



RICHEMONT

at-a-glance

AT RICHEMONT, WE CRAFT THE FUTURE

Richemont, founded in 1988, is one of the world's leading luxury goods groups.

Our unique portfolio includes prestigious Maisons distinguished by their craftsmanship and creativity.



WITH A FOCUS ON LONG-TERM SUSTAINABLE GROWTH

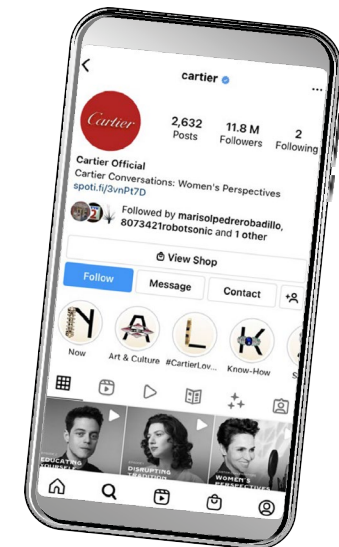
We aim to grow sustainably and responsibly by nurturing our Maisons and businesses for long-lasting high performance, and drawing on their distinctive heritage.

76% of Group sales are now
direct sales to end clients



AND CUSTOMER- CENTRICITY

Our customers are at the heart of everything we do. We provide outstanding services and the most personalised experiences in our landmark boutiques and global online channels.



OFFERING A SEAMLESS, PERSONAL CUSTOMER EXPERIENCE

Our omnichannel strategy provides the right message at the right time and location, transforming customer journeys into effortless and memorable experiences.

-
- We operate more than 2 400 monobrand boutiques
 - Group Maisons online retail sales 6% of Group sales
-



AND A GLOBAL PRESENCE

40 000+

colleagues are employed
in design, manufacturing,
distribution, retail, and central
and regional functions.

31 % Boutiques

23 % Manufacturing

46 % Offices

Across more
than **150** locations

WE GENERATE STRONG FINANCIAL PERFORMANCE



SALES
€ 21.4 bn



**OPERATING
PROFIT**
€ 4.5 bn



**CASH FLOW FROM
OPERATING ACTIVITIES**
€ 4.4 bn



**JEWELLERY
SALES**
€ 11.5 bn

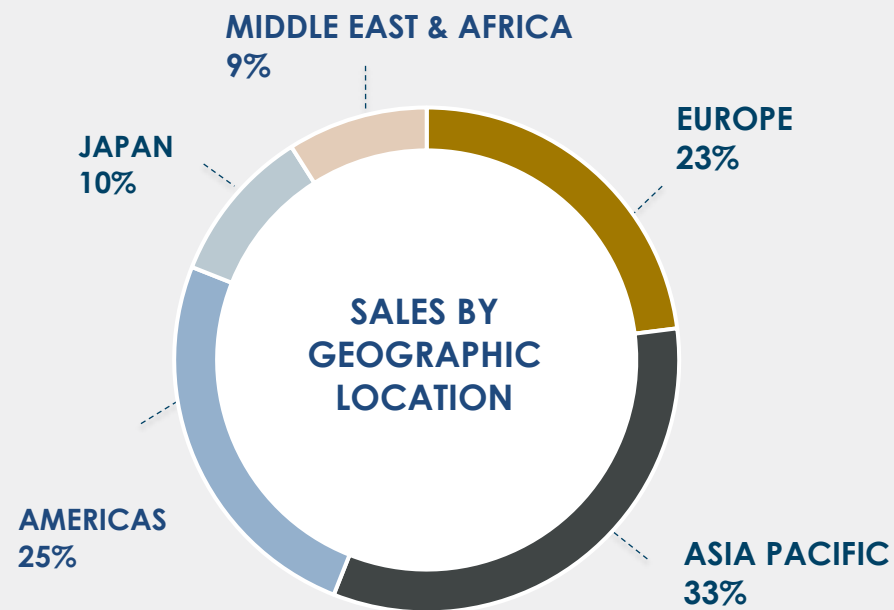


**WATCH
SALES**
€ 6.8 bn



**CLOTHING,
LEATHER GOODS &
ACCESSORIES SALES**
€ 2.0 bn

All financial information relates to FY25



SUPPORTED BY A SOLID FINANCIAL POSITION

We preserve a strong capital base by prioritising cash over margins to:

- meet unexpected crises
- sustain future developments through long-term investment
- seize opportunities to provide returns to our shareholders.

We do not buy goodwill, we create it. With a consistent approach to mergers and acquisitions, we look to acquire new Maisons and businesses with the potential for subsequent profitable organic growth.

CHF 87 bn*



Market capitalisation

Top 6 SMI

Top 5 JSE

* November 2025

€ 6.5 bn**



Net cash

** September 2025

WE EMPOWER ALL OUR MAISONS & BUSINESSES

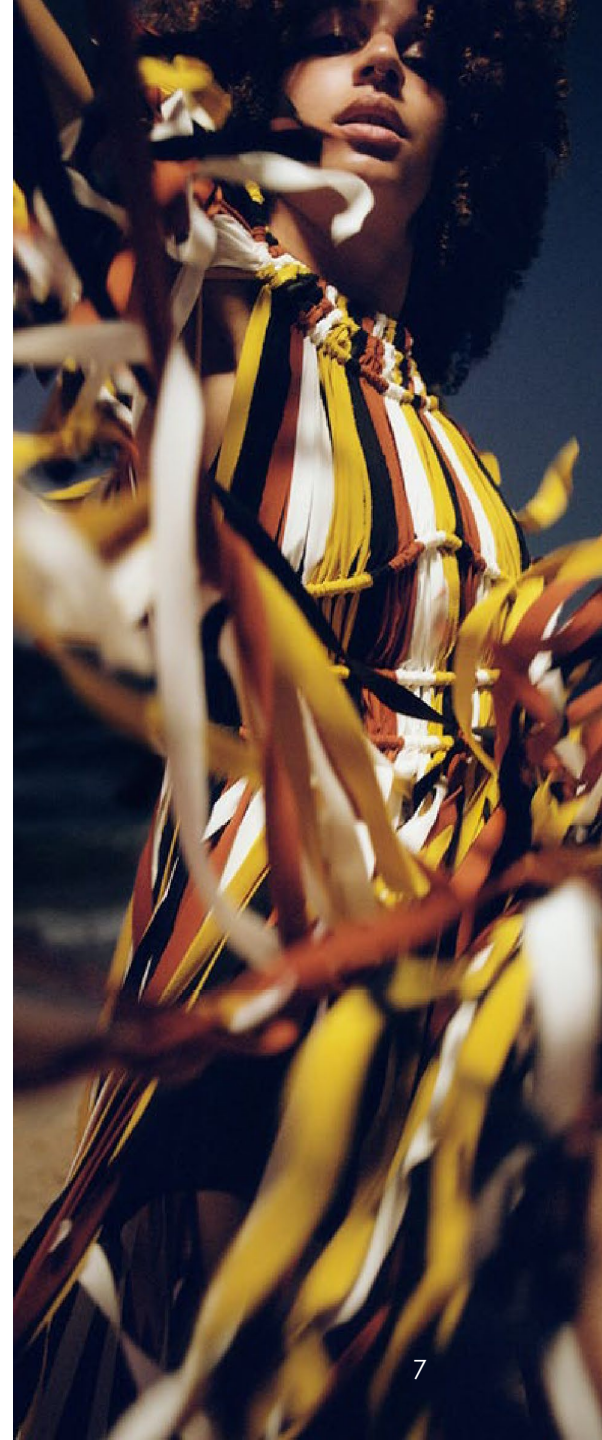
A dedicated management team leads each Maison and business to preserve its celebrated quality and distinctive aesthetic and craftsmanship.



We work as business partners. As a family-spirited Group, our central and regional functions pool their expertise to guide, support and challenge our Maisons and businesses to design timeless creations and innovative services that preserve their unique heritage.

We help our Maisons and businesses thrive in new and existing markets while setting unparalleled standards for service and embedding sustainable practices across our operations.

TO DEVELOP & INNOVATE IN RESILIENT, RESPONSIBLE & SUSTAINABLE WAYS



WE TREASURE OUR COLLEAGUES

People are at the heart of Richemont's success. The Group nurtures the distinctive craftsmanship, creativity and innovative spirit of its Maisons, fostering a collegial and inclusive working environment where talent thrives.

Empowering its people to grow by enabling an active development culture, supported by internal mobility practice and upskilling opportunities is key to Richemont's purpose to craft the future.

We value

solidarity, collegiality,
loyalty and freedom.



Fostering a respectful workplace

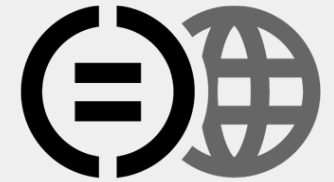
Guided by our core principles, we are committed to building a workforce that reflects the rich diversity of the communities we serve. We strive to be an accessible employer, attracting talented individuals from all backgrounds who seek fulfilling careers with us.

We foster an inclusive environment where every colleague is respected and has equitable access to development opportunities, empowering them to grow and contribute their unique skills.

This commitment is essential for building a high-performing, resilient team and securing our long-term success by harnessing a wide range of competencies and craftsmanship.

136

nationalities
globally



**EQUAL-SALARY
GLOBALLY
CERTIFIED**

SUSTAINABILITY AT RICHEMONT

Sustainability Approach

Richemont's sustainability approach is rooted in the Group's values and culture. The Group has developed a risk-based approach to manage its business responsibly and has continued to embed its ESG Management System, which plays a key role in guiding actions with greater attention to accountability, governance, policies, training and capacity building, as well as to the quality and consistency of ESG data.

Environment

Richemont continuously endeavours to manage and reduce its environmental impacts, including climate-related concerns, responsible resource use, biodiversity and ecosystems, and pollution, across its operations and supply chains.

Social

The Group aims to create amongst its employees a sense of belonging, valuing courage, empathy, curiosity, integrity, solidarity in its ways of working, as well as fostering a mature leadership culture which promotes responsibility and accountability.

Supply Chain

Richemont encourages responsible conduct within its supply chains. The Group recognises that the sourcing of core raw materials, indirect goods, and services must meet the quality standards and comply with applicable regulations, requiring an increasingly transparent supply chain model.

Governance

Sustainability is firmly embedded at the highest governance level of the Group, with oversight by the Board of Directors, with the support of the Governance and Sustainability Committee, who regularly updates and reports to the Board.

STRATEGIC PARTNERSHIPS



Richemont participates in the **United Nations Global Compact**, the world's largest corporate sustainability initiative



WATCH & JEWELLERY
INITIATIVE 2030

Cartier, delegated by Richemont, and Kering launched the **Watch & Jewellery initiative 2030** in partnership with the RJC in 2021

THE
GEMSTONES AND JEWELLERY
COMMUNITY PLATFORM

Our Maisons have been collaborating with peers through the **Coloured Gemstones Working Group** since 2015

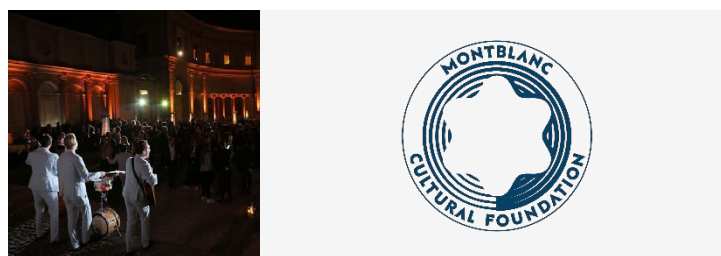
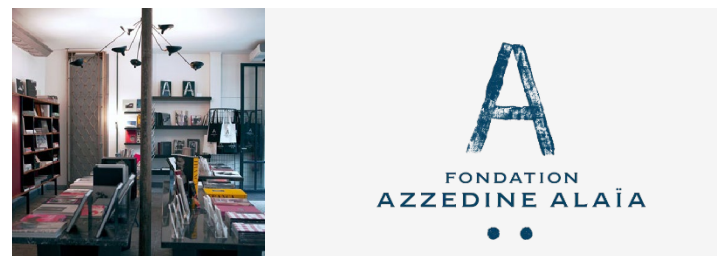


Cartier co-founded the **Aura Blockchain Consortium** in 2021 to provide access to product history and proof of authenticity, addressing the challenges of traceability, responsible sourcing and sustainability

.arianee

Vacheron Constantin works with **Arianee** to activate and deploy its digital certificate of authenticity using Blockchain technology

FOUNDATIONS IN SUPPORT OF COMMUNITIES



SUPPORTING SCHOOLS & ACADEMIA TO INSPIRE INNOVATION



RICHEMONT AT A GLANCE



CORPORATE GOVERNANCE

SENIOR EXECUTIVE COMMITTEE



Johann Rupert
Chairman



Nicolas Bos
Group Chief Executive Officer



Burkhardt Grund
Chief Finance Officer



Karlheinz Baumann
Group Director of Operations



Louis Ferla
Chief Executive Officer
of Cartier



Patricia Gandji
CEO of Regions



Swen Grundmann
Group Company Secretary &
Director of Corporate Affairs



Catherine Rénier
Chief Executive Officer
of Van Cleef & Arpels



Bérangère Ruchat
Chief Sustainability Officer



Marie-Aude Stocker
Chief People Officer

CORPORATE GOVERNANCE

BOARD OF DIRECTORS



Johann Rupert
Chairman



Bram Schot
Non-executive
Deputy Chairman



Nicolas Bos
Group Chief
Executive Officer



Burkhardt Grund
Chief Finance Officer



Nikesh Arora
Non-executive Director



Fiona Druckenmiller
Non-executive Director



Keyu Jin
Non-executive Director



Wendy Luhabe
Non-executive Director



Josua Malherbe
Non-executive Director



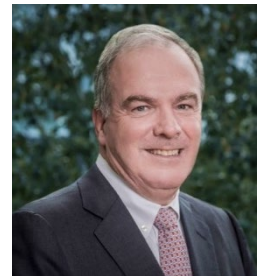
Jeff Moss
Non-executive Director



Vesna Nevistic
Non-executive Director



Anton Rupert
Non-executive Director



Gary Saage
Non-executive Director



Patrick Thomas
Non-executive Director

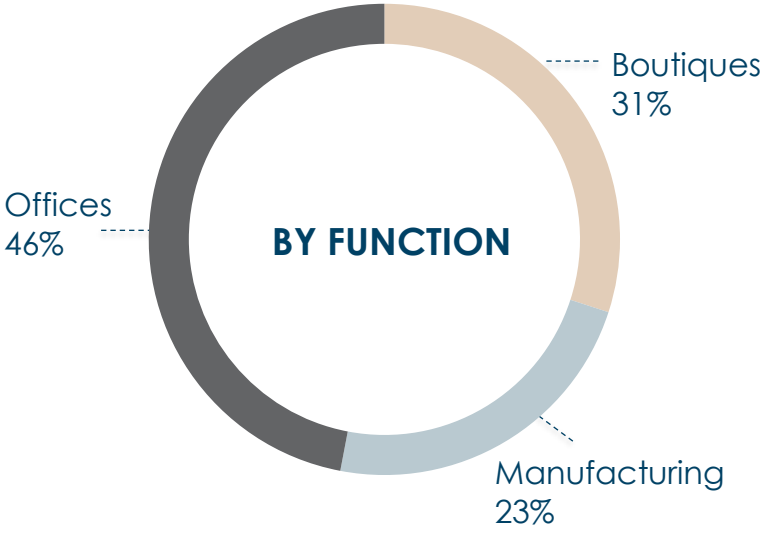
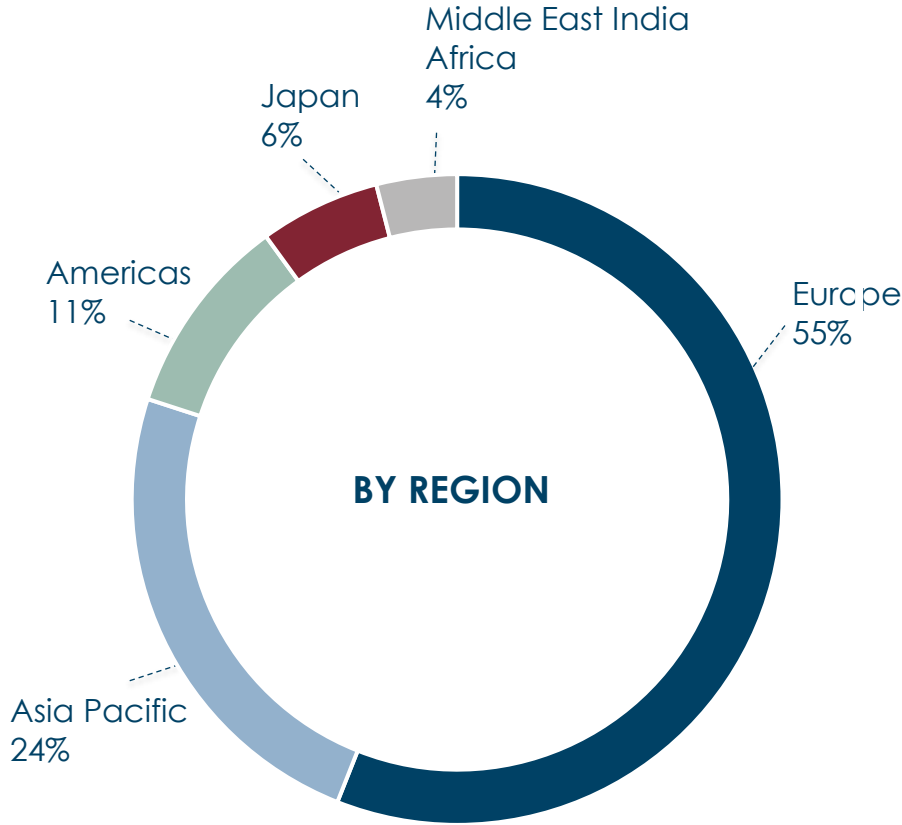


Jasmine Whitbread
Non-executive Director

APPENDIX



OUR PEOPLE



0-30
19%

30-50
64%

50+
17%

RETAIL NETWORK – WORLDWIDE

Total boutiques

-26 to 2 410

of which...

Internal boutiques

+6 to 1 398

Franchise boutiques

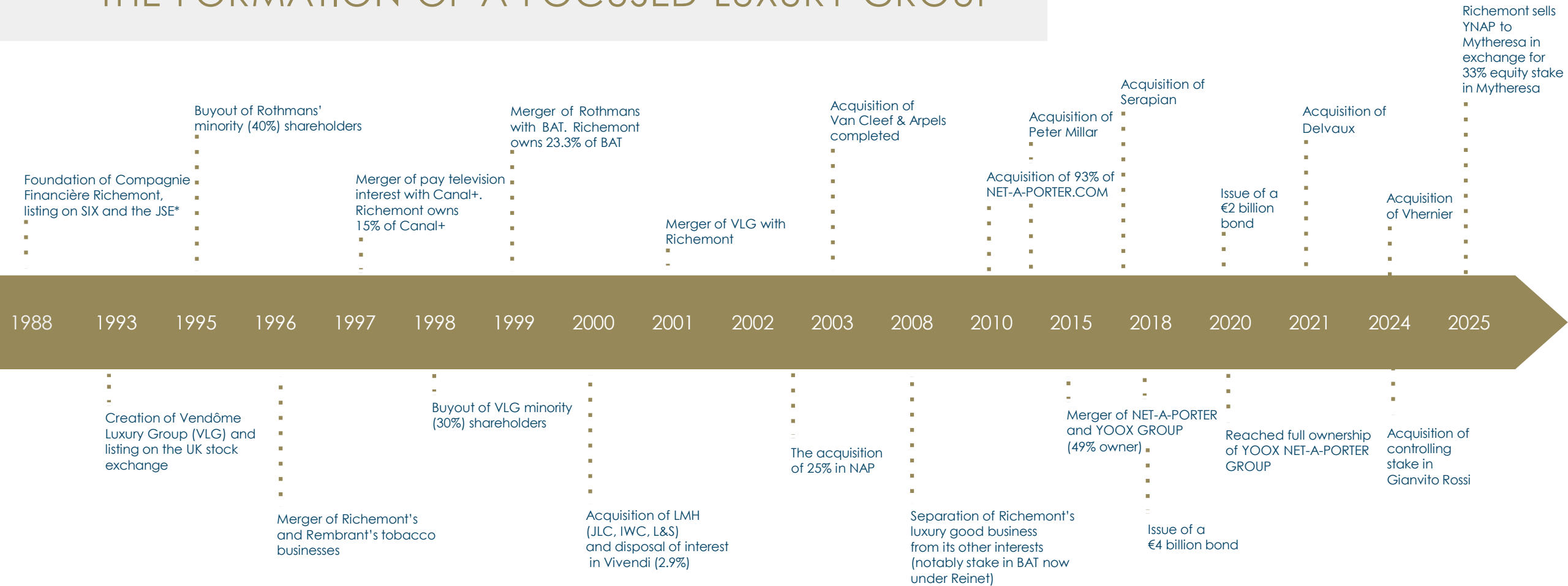
-32 to 1 012

	Sept 25	March 25	Net change Total
Jewellery Maisons	518	509	+9
Cartier	275	275	-
Van Cleef & Arpels	176	168	+8
Buccellati	52	49	+3
Vhernier	15	17	-2
Specialist Watchmakers	918	932	-14
IWC	234	232	+2
Panerai	177	184	-7
Jaeger-LeCoultre	172	177	-5
Piaget	136	136	-
Vacheron Constantin	117	119	-2
A. Lange & Söhne	42	41	+1
Other SW*	40	43	-3
Other - Fashion & Accessories	974	995	-21
Montblanc**	509	513	-4
Chloé**	194	213	-19
dunhill	83	85	-2
Delvaux	62	61	+1
Gianvito Rossi	53	53	-
Peter Millar	22	20	+2
Watchfinder & Co.	12	12	-
Other F&A *	39	38	+1
Total	2 410	2 436	-26

* Other SWM - Baume & Mercier, Roger Dubuis; Other F&A - G/FORE, Purdey, Serapian, Watchfinder & Co.

** March 25 figures restated for reclassification of 27 stores - Montblanc (10) and Chloé (17)

THE FORMATION OF A FOCUSED LUXURY GROUP

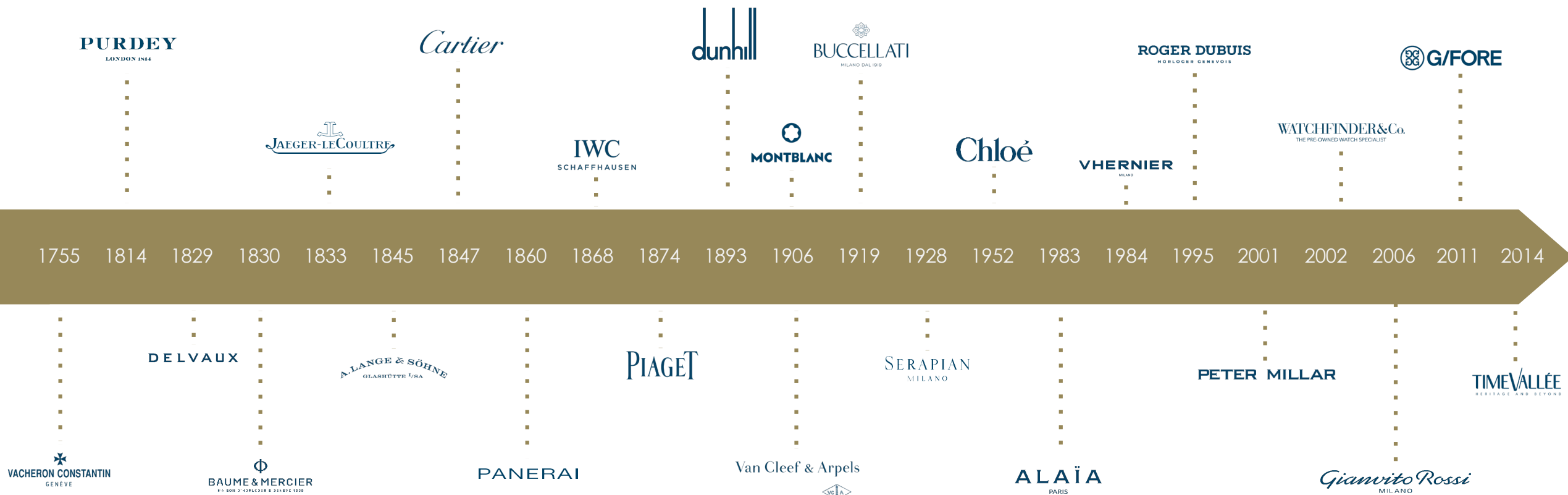


* With Baume & Mercier / Cartier / Chloé / dunhill / Montblanc / Piaget

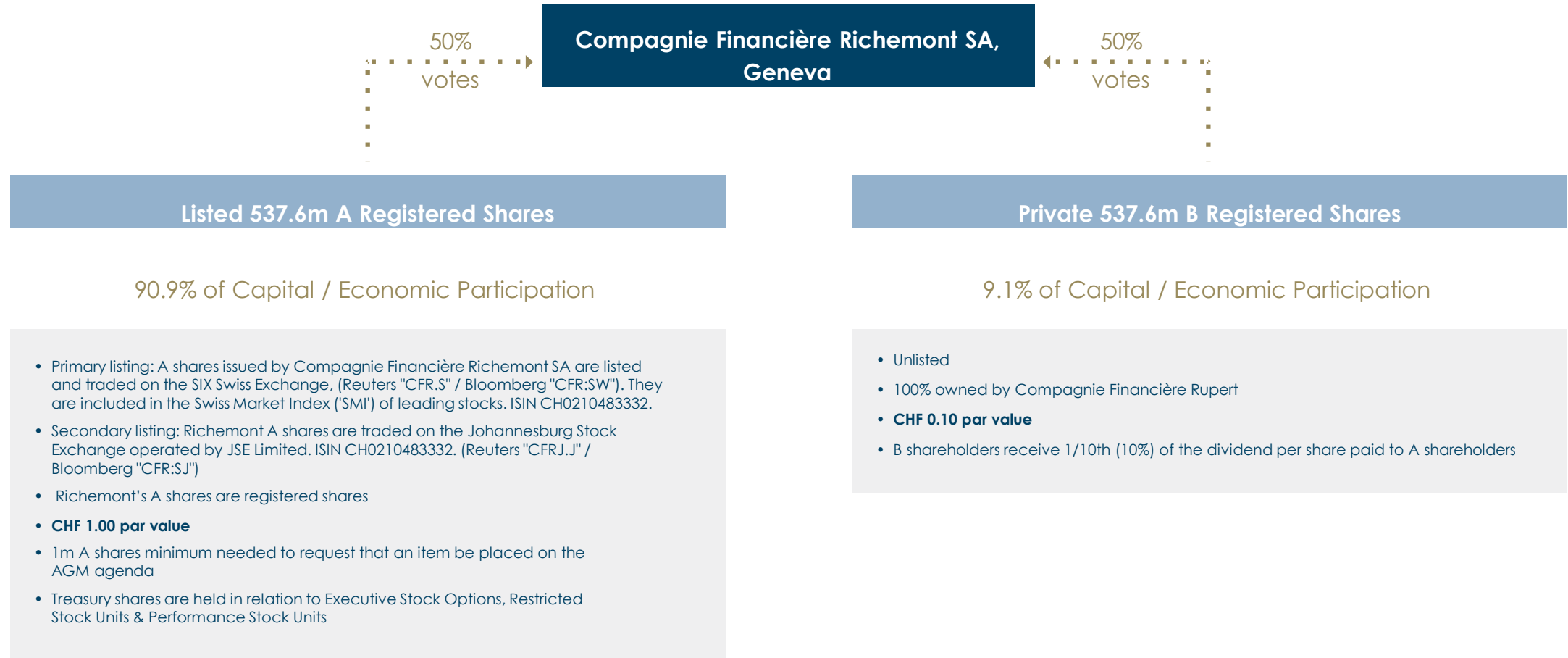
** The transaction is subject to regulatory approvals

RICHEMONT AT A GLANCE

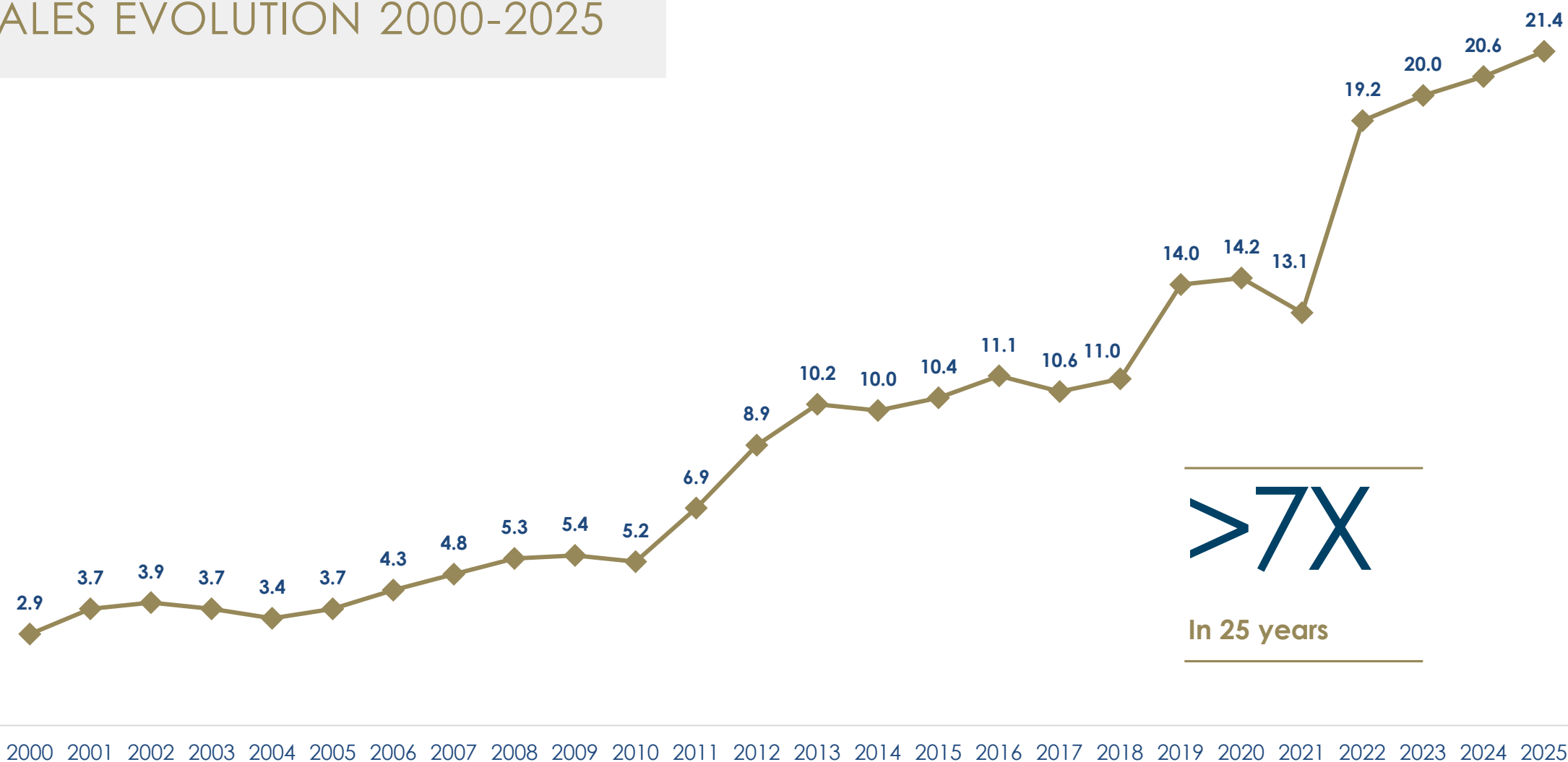
FOUNDATION YEAR



OWNERSHIP STRUCTURE



SALES EVOLUTION 2000-2025

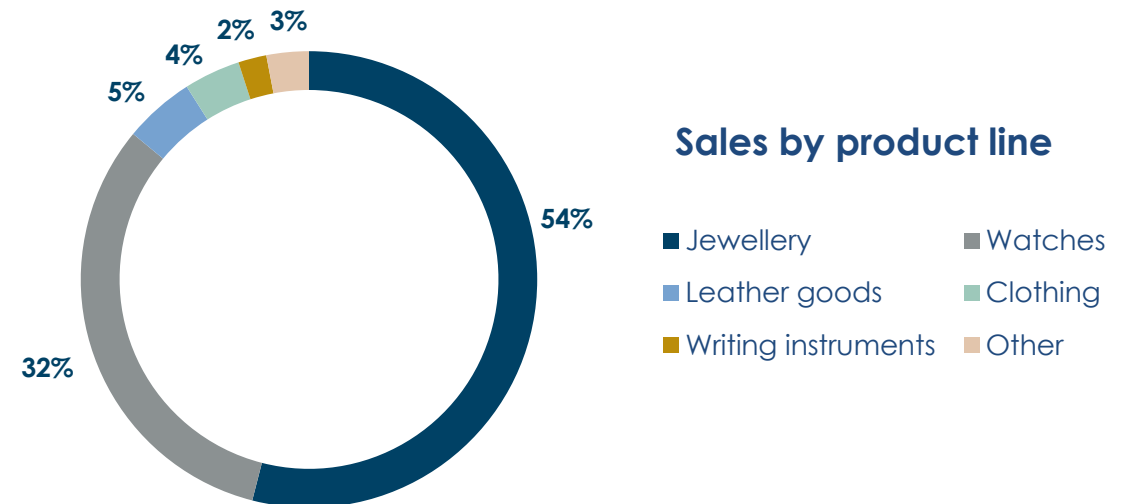
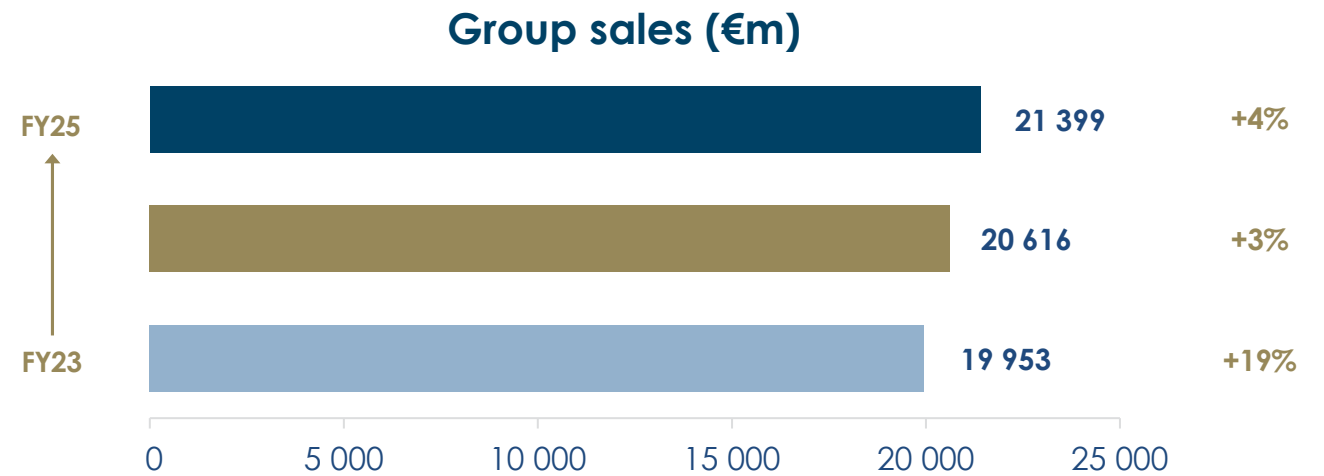
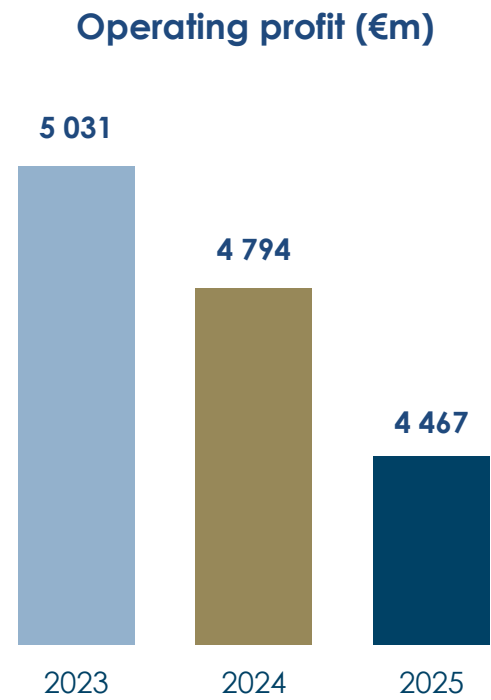


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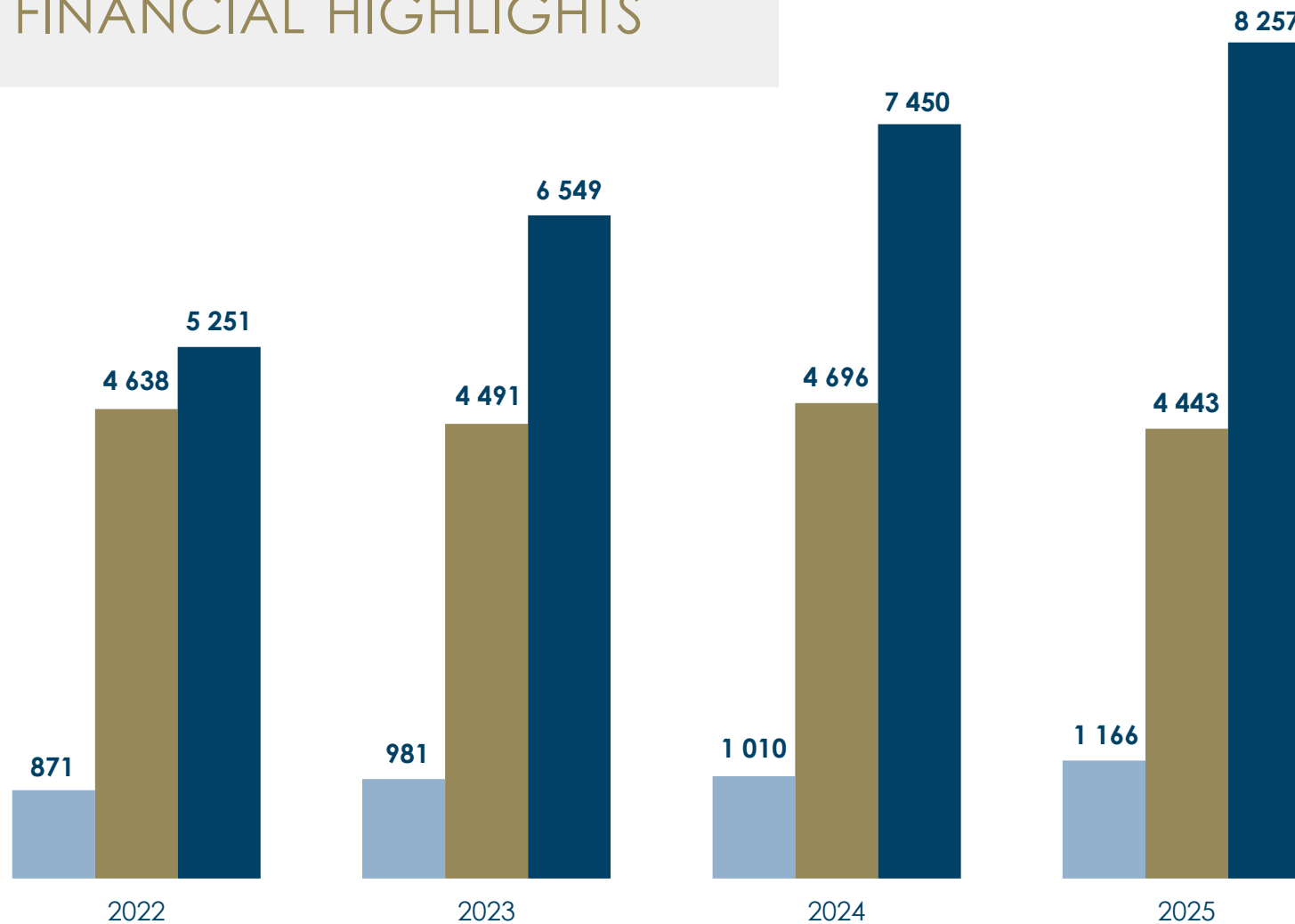
In 25 years

in €bn

FINANCIAL HIGHLIGHTS



FINANCIAL HIGHLIGHTS



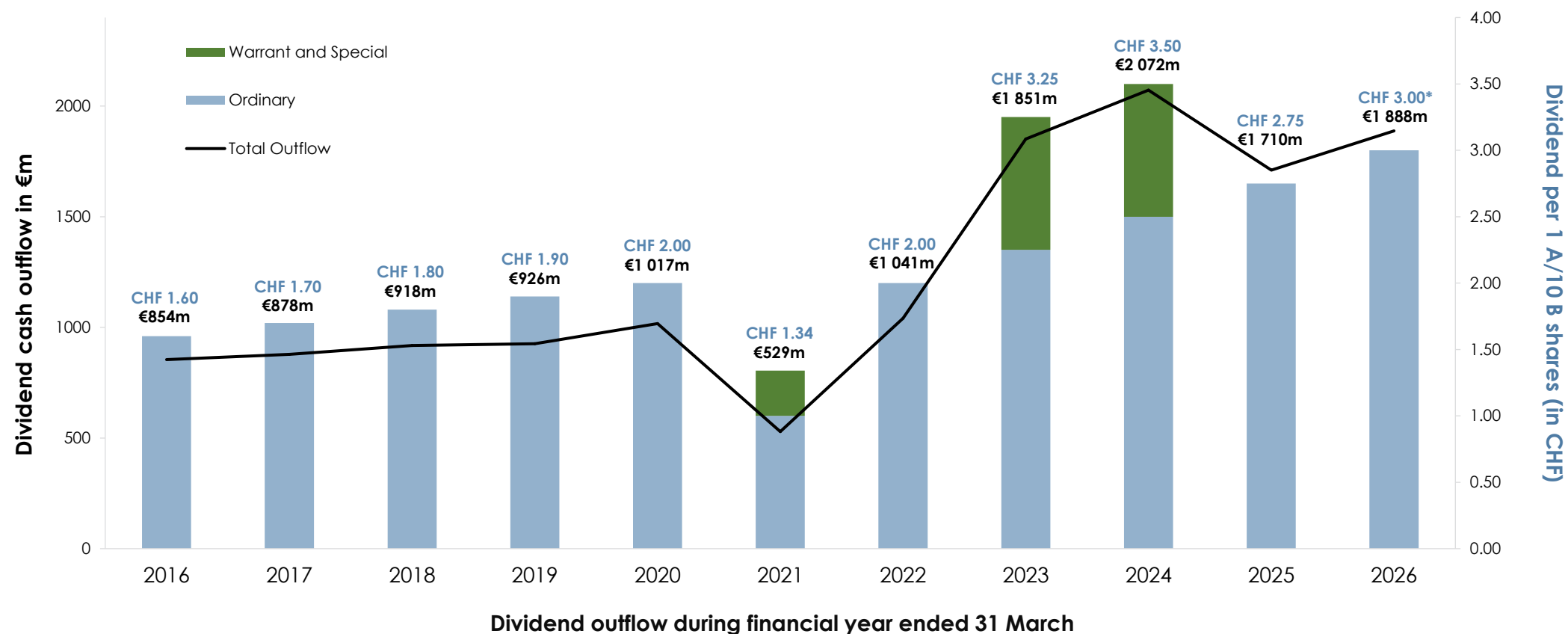
**Solid cash flows,
financing critical
investments, led
to a strong net
cash position**

(€ m)

- Net cash
- Cash flow from operating activities
- Capital investment *

* Acquisition of fixed assets, primarily in manufacturing facilities and boutiques

DIVIDENDS: PAID AND PER A SHARE/10 B SHARES



* Approved at Sept 2025 AGM

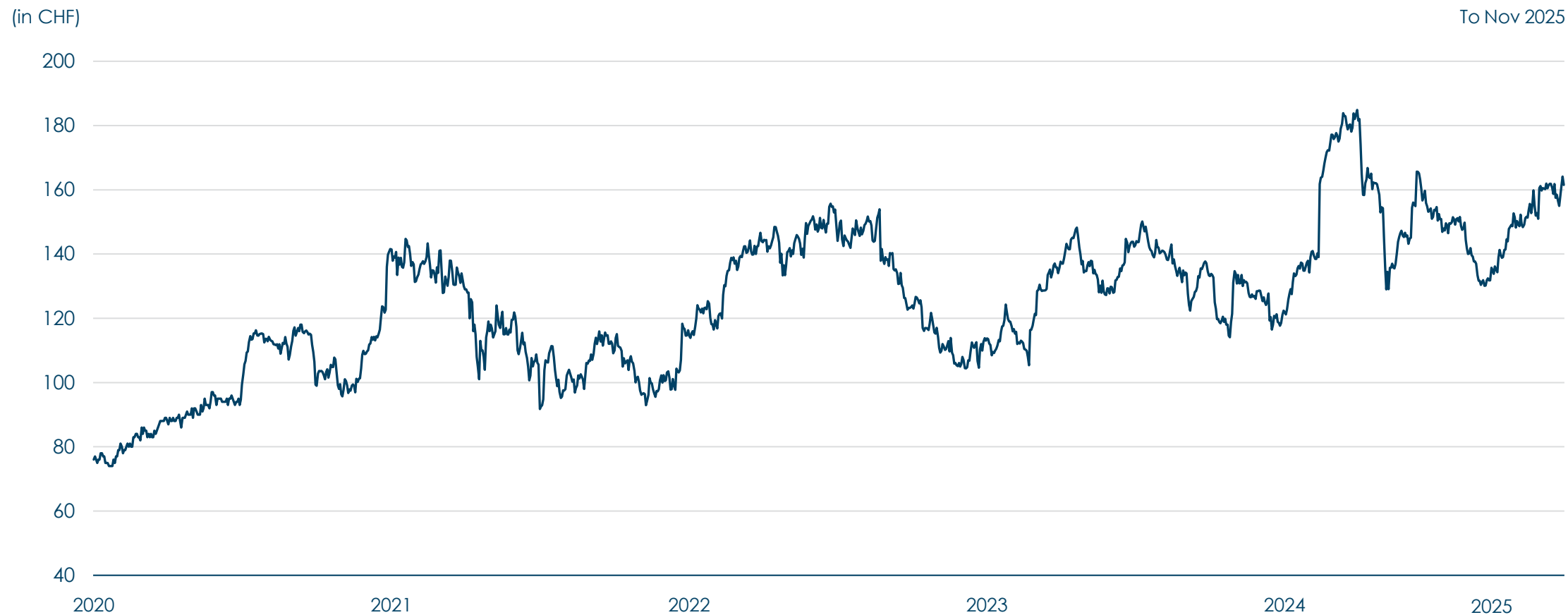
SHARE PRICE SINCE FLOTATION

(in CHF)

To Nov 2025



SHARE PRICE OVER 5 YEARS



AT RICHMONT
We Craft the Future

Buccellati • Cartier • Van Cleef & Arpels • Vhernier

A. Lange & Söhne • Baume & Mercier • IWC • Jaeger-LeCoultre • Panerai • Piaget • Roger Dubuis • Vacheron Constantin

Alaïa • Chloé • Delvaux • dunhill • G/FORE • Gianvito Rossi • Montblanc • Peter Millar • Purdey • Serapian • TimeVallée • Watchfinder & Co.