

Operations

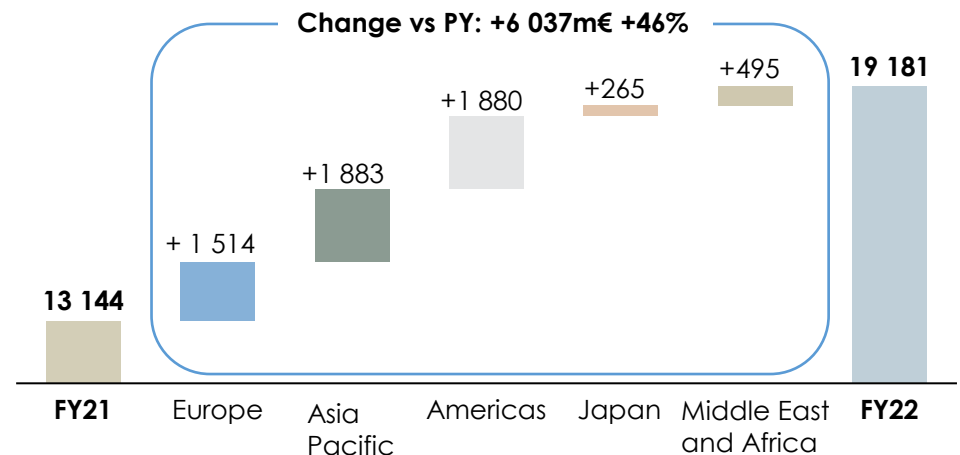
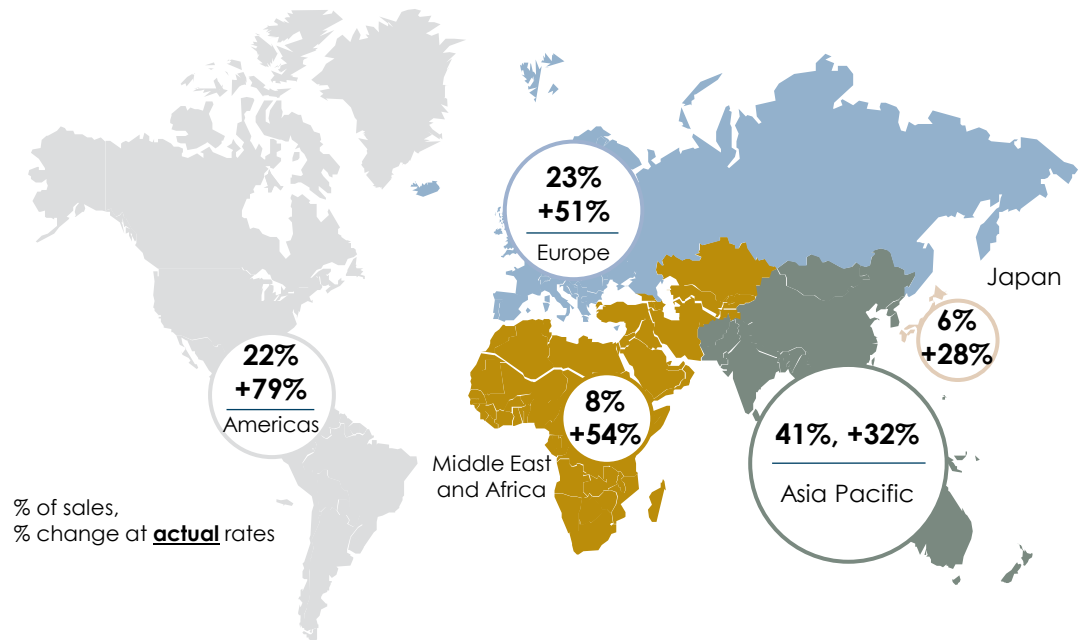
At Richemont,
We Craft the Future

RICHEMONT



FY22 OVERVIEW OF REVENUE BY REGION

- › Double-digit growth yoy in all regions
- › Asia Pacific, the Americas and Europe were the largest contributors to sales increase
- › Americas share of Group sales now nearly on par with Europe
- › Middle East and Africa now ahead of Japan



SALES BY REGION YOY / YO2Y

change at constant rates

› All regions above pre-pandemic levels

› Strongest growth in Middle East and Africa, the Americas and Asia Pacific yo2y

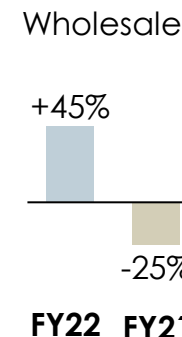
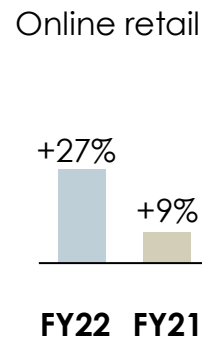
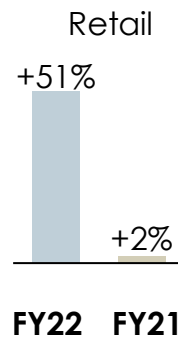
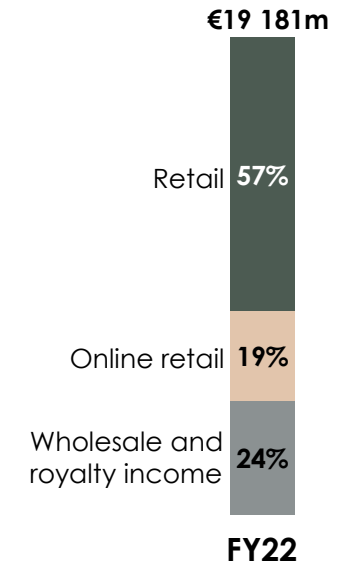
› Sequential quarterly acceleration versus yo2y performance

FY22 vs FY21	Q1	Q2	Q3	Q4	FY
Europe	+108%	+38%	+42%	+43%	+51%
Asia Pacific	+95%	+17%	+18%	+8%	+28%
Americas	+276%	+58%	+55%	+46%	+77%
Japan	+138%	+20%	+22%	+23%	+35%
Middle East and Africa	+154%	+10%	+30%	+69%	+53%
Total sales	+129%	+29%	+32%	+27%	+44%

FY22 vs FY20	Q1	Q2	Q3	Q4	FY
Europe	-15%	-4%	+12%	+32%	+5%
Asia Pacific	+40%	+43%	+47%	+123%	+56%
Americas	+47%	+59%	+59%	+75%	+60%
Japan	-14%	-11%	+23%	+41%	+7%
Middle East and Africa	+55%	+49%	+65%	+62%	+58%
Total sales	+22%	+26%	+38%	+73%	+37%

FY22 SALES BY DISTRIBUTION CHANNEL

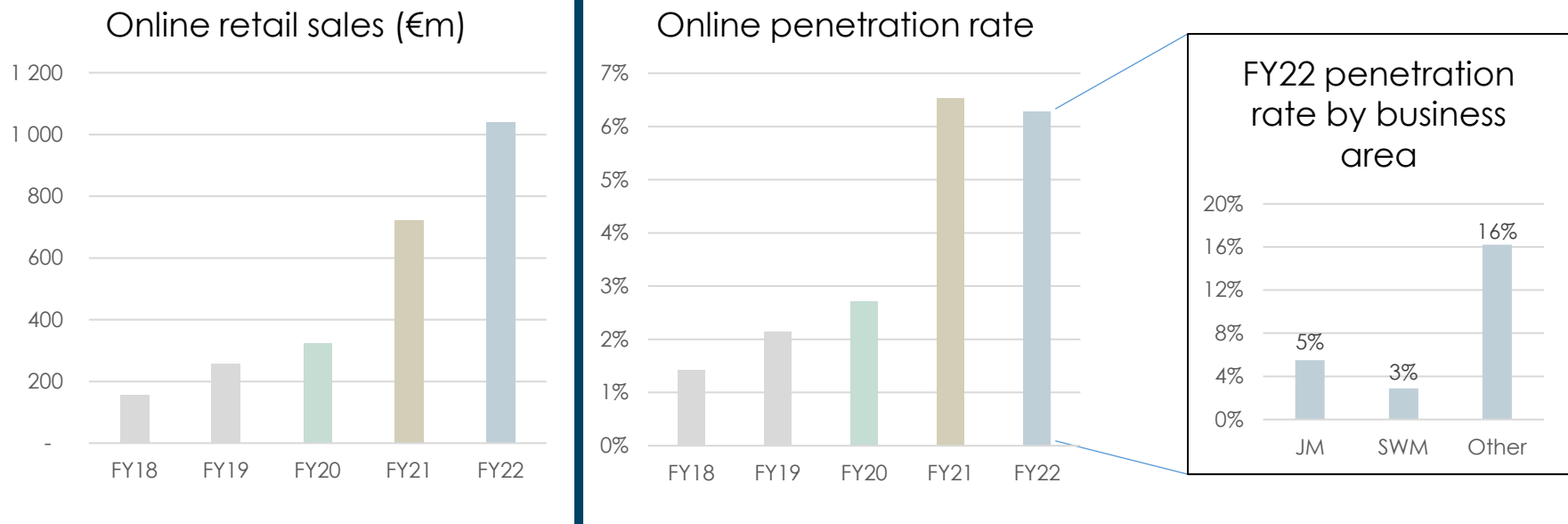
- › 57% of Group sales generated through the **retail** channel, with 51% sales growth (+53% yo2y)
- › **Online retail** +27% (+38% yo2y) generating 19% of Group sales; sharp growth at the Specialist Watchmakers
- › **Direct-to-client** sales now 76% of Group sales
- › **Wholesale** sales up by 45% (+8% yo2y); strong increases in all business areas



Movements at constant exchange rates are calculated by translating underlying sales in local currencies into euros in both the current period and the comparative period at the average exchange rates applicable: for the financial year ended 31 March 2021 (for FY22 change) and 31 March 2020 (for FY21 change).

ONLINE PENETRATION RATE

- › Online penetration rate above pre-pandemic period
- › Highest penetration rate at F&A Maisons
- › NB: Maison-only online retail sales, i.e. excluding Online Distributors



Penetration rate is defined as online sales divided by total sales

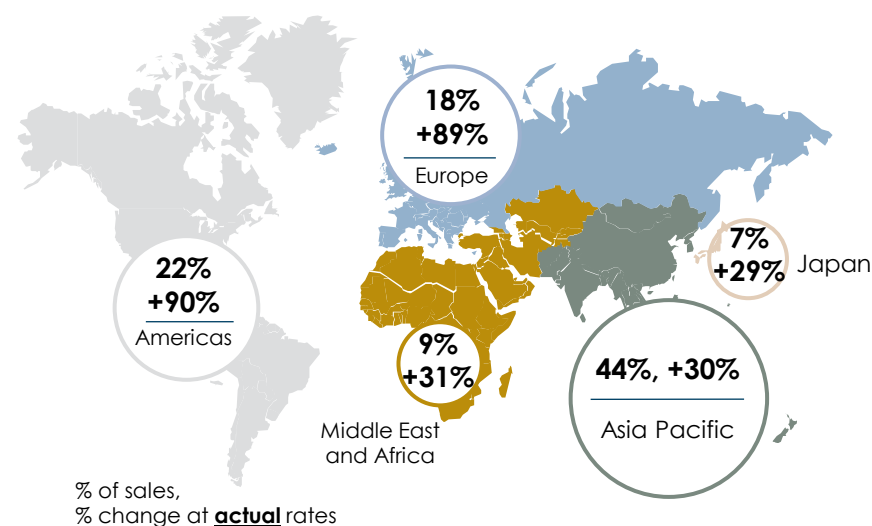
FY22 PERFORMANCE – JEWELLERY MAISONS

› Sales up by 49% yoy (+54% yo2y)

- Strong sales growth in all regions
- Double-digit growth across all channels

› Operating margin at 34.3%

- Significant sales growth
- Higher capacity utilisation
- Disciplined cost management



12 months	€m	FY22	FY21	Change
Sales		11 083	7 459	+ 49%
Operating result		3 799	2 309	+ 65%
Operating margin		34.3%	31.0%	+330bps

FY22 JEWELLERY MAISONS

- › **Excellent performance in jewellery and watches**, notably from
 - Cartier: *Love*, *Panthère*, *Santos*, *Ballon Bleu* and the newly launched *Tank Must SolarBeat*
 - Van Cleef & Arpels: *Alhambra*, *Perlée* and *Lady Arpels*
 - Buccellati: *Opera Tulle* and *Macri*
- › **Digital expansion** of Van Cleef & Arpels in Middle East and China
- › **Retail network development:** renovations at Cartier; new openings at Buccellati and Van Cleef & Arpels
- › **ESG initiatives**
 - Watch and Jewellery Initiative 2030
 - Cartier Women's Pavilion at Expo 2020 Dubai
 - Educational and craftsmanship programmes



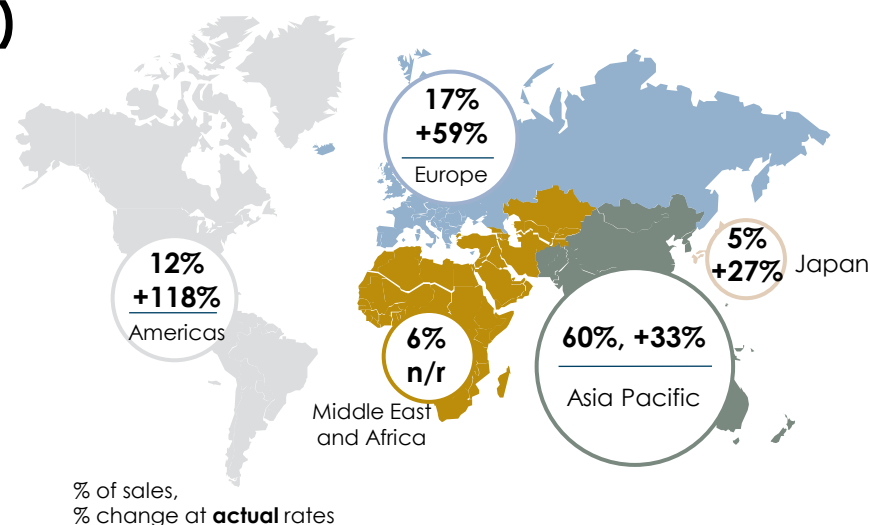
FY22 PERFORMANCE – SPECIALIST WATCHMAKERS

› Sales increased by 53% yoy (+20% yo2y)

- Strong growth in direct-to-client sales, now exceeding 50% of total sales
- Solid growth in all regions, with notable strength in the Americas

› Operating margin rose to 17.3%

- Operating result substantially higher
- Strong sales growth, higher capacity utilisation and continued cost control



12 months	€m	FY22	FY21	Change
Sales		3 435	2 247	+53%
Operating result		593	132	+349%
Operating margin		17.3%	5.9%	+1 140bps

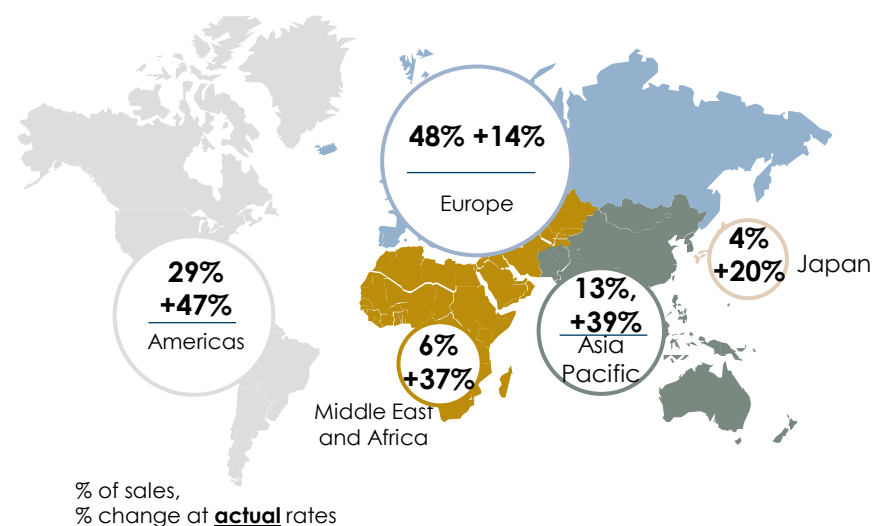
FY22 SPECIALIST WATCHMAKERS

- › Many of the Maisons and the business area **reaching new scale at €3.4bn** sales
- › **Strong performance of iconic collections** (among others A. Lange & Söhne *Lange 1*, Baume & Mercier *Riviera*, IWC *Pilot* watches, Jaeger LeCoultre *Reverso*, Panerai *Luminor*, Piaget *Polo*, Roger Dubuis *Excalibur*, Vacheron Constantin *Overseas*)
- › **Successful participation in hybrid** Watches and Wonders fairs
- › **Enhanced client-centric distribution model**
- › **Gathering speed on ESG initiatives**
 - Targeted partnerships to drive change
 - Use of innovative materials



FY22 PERFORMANCE – ONLINE DISTRIBUTORS

- › **Sales growth of 27% yoy (+15% yo2y)**
 - Double-digit increase across regions
- › **Operating loss broadly in line** with prior year at €210m
 - EBITDA loss reduced by a third to €24m
 - YNAP EBITDA at breakeven before exceptional reward payment and Alibaba JV



12 months	€m	FY22	FY21	Change
Sales		2 788	2 197	+27%
Operating result		-210	-223	+6%
Operating margin		-7.5%	-10.2%	+270bps

FY22 ONLINE DISTRIBUTORS

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

- **Continued discussions with LNR partners**, exploring opportunities for closer future collaboration
- Shift to **hybrid business model** with further brands on concession at NET-A-PORTER and MR PORTER; YOOX marketplace in Europe; key localisation initiatives in Middle East and China, other markets in preparation
- Solid growth of THE OUTNET with menswear offer
- Circular initiative extended to MR PORTER

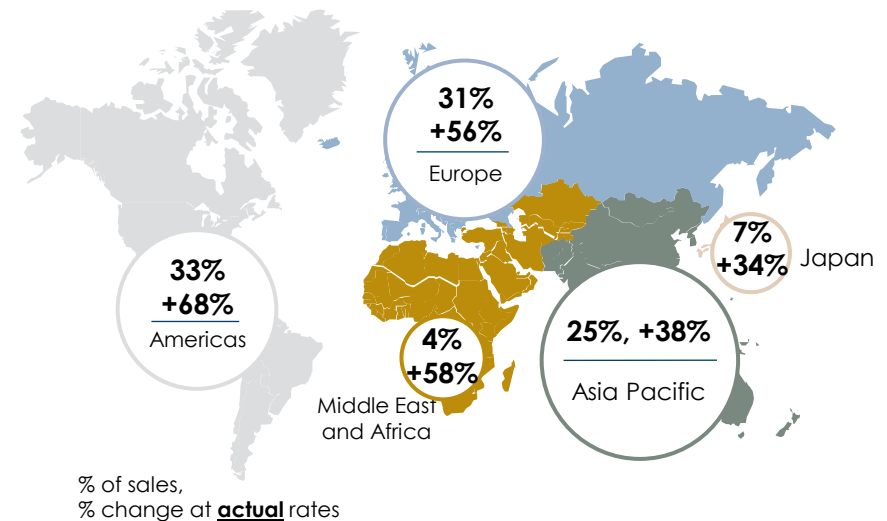
› Watchfinder & Co.

- Increasing contribution to sales from international locations
- Successful continued roll out of watch trade-in programme



FY22 PERFORMANCE – OTHER

- › **Sales rose by 53% yoy (+15% yo2y)**
 - Broad-based double-digit growth
 - Accelerating growth momentum throughout the year; exceeding pre-Covid levels
- › **Operating loss significantly reduced to €47m**
 - Higher sales, higher gross margin, strong cost control and stepped-up investments in brand equity



12 months	€m	FY22	FY21*	Change
Sales		2 056	1 345	+53%
Operating result		-47	-214	+78%
Operating margin		-2.3%	-15.9%	+1 360bps

* Prior year comparatives have been re-presented as costs previously included with Other have been reclassified to unallocated corporate costs.

FY22 OTHER – FASHION & ACCESSORIES

- › **Enhanced Maisons' desirability with new creative setup**
 - First collections of Gabriela Hearst at Chloé and Pieter Mulier at Alaïa very well received
 - New leather collection designed by Marco Tomasetta at Montblanc just launched
- › **Notable performance at Peter Millar and Delvaux**
- › **Increasing direct-to-client investments**
 - Targeted store openings
 - E-Commerce investments
- › **Further embedding ESG in operations**
 - Chloé first luxury Maison to achieve B-Corp certification status
 - Upcycled materials at Montblanc

