100.0%	£ 78 500
	St Helier	RLG Property Ltd.	100.0%	€ 288 979
	St Helier	RLG Real Estate Partners LP	99.9%	€ 380 484

41. Principal Group companies continued

Country of incorporation	Location	Name of company	Effective interest	Share capital (currency 000's)
Luxembourg	Luxembourg	Richemont International Holding SA	100.0%	€ 603 435
	Luxembourg	RLG Property Holdings 2 Sarl	100.0%	€ 1 041
Malaysia	Kuala Lumpur	Richemont Luxury (Malaysia) SDN BHD	100.0%	MYR 1 000
Mexico	Mexico City	Richemont de Mexico SA de CV	100.0%	MXN 597 757
Monaco	Monte Carlo	RLG Monaco	100.0%	€ 239
Netherlands	Amsterdam	Cartier Europe B.V.	100.0%	€ 203
	Amsterdam	RLG Europe BV	100.0%	€ 18
Russia	Moscow	Richemont Luxury Goods, LLC (RLG LLC)	100.0%	RUR 50 000
Saudi Arabia	Riyadh	Richemont Saudi Arabia LLC	75.0%	SAR 26 667
Singapore	Singapore	Richemont Luxury (Singapore) Pte Ltd.	100.0%	SGD 100 000
South Africa	Bryanston	RLG Africa (Pty) Ltd	100.0%	ZAR 4 000
South Korea	Seoul	Delvaux Korea Limited	100.0%	KRW 100 000
	Seoul	Richemont Korea Limited	100.0%	KRW 5 887 560
Spain	Madrid	Montblanc Iberia S.L.	100.0%	€ 1 000
	Madrid	Richemont Iberia S.L.	100.0%	€ 6 005
Switzerland	Geneva	Cartier SA	100.0%	CHF 500
	Geneva	Fondation de la Haute Horlogerie	80.0%	CHF 50
	Villars-sur-Glâne	Richemont International SA	100.0%	CHF 1 007 500
	Villars-sur-Glâne	Richemont Suisse SA	100.0%	CHF 4 850
	Delémont	Varinor SA	100.0%	CHF 28 900
Thailand	Bangkok	Richemont Luxury (Thailand) Limited	100.0%	THB 409 000
Turkey	Istanbul	Richemont Istanbul Luks Esya Dagitim AS	100.0%	TRY 73 959
Ukraine	Kiev	RLG Ukraine	100.0%	€ 500
United Arab Emirates	Dubai	Richemont (Dubai) FZE	100.0%	AED 9 000
	Dubai	YNAP Middle East General Trading LLC	66.6%	AED 300
United Kingdom	London	Alfred Dunhill Limited	100.0%	£ 698 315
	London	Da Vinci Holdings Limited	51.0%	CNY 87
	London	James Purdey & Sons Limited	100.0%	£ 49 403
	London	Peter Millar UK Ltd.	100.0%	£ 14 400
	London	Richemont Holdings (UK) Limited	100.0%	£ 280 672
	London	Richemont Investments	100.0%	£ –
	London	Richemont UK Limited	100.0%	£ 15 776
	London	The Net-A-Porter Group Limited	100.0%	£ 40 006
	London	Watchfinder.co.uk Limited	100.0%	£ 12
United States of America	Wilmington	Peter Millar Inc.	100.0%	US$ 122 465
	Wilmington	Richemont North America Holdings Inc.	100.0%	US$ 318 631
	Wilmington	Richemont North America Inc.	100.0%	US$ 146 015
	New York	YNAP Corporation	100.0%	US$ 42 002

Details of the Group's associates and joint ventures are provided in note 11.

41. Principal Group companies continued

Non-controlling interests in subsidiaries

The Group has no material non-controlling interests. The information that follows is the aggregate total for all subsidiaries with a non-controlling interest. The information is presented before elimination of intra-Group transactions and balances.

Balance sheet

	2022 €m	2021 €m
Non-current assets	**367**	325
Current assets	**299**	306
Non-current liabilities	**(28)**	(33)
Current liabilities	**(94)**	(60)
Intra-Group balances	**267**	232
	811	770
Carrying amount of non-controlling interests	**(49)**	(110)

Statement of comprehensive income

	2022 €m	2021 €m
Revenue	**472**	379
Profit/(loss)	**(48)**	(31)
Profit/(loss) allocated to non-controlling interests	**5**	(12)

Cash flow statement

	2022 €m	2021 €m
Cash flows from operating activities	**11**	15
Cash flows from investing activities	**34**	(51)
Cash flows from financing activities	**(56)**	13

42. Events after the reporting date

Dividend

An ordinary dividend of CHF 2.25 per 'A' share/10 'B' shares and an additional special dividend of CHF 1.00 per 'A' share/10 'B' shares are proposed for approval at the AGM of the Company, to be held on 7 September 2022. These financial statements do not reflect these dividends payable, which will be accounted for as an appropriation of retained earnings to be effected during the year ending 31 March 2023.

Report of the statutory auditor

to the General Meeting of Compagnie Financière Richemont SA

Bellevue, Switzerland

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Compagnie Financière Richemont SA and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 March 2022 and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 80 to 139) give a true and fair view of the consolidated financial position of the Group as at 31 March 2022 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements" section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview

Overall Group materiality: € 90 million

We conducted a full scope audit at 35 reporting units, which resulted in a coverage of 81% of total revenue.

As key audit matters the following areas of focus have been identified:

- Goodwill impairment assessment for Yoox Net-à-Porter ("YNAP")
- Taxation
- Inventory provisions

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	EUR 90'000'000
How we determined it	Three-year average profit before tax
Rationale for the materiality benchmark applied	We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured.The three-year average reflects current market volatility. Moreover, profit before tax is a generally accepted benchmark for materiality considerations.

We agreed with the Audit Committee that we would report to them misstatements above EUR 4'500'000 (SUM) identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

Due to the nature of its business and its organization, the Group has a decentralized structure and operates in more than 30 countries over four main regions (Asia, Europe, Americas and Middle East). Local full scope audit teams based in 15 different territories audit the business transactional operations and report to us on their audit results, in response to the instructions we sent to them. We, as group auditor, then ensure quality of their work by means of planning presentations with all teams, detailed review of their audit plan and final memorandum, and closing calls with teams of all significant entities. Procedures performed at group level include analytical procedures on entities not covered by group reporting requirements to ensure that any material risk is identified and addressed. We also assess the appropriateness of Group accounting policies, assess accounting treatment of material or unusual transactions when prepared centrally and audit the consolidation, which includes the central consolidation adjustments, amongst others share based compensation, tax, equity and intercompany eliminations and business combination accounting when applicable. We finally validate the compliance of the consolidated financial statements with IFRS and Swiss law.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Goodwill impairment assessment for Yoox Net-à-Porter ("YNAP")

Key audit matter	How our audit addressed the key audit matter
The goodwill allocated to the YNAP cash-generating unit amounts to €1 549 million per 31 March 2022. The assessment of the recoverability of the YNAP goodwill balance is dependent on the estimation of future cash flows. The discounted cash flow model is based on the fair value less cost of disposal methodology based on a 10-year plan. Judgement is required to determine the assumptions relating to the future business results, the growth rate after the forecasted period and the discount rate applied to the forecasted cash flows. Refer to note 4 – Critical accounting estimates and assumptions and note 7 – Goodwill.	We obtained the Group's impairment assessment for the YNAP cash-generating unit and ● tested the mathematical accuracy of the model and assessed the overall appropriateness of the model used with regard to IAS 36 requirements; ● assessed the quality of the cash flow projections by comparing the actual results to prior year budget in order to identify in retrospect whether any of the assumptions might have been too optimistic; ● reconciled the 10-year projections to the model that was subject to scrutiny and approval by management; ● challenged management to substantiate its key assumptions in the cash flow projections during the forecasted period by comparing them to analysts' reports of the industry and peer companies; ● tested, with the support of our valuation experts, the reasonableness of the cash flows growth after the forecast period assumption of 2.09% and the discount rate of 10.40%; ● obtained corroborative external evidence that market participants would use a 10-year period cash flow model to value a company operating on a fast-growing industry like Online Luxury Distribution. We obtained the Group's sensitivity analysis around key assumptions to ascertain the effect of changes to those assumptions to the fair value less cost of disposal and re-calculated the sensitivity. We assessed the adequacy of the disclosures included in Note 7 on goodwill. Based on the procedures performed, we concluded that management's impairment assessment of the YNAP goodwill was supportable.

Taxation

Key audit matter	How our audit addressed the key audit matter
The Group is subject to taxation in many jurisdictions and management makes judgements about the incidence and quantum of tax liabilities that are subject to the future outcome of assessments by the relevant tax authorities. Accordingly, the calculation of tax expense and the related liability are subject to inherent uncertainty. To make those judgements, management follows an established and structured process whereby they systematically monitor and assess tax risks existence, development and settlement in each of their jurisdictions. The Group's main tax risks are transfer pricing being outside an arm's length benchmark range and potential adverse results for ongoing tax audits. In accordance with this methodology, provisions for uncertain tax positions are calculated and accounted for and included within current income tax liabilities (€724 million as at 31 March 2022). Refer to note 4 - Critical accounting estimates and assumptions and note 12 - Taxation.	We have confirmed the Group's exposure in various countries through inquiry with local and group management, audited management's process to assess the risk of tax payments in the different jurisdictions because of potential challenges to the tax returns or positions as well as the measurement and timing of recognition of the provision when applicable. We tested transactions with transfer pricing risks and risks of an adverse tax audit result for selected entities to assess that an appropriate level of provision including related penalty and interest is recorded. With the support of our internal tax experts, we examined the documentation outlining the matters in dispute or at risk and the benchmarks relied upon for transfer pricing and used our knowledge of the tax laws and other similar taxation matters to assess the available evidence, management's judgmental processes and the provisions. Based on the procedures performed, we concluded that management's tax estimates were reasonable.

Inventory provisions

Key audit matter	How our audit addressed the key audit matter
Inventory provisions totaled € 949 million at 31 March 2022. The need for provisions pertaining to slow moving or identified for destruction finished goods is assessed centrally at the Maison level headquarters. Each Maison marketing and strategic functions classify their finished goods in product life cycle stages and a provision rate is determined for each stage based on both the selling out forecasts and the estimated recoverable value. Inventory provisions also include other provisions on finished goods (e.g. damage) and provisions on raw materials and work-in-progress. Each Maison has specific provision rules and computes independently their provision rates. Maison provision rules and final provision values are assessed for consistency and approved by Group management. Refer to note 4 – Critical accounting estimates and assumptions and note 14 – Inventories.	We coordinated specific tailored work and reporting for each Maison's material provisions on finished goods at the Maison headquarters. The procedures consisted of checking the Maisons' policies were correctly and consistently applied, were compliant with the Group accounting policies and the respective provision balances were correctly reflected in the accounting records via central adjustment. We also assessed the appropriateness of key assumptions, which include the recoverable value after destruction and selling out assumptions. We also tested the appropriateness of other provisions on finished goods, raw materials and work in progress by reconciling significant inputs of the calculation file to the supporting documentation and testing the mathematical accuracy. We executed additional independent analytical review procedures at consolidated level and corroborated the results with management. We assessed the principles of the inventory provision rules and concluded that these were consistent between Maisons. As a result of our procedures performed, we determined that management's conclusions with respect to the carrying value of the inventory provision were reasonable.

Other information in the annual report

The Board of Directors is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements and the remuneration report of Compagnie Financière Richemont SA and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors for the consolidated financial statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to

the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Guillaume Nayet — Louise Rolland

Audit expert
Auditor in charge

Genève, 19 May 2022

Compagnie Financière Richemont SA

Company financial statements

Income statement

for the year ended 31 March

	Notes	2022 CHFm	2021 CHFm
Operating income			
Dividend income		**978.9**	535.1
		978.9	535.1
Operating expense			
General expenses	*3,4*	**16.5**	12.2
		16.5	12.2
Operating profit		**962.4**	522.9
Non-operating income/(expense)			
Financial income	*5*	**39.1**	39.6
Financial expenses	*5*	**(7.3)**	(12.9)
		31.8	26.7
Profit before taxes		**994.2**	549.6
Direct taxes		**(2.6)**	(3.4)
Net profit		**991.6**	546.2

Company financial statements

Balance sheet

at 31 March

	Notes	2022 CHFm	2021 CHFm
Current assets			
Cash and cash equivalents		**131.6**	443.3
Other receivables		**0.7**	1.2
Taxation		**0.2**	–
Current accounts receivable from Group companies		**2 475.8**	2 597.1
		2 608.3	3 041.6
Long-term assets			
Long-term loans receivable from a Group company		**92.1**	164.9
Investments	*6*	**4 782.1**	4 782.1
		4 874.2	4 947.0
Total assets		**7 482.5**	7 988.6
Current liabilities			
Bank overdraft		**–**	362.4
Current accounts payable to Group companies		**2.6**	2.1
Taxation		**1.5**	3.7
Accounts payable and accrued expenses		**1.3**	1.1
		5.4	369.3
Shareholders' equity			
Share capital	*7*	**574.2**	574.2
Statutory legal reserve	*8*	**117.6**	117.7
Reserve for own shares	*9*	**533.7**	689.8
Retained earnings	*10*	**6 251.6**	6 237.6
		7 477.1	7 619.3
Total equity and liabilities		**7 482.5**	7 988.6

Notes to the Company financial statements

at 31 March 2022

Note 1 – General

Compagnie Financière Richemont SA ('the Company') is a limited liability company (société anonyme) with registered office at 50 Chemin de la Chênaie, 1293 Bellevue, Geneva, Switzerland. The main activity of the Company is the holding of investments in the luxury goods sector. The Company employs fewer than ten full-time equivalent employees.

Basis of preparation of the financial statements

The financial statements represent the financial position of Compagnie Financière Richemont SA at 31 March 2022 and the results of its operations for the year then ended, prepared in accordance with Swiss law and the Company's Articles of Incorporation.

Note 2 – Significant accounting policies

Current accounts receivable from Group companies

Current accounts receivable from Group companies are stated at their nominal value. Impairment charges are calculated for these assets on an individual basis.

Investments

Investments in subsidiary companies are stated at cost less amounts written off for diminutions in value which are considered to be of a durable nature.

Foreign currency translation

Assets and liabilities denominated in foreign currencies are translated into Swiss francs at year-end exchange rates, with the exception of investments in subsidiaries which are translated using historical exchange rates.

Foreign currency transactions are translated using the actual exchange rates prevailing during the year. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-end exchange rates of assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Note 3 – General expenses

General expenses include personnel costs of CHF 3.7 million (2021: CHF 3.5 million).

Note 4 – Board and executive compensation disclosures

Details of compensation required by the Swiss Code of Obligations, art. 663 and following, can be found in note 38 to the consolidated financial statements and in the Compensation report.

Note 5 – Financial income/Financial expenses

Financial expenses includes CHF 3.6 million of exchange losses incurred on loans receivable from a Group company. In 2021, financial expenses included CHF 4.1 million of exchange losses incurred on loans receivable from a Group company.

Note 6 – Investments

Company	Domicile	Purpose	% capital/voting rights	2022 CHFm	2021 CHFm
Richemont Holdings AG	Switzerland	Investment holding company	100%	**770.7**	770.7
Richemont International Holding SA	Luxembourg	Investment holding company	100%	**3 392.9**	3 392.9
Richemont International SA	Switzerland	Operating company	100%	**387.4**	387.4
Richemont Luxury Group Ltd	Jersey	Investment holding company	100%	**231.0**	231.0
Richemont Securities SA	Switzerland	Depository/issuer of Richemont South African Depository Receipts	100%	**0.1**	0.1
				4 782.1	4 782.1

In addition, a list of significant direct and indirect subsidiaries can be found in note 41 to the consolidated financial statements.

Compagnie Financière Richemont SA
Notes to the Company financial statements continued

Note 7 – Share capital

	2022 CHFm	2021 CHFm
522 000 000 'A' registered shares with a par value of CHF 1.00 each, fully paid	**522.0**	522.0
522 000 000 'B' registered shares with a par value of CHF 0.10 each, fully paid	**52.2**	52.2
	574.2	574.2

Shareholder warrants
In November 2020, shareholders were granted tradeable warrants, which can either be traded or used to acquire new shares at a potentially beneficial price after three years in November 2023. Each 'A' shareholder received two 'A' warrants and each 'B' shareholder received two 'B' warrants. On the exercise date, 67 'A' warrants must be exercised to acquire one 'A' share (67 'B' warrants to acquire one 'B' share). The exercise price of the warrants was set at CHF 1 per warrant (being CHF 67 per newly issued share). The warrants are listed on the SIX Swiss Exchange.

Conditional capital

In connection with the warrants described above, shareholders approved the creation of a conditional capital amounting to 22 million 'A' shares and 22 million 'B' shares, which will be used to issue the corresponding number of shares upon exercise of the warrants.

Note 8 – Statutory legal reserve
The legal reserve of CHF 117.6 million (2021: CHF 117.6 million) is not available for distribution.

Note 9 – Reserve for own shares
The reserve is created in respect of Richemont 'A' shares purchased by Richemont Employee Benefits Limited ('REBL'), a subsidiary company.

During the year 1 780 412 'A' shares (2021: 556 126 'A' shares) were sold to executives under the Richemont share option plan by REBL and a further 11 000 'A' shares (2021: 9 500 'A' shares) were sold to a third party following the exercise of over-the-counter call options linked to the hedging programme.

At 31 March 2022, following these transactions, REBL held 6 761 624 Richemont 'A' shares (2021: 8 553 036 'A' shares) with a cost of CHF 533.7 million (2021: CHF 689.8 million). In terms of the reserve for own shares established in respect of purchased shares, a net amount of CHF 156.1 million has been transferred from the reserve (2021: CHF 52.8 million from the reserve) during the year.

REBL also holds warrants that were issued under the equity-based loyalty scheme described in note 7. During 2021, it received 17 818 444 'A' warrants at no cost in respect of the 'A' shares it held on the record date as defined under the loyalty scheme. REBL further purchased 171 000 000 'A' warrants (2021: 89 010 294 'A' warrants) in the open market during the year for a cost of CHF 141.9 million (2021: CHF 16.5 million).

At 31 March 2022, following these transactions, REBL held 277 828 738 'A' warrants.

Assuming market conditions are favourable, REBL will exercise the 'A' warrants upon expiry in November 2023, according to the terms defined in the loyalty scheme.

Note 10 – Retained earnings

	2022 CHFm	2021 CHFm
Balance at 1 April	**6 237.6**	6 203.7
Dividend paid	**(1 133.7)**	(565.1)
Net transfer from reserve for own shares	**156.1**	52.8
Net profit	**991.6**	546.2
Balance at 31 March	**6 251.6**	6 237.6

Note 11 – Commitments and contingencies

At 31 March 2022, the Company had issued guarantees in favour of Group companies for credit facilities up to a maximum of CHF 6 404.5 million (2021: CHF 6 907.0 million).

The directors believe that there are no other contingent liabilities.

Note 12 – Significant shareholders

Compagnie Financière Rupert

Compagnie Financière Rupert, a Swiss partnership limited by shares, holds 5 221 000 Richemont 'A' shares and 522 000 000 Richemont 'B' registered shares, representing 10% of the equity of the Company and controlling 51% of the Company's voting rights. Mr Johann Rupert, Chairman of Richemont, is the sole General Managing Partner of Compagnie Financière Rupert. Mr Ruggero Magnoni and Mr Anton Rupert, non-executive directors of the Company, are partners of Compagnie Financière Rupert.

Parties associated with Mr Johann Rupert and Compagnie Financière Rupert held a further 2 836 664 'A' shares or 'A' share equivalents at 31 March 2022.

Other significant shareholders

Richemont Securities SA, a subsidiary of the Company, acts as depository in respect of Richemont South African Depository Receipts ('DRs'), which are traded on the Johannesburg Stock Exchange operated by JSE Limited. DRs trade in the ratio of ten DRs to each Richemont 'A' share. In its capacity as depository and on behalf of the holders of DRs, Richemont Securities SA is the registered holder of one 'A' share in safe custody for every ten DRs in issue. Richemont Securities SA's interest in Richemont 'A' shares is non-beneficial in nature.

All dividends attributable to the 'A' shares held in safe custody are remitted by Richemont Securities SA individually to holders of DRs. Richemont Securities SA, as registered holder of 'A' shares, votes those shares at general meetings of shareholders of the Company. DR holders may provide Richemont Securities SA with voting instructions as to their holdings of DRs and Richemont Securities SA may only vote on behalf of those DR holders from whom it has received such instructions.

At 31 March 2022, Richemont Securities SA held 70 431 596 Richemont 'A' shares (2021: 62 417 496 shares), representing some 13% (2021: 12%) of the 'A' shares, in safe custody in respect of DRs in issue.

Proposal of the Board of Directors for the appropriation of retained earnings

At 31 March 2022

	CHFm
Available retained earnings	
Balance at 1 April 2021	**6 237.6**
Dividend paid	**(1 133.7)**
Net transfer from reserve for own shares	**156.1**
Net profit	**991.6**
Balance at 31 March 2022	**6 251.6**

Proposed appropriation

The proposed dividends payable to Richemont shareholders comprise an ordinary dividend of CHF 2.25 per Richemont share plus a special dividend of CHF 1.00 per Richemont share. This is equivalent to, respectively, CHF 2.25 and CHF 1.00 per 'A' registered share in the Company and, respectively, CHF 0.225 and CHF 0.10 per 'B' registered share in the Company. It will be payable to Richemont shareholders in September 2022, free of charges but subject to Swiss withholding tax at 35%, at the banks designated as paying agents.

The available retained earnings remaining after deduction of the dividend amount will be carried forward to the following business year.

The Board of Directors
Geneva, 19 May 2022

Report of the statutory auditor

to the General Meeting of Compagnie Financière Richemont SA

Bellevue, Switzerland

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Compagnie Financière Richemont SA, which comprise the income statement for the year ended 31 March 2022, the balance sheet as at 31 March 2022, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 147 to 151) as at 31 March 2022 comply with Swiss law and the company's articles of incorporation.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report.

We are independent of the entity in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview

Overall materiality: CHF 37 million

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the entity, the accounting processes and controls, and the industry in which the entity operates.

We have determined that there are no key audit matters to communicate in our report.

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

• **Overall materiality**	CHF 37'000'000
• **How we determined it**	Total assets
• **Rationale for the materiality benchmark applied**	We chose total assets as the benchmark to determine our overall audit materiality, because, in our view, this metric is the most relevant factor when assessing a holding company which has limited operating activities and which holds mainly investments in subsidiaries and intra-group loans.

We agreed with the Audit Committee that we would report to them misstatements above CHF 3'700'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Report on key audit matters based on the circular 1/2015 of the Federal Audit Oversight Authority

We have determined that there are no key audit matters to communicate in our report.

Responsibilities of the Board of Directors for the financial statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and Swiss Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Guillaume Nayet Louise Rolland

Audit expert
Auditor in charge

Genève, 19 May 2022