FY25 INTERIM RESULTS

30 SEPTEMBER 2024



Certain of the matters discussed in this document about our and our subsidiaries' future performance, including, without limitation, store openings and closings, product introductions, sales, sales growth, sales trends, store traffic, Richemont's strategy and initiatives and the pace of execution thereon, Richemont's objectives to compete in the global luxury market and to improve financial performance, retail prices, gross margin, operating margin, expenses, interest expense and financing costs, effective tax rate, net earnings and net earnings per share, share count, inventories, capital expenditures, cash flow, liquidity, currency translation, macroeconomic conditions, growth opportunities, litigation outcomes and recovery related thereto, contributions to Richemont pension plans, certain ongoing or planned real estate, product, marketing, retail, customer experience, manufacturing, supply chain, information systems development, upgrades and replacement, and other operational and strategic initiatives, and all other statements that are not purely historical, constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995.

Such forward-looking statements are subject to risks and uncertainties, which could cause actual results to differ materially from those anticipated. Such statements are based on management's beliefs as well as assumptions made by, and information currently available to, management. When used herein, the words "may", "should", "estimate", "project", "plan", "believe", "expect", "anticipate", "intend", "potential", "goal", "strategy", "target", "will", "seek" and variations of such words and similar expressions are intended to identify forward-looking statements.

Factors that may cause actual results to differ are often presented with the forward-looking statements themselves. Our retail stores are heavily dependent on the ability and desire of consumers to travel and shop and a decline in consumer traffic could have a negative effect on our comparable store sales and/or average sales per square foot and store profitability resulting in impairment charges, which could have a material adverse effect on our business, results of operations and financial condition. Reduced travel resulting from economic conditions, retail store closure orders of civil authorities, travel restrictions, travel concerns and other circumstances, including disease epidemics and other health-related concerns, could have a material adverse effect on us, particularly if such events impact our customers' desire to travel to our retail stores. International conflicts or wars, including resulting sanctions and restrictions on importation and exportation of finished products and/or raw materials, whether self-imposed or imposed by international countries, non-state entities or others, may also impact these forward-looking statements. Other factors that could cause actual results to differ materially from those contemplated in any forward-looking statements may include, but are not limited to: economic, geo-political, capital markets and business conditions, trends and events around the world and in the markets in which Richemont operates; changes in interest and foreign currency exchange rates, and changes in currency control laws; changes in taxation policies and regulations; the possibility of the imposition of new taxes on imports and exports and new tariffs and trade restrictions and changes in tariff rates and trade restrictions; shifting tourism trends; regional instability; violence (including terrorist activities); cybersecurity events affecting Richemont and related costs and impact of any disruption in business; political activities or events; weather conditions that may affect local and tourist consumer spending; consumer confidence, disposable income, credit availability, spending levels, shopping patterns, debt levels, and demand for certain merchandise; trends in consumer shopping habits around the world and in the markets in which Richemont operates; shifts in Richemont's product and geographic sales mix; variations in the cost and availability of diamonds, gemstones and precious metals; adverse publicity regarding Richemont and its products, Richemont's third-party vendors or the diamond or jewellery industry more generally; any non-compliance by third-party vendors and suppliers with Richemont's sourcing and guality standards, codes of conduct, or contractual requirements, as well as applicable laws and regulations; initiatives of competitors, competitors' entry into and expansion in Richemont's markets, and competitive pressures; disruptions impacting Richemont's business and operations; the availability of necessary personnel to staff Richemont's boutiques and other facilities: the availability of skilled labour in areas in which new boutiques and facilities are to be constructed or existing boutiques and facilities are to be relocated. expanded or remodelled: delays in the opening of new, expanded or relocated boutiques and facilities; failure to successfully implement or make changes to Richemont's information systems; and Richemont's ability to successfully control costs and execute on, and achieve the expected benefits from, the operational and strategic initiatives referenced above.

All of the forward-looking statements made in this document are qualified by these cautionary statements and we cannot assure you that the results or developments anticipated by management will be realized or, even if realized, will have the expected consequences to, or effects on, us or our business, prospects, financial condition, results of operations or cash flows. Readers are cautioned not to place undue reliance on these forward-looking statements in making any investment decision. Forward-looking statements made in this document apply only as of the date of this document. While we may elect to update forward-looking statements from time to time, we specifically disclaim any obligation to do so, even in light of new information or future events, unless otherwise required by applicable laws.

Nothing in this presentation constitutes investment advice or a recommendation of a particular investment or trading strategy. You are responsible for making your own investment decisions based on your particular facts and circumstances, and should consider whether to consult a financial or tax advisor when considering whether to enter into any investment transaction.

RICHEMONT

- Highlights
- Sales
- > Business areas
- > Financials
- Conclusion
- > Q&A
- > Appendix



Highlights



H1-25 KEY FIGURES: SUSTAINED RESILIENCE IN A PERSISTENTLY CHALLENGING ENVIRONMENT



RICHEMONT

H1-25 HIGHLIGHTS



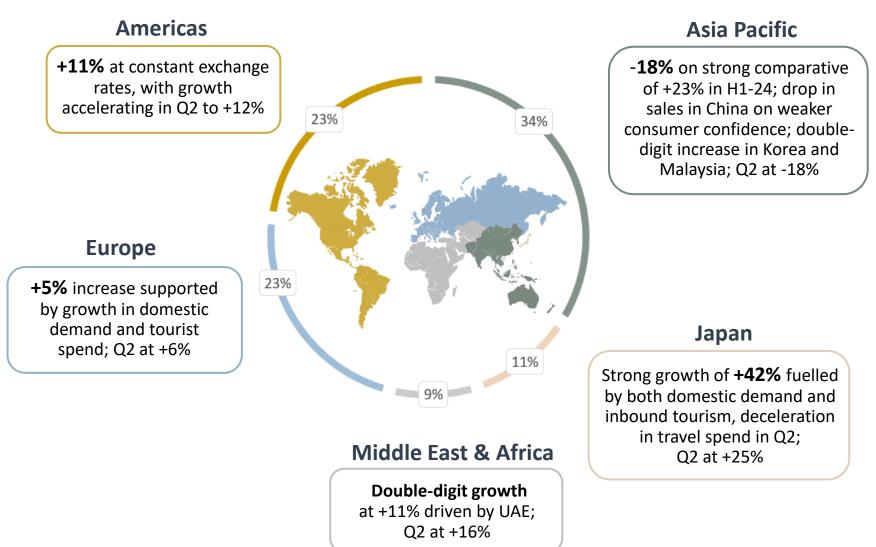
- Stable H1 sales at constant rates, after +12% in prior-year (Q2 at -1%)
- Mid-single digit growth at Jewellery Maisons at constant rates
- Sales growth in all regions except Asia Pacific on weaker China; double-digit in Americas, Japan and Middle East & Africa at constant rates
- Operating profit decline on lower Specialist Watchmakers sales, adverse currency movements as well as continued investment in Maisons' growth; in addition, one-off and perimeter change effects
- Further investment in manufacturing capacity at Jewellery Maisons
- Completion of the acquisition of Italian Jewellery Maison Vhernier
- Signature of an agreement for Mytheresa to acquire YNAP in exchange for a 33% equity stake in Mytheresa

- Appointment of new Group CEO
- New leadership in place at Cartier and Van Cleef & Arpels



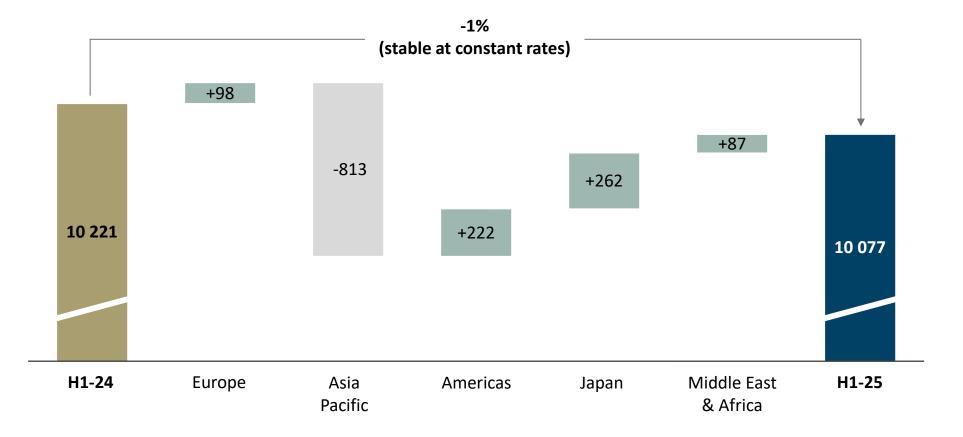


H1-25 SALES GROWTH IN MOST REGIONS (CONSTANT RATES)

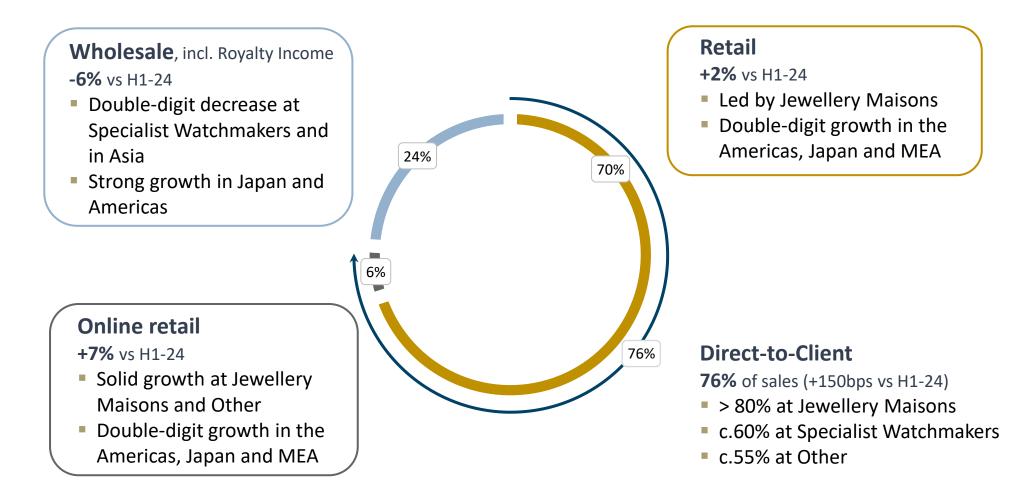


RICHEMONT

STRONG SALES CONTRIBUTION FROM AMERICAS AND JAPAN



CONTINUED INCREASE IN DIRECT-TO-CLIENT SALES IN H1-25 (CONSTANT RATES)



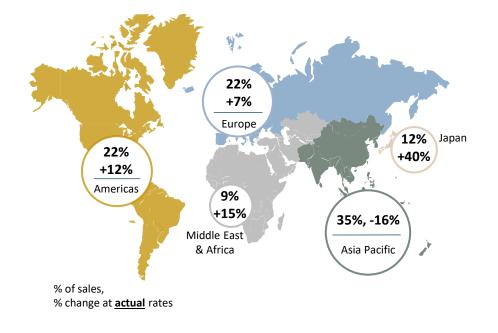
Business areas



H1-25 JEWELLERY MAISONS: SOLID PERFORMANCE

Sales up by 2% (+4% at constant exchange rates) to €7.1bn

- Solid growth across all regions, except Asia Pacific
- Americas and Japan main contributors to growth
- Increase in direct-to-client sales
- > Operating result down by 5% to €2.3bn
 - -1% at constant exchange rates
 - Higher raw material costs, particularly gold, partly offset by impact of limited price increases
 - Continued investments in communication, distribution and manufacturing



6 months €m	Sept 24	Sept 23	Actual rates	Constant rates
Sales	7 092	6 953	+2%	+4%
Operating result	2 333	2 468	-5%	-1%
Operating margin	32.9%	35.5%	-260bps	-170bps

H1-25 JEWELLERY MAISONS: LED BY ICONIC COLLECTIONS

- Good performance of iconic collections bolstered by creativity
 - Cartier | Trinity 100th anniversary, Clash (Jewellery), Panthère (Jewellery and Watches), Santos (Watches)
 - Van Cleef & Arpels | Alhambra, Perlée, Flora (Jewellery)
 - Buccellati | Blossom, Opera Tulle, Macri (Jewellery)

> Supportive High Jewellery sales

- Successful launch of Nature Sauvage at Cartier
- Heritage and Signature collections at Van Cleef & Arpels
- Prince of Goldsmith exhibition at Buccellati

> Enhanced retail network

- Renovations and boutique extensions
- Selected new openings, mainly in the Americas, Asia Pacific and Japan

Investment in jewellery production capacity across all Maisons

- New site in Valenza for Cartier
- Various sites in France for Van Cleef & Arpels

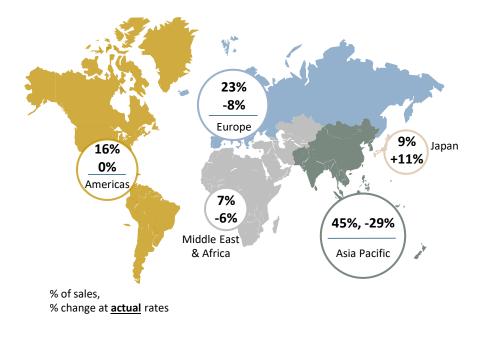




H1-25 SPECIALIST WATCHMAKERS: IMPACT OF APAC EXPOSURE

> Sales down 17% (-16% at constant exchange rates)

- Significant decline in SWM's largest region, Asia Pacific, led by China
- Double-digit growth in Japan
- Stable sales in the Americas
- > Operating result of €160m
 - Operating margin of 9.7%
 - Decline largely reflecting impact of lower sales on fixed operating costs and CHF strength
 - Controlled communication expenses, impact of the timing of Watches & Wonders, in H1 this year



6 months €m	Sept 24	Sept 23	Actual rates	Constant rates
Sales	1 657	1 987	-17%	-16%
Operating result	160	391	-59%	-55%
Operating margin	9.7%	19.7%	-1 000bps	-900bps

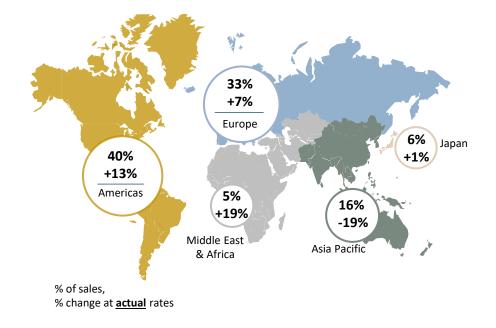
H1-25 SPECIALIST WATCHMAKERS: INNOVATION AND DISCIPLINE

- Various degrees of resilience influenced by regional exposure and product mix
- > Continued innovation building on heritage and quality craftsmanship
 - IWC | Eternal Calendar, Portugieser collection
 - Vacheron Constantin | Berkley Grand Complication
 - Piaget | Altiplano Ultimate Concept
- Share of direct-to-client sales stable at 59%, consolidating the strong FY24 rise
- > Network expansion concentrated on key locations
 - IWC flagships | Madison Avenue, NY and Champs-Elysées, Paris
 - Vacheron Constantin | Maximilianstrasse, Munich
- > Sell-In / Sell-out ratio close to 100% over 12 months



H1-25 'OTHER': RESILIENT SALES PERFORMANCE

- Sales up by 4% at actual and constant exchange rates
 - Growth across all regions except Asia Pacific, and across all channels at constant exchange rates
 - Double-digit growth at Watchfinder
- > Operating result of -€52m
 - -2% operating margin at the F&A Maisons, reflecting varied performances and ongoing strategic investment to boost desirability and visibility of the Maisons



6 months €m	Sept 24	Sept 23	Actual rates	Constant rates
Sales	1 328	1 281	+4%	+4%
Operating result	-52	-6	-767%	-700%
Operating margin	-3.9%	-0.5%	-340 bps	-310 bps

H1-25 'OTHER': FOCUS ON CREATIVITY AND HERITAGE IN F&A

- Continued strength at Peter Millar, particularly in Crown Crafted and through enhanced DTC experiences
- > Double-digit growth at Alaïa (La Ballerine, Le Teckel)
- > Acclaimed new collections at Alaïa, Chloé and dunhill
- > Notable new store openings
 - Peter Millar | Tampa
 - Gianvito Rossi | Nanjing
 - Villa Serapian Ginza | Tokyo
- > Watchfinder pilot of Official Pre-Owned partnership with Cartier showing strong results, a year after launch

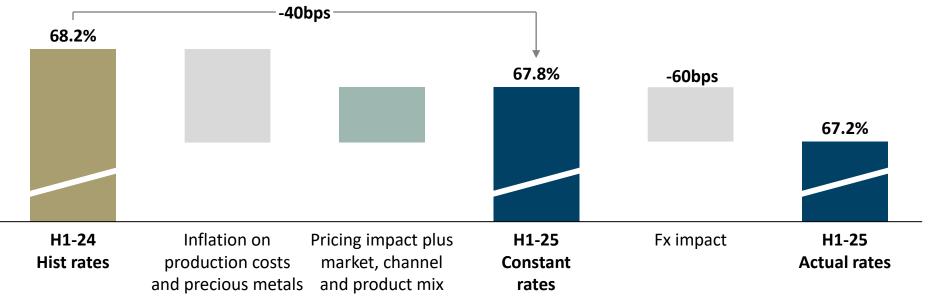


Financials



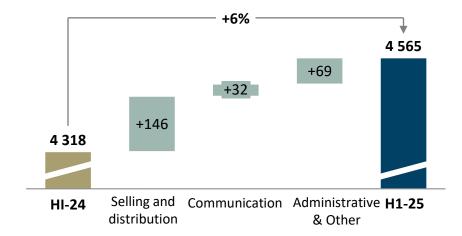
H1-25 GROSS PROFIT

- > Gross profit of €6.8bn, 3% lower than prior-year period
- > Gross margin of 67.2%, down 100bps or 40bps at constant exchange rates
 - Impact of adverse foreign exchange movements (JPY, CHF primarily) for 60bps
 - Higher raw materials cost (gold most notably) and rise in production costs partly mitigated by impact of limited price increases



H1-25 OPERATING EXPENSES

- Operating expenses up 6% to 45.3% of sales
 - Half of the increase driven by one-off and perimeter change effects, the remainder organic
 - Selling & Distribution expenses up 6%; primarily linked to network expansion, salary increases and Gianvito Rossi consolidation
 - Controlled Communication costs, including timing of Watches & Wonders
 - Higher administrative and other expenses, due notably to valuation adjustments on acquisitions, salary increases and one-off effects

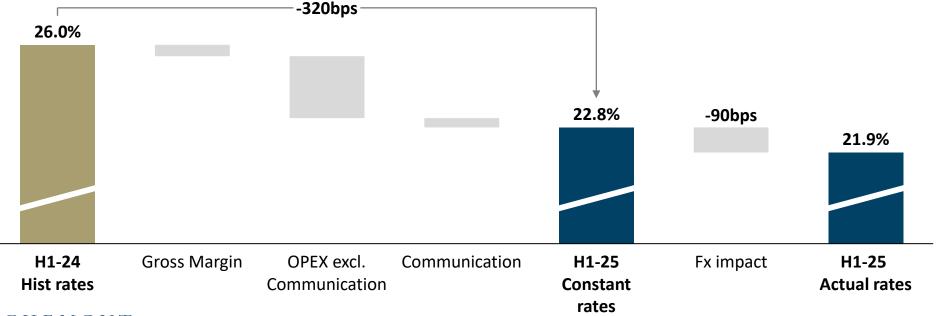


6 months €m	Sept 24	% of sales	Sept 23	% of sales	Actual rates	Constant rates
Net operating expenses	-4 565	45.3%	-4 318	42.2%	+6%	+6%
Selling and distribution expenses	-2 657	26.4%	-2 511	24.6%	+6%	+7%
Communication expenses	-909	9.0%	-877	8.6%	+4%	+4%
Administrative and Other expenses	-999	9.9%	-930	9.1%	+7%	+7%

H1-25 OPERATING PROFIT

> Operating profit of €2.2bn

- -17% at actual exchange rates and -12% at constant exchange rates
- Operating margin at 21.9%
- Largely reflecting the impact of lower Specialist Watchmakers sales, slight gross margin erosion, cost base evolution as well as the impact from adverse currency movements



H1-25 NET FINANCE COSTS

> Increase in net finance costs to €173m primarily reflects

- €261m increase in net foreign exchange losses on monetary items
- Partly offset by €159m favourable change in fair value adjustments on financial instruments

6 months €m	Sept 24	Sept 23	Change
Net finance costs	-173	-52	-121
Net foreign exchange (losses) on monetary items	-422	-161	-261
Net gains on hedging activities	135	137	-2
Fair value adjustments	132	-27	+159
Interest (expense), net	-18	-1	-17

H1-25 DISCONTINUED OPERATIONS

- > Sales lower by 15% in a challenging environment
- > Strong action on margin and cost base, **EBITDA improvement** to €(41)m
- > Operating result of €(1.3)bn largely reflecting the €1.2bn non-cash write down upon the sale of YNAP to Mytheresa, which also accounts for the cash to be left in YNAP upon completion

6 months €m	Sept 24	Sept 23	Change
Revenue	911	1 076	-15%
Operating loss	-1 267	-603	-110%
Loss for the period	-1 272	-655	-94%

H1-25 PROFIT FROM CONTINUING OPERATIONS

- > Profit from continuing operations at €1.7bn
- > Profit for the period of €0.5bn impacted by a €1.2bn non-cash write down from discontinued operations

6 months €m	Sept 24	Sept 23	Change
Operating profit	2 206	2 655	-17%
Net finance costs	-173	-52	+233%
Share of equity-accounted investments' results	58	26	+123%
Profit before taxation	2 091	2 629	-20%
Taxation	-362	-469	-23%
Profit for the period from continuing operations	1 729	2 160	-20%
Loss for the period from discontinued operations	-1 272	-655	-94%
Profit for the period	457	1 505	-70%
Profit margin from continuing operations	17.2%	21.1%	-390bps

H1-25 CASH FLOW FROM OPERATING ACTIVITIES

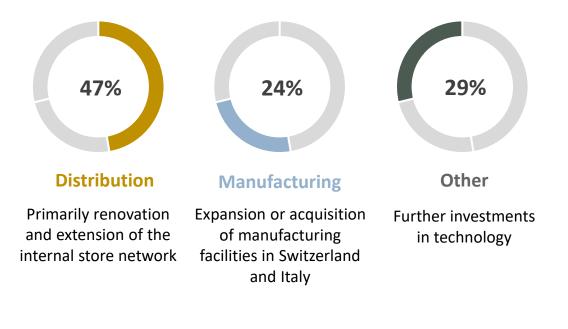
> Cash flow from operating activities of €1.2bn

Decline of €0.4bn largely reflecting the decrease in operating profit and slight working capital increase

6 months €m	Sept 24	Sept 23	Change
Operating profit from continuing operations	2 206	2 655	-449
Operating loss from discontinued operations	-1 267	-603	-664
Adjustment for depreciation and amortisation	757	698	+59
Adjustment for other non-cash items	1 288	575	+713
Changes in working capital	-1 167	-1 091	-76
Taxation paid	-556	-567	+11
Net financing payments	-12	-1	-11
Cash flow from operating activities	1 249	1 666	-417

H1-25 CAPITAL EXPENDITURE

Capex incl. discontinued operations of €389m,
3.5% of sales





Cartier – Chicago, Oak Street



Van Cleef & Arpels – Dubai, Mall of Emirates

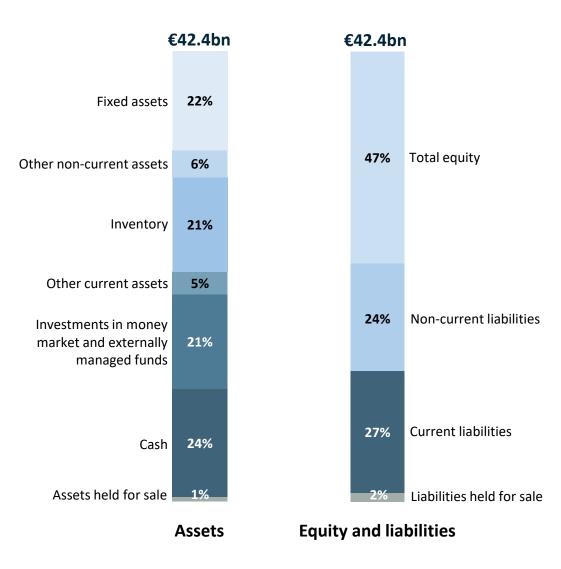
H1-25 FREE CASH FLOW

> Free cash flow of €0.3bn, down by €0.6bn including

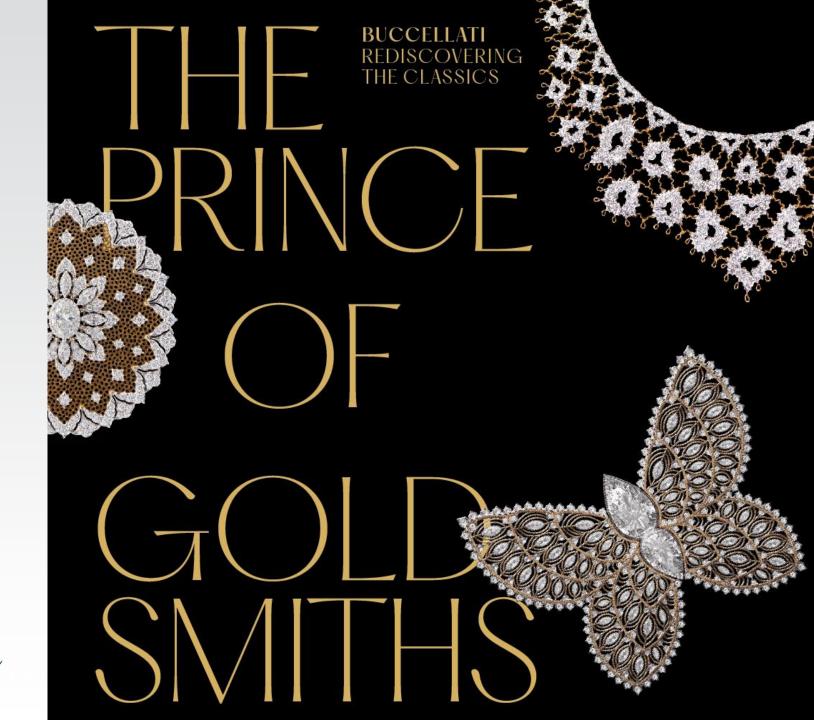
- €0.4bn from the reduction in cash flow from operating activities
- €0.2bn from net investment in two prime location real estate assets

6 months €m	Sept 24	Sept 23	Change
Cash flow from operating activities	1 249	1 666	-417
Net acquisition of tangible assets	-332	-308	-24
Net acquisition of intangible assets	-54	-69	+15
Net acquisition of investment property	-187	-	-187
Net acquisition of other non-current assets	-2	-51	+49
Lease payments - principal	-404	-372	-32
Free cash flow	270	866	-596

BALANCE SHEET STRENGTH



Conclusion



H1-25: AGREEMENT FOR MYTHERESA TO ACQUIRE YNAP

MYTHERESA

RICHEMONT

YOOX NET-A-PORTER GROUP



Transaction aims to create multi-brand digital group of significant scale, global reach as well as exceptional customer centricity

- Richemont will sell YNAP to Mytheresa with a cash position of €555m and no financial debt, subject to customary closing adjustments
- Mytheresa to issue shares to Richemont representing 33% of Mytheresa's fully diluted share capital
- Richemont to provide a €100m revolving credit facility to YNAP
- Closing of transaction expected in H1 2025, subject to customary conditions, including regulatory approvals

CONCLUSION

- > Sustained resilience despite persistent macroeconomic and political uncertainties
 - Solid growth in most regions, notably at double-digit rate in the Americas
 - Continued strength at the Jewellery Maisons with mid-single digit rise in sales
 - SWM sales largely reflecting high exposure to APAC, more specifically China
 - Continued investment in the Maisons to support existing and future demand
 - Robust cash position
- Cautious on the environment, but confident in our Maisons' strong positioning to navigate the current cycle and deliver sustainable value creation over the long term



Van Cleef & Arpels







Appendix

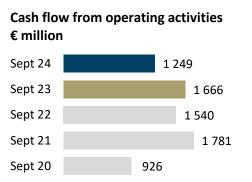


H1-25 FINANCIAL HIGHLIGHTS

Sales € million				CR	HR
Sept 24			10 077	0%	-1%
Sept 23			10 221	+12%	+6%
Sept 22			9 676	+16%	+24%
Sept 21		7 787		+70%	+68%
Sept 20	4 622			-25%	-27%

Profit from continuing operations € million Δ%							
c mino							
Sept 24	+17.2%	17	29	-20%			
Sept 23	+21.1%		2 160	+3%			
Sept 22	+21.8%		2 105	+40%			
Sept 21	+19.3%	1 503		+295%			
Sept 20	+8.2% 381			-64%			

Gross profit € million							
Sept 24	67.2%			6 771			
Sept 23	68.2%			6 973			
Sept 22	68.9%			6 667			
Sept 21	67.5%		5 260				
Sept 20	62.8%	2 901					



	Operati	ng profi	t			
Δ%	€ millio	n				Δ%
-3%	Sept 24	21.9%		2 2	06	-17%
+5%	Sept 23	26.0%			2 655	-2%
+27%	Sept 22	28.1%			2 723	+26%
+81%	Sept 21	27.8%		2 10	58	+220%
-32%	Sept 20	14.7%	678			-50%

Δ%	Net cash € million	-					Δ%
-25%	Sept 24					6 108	+6%
+8%	Sept 23					5 785	+21%
-14%	Sept 22				4 76	3	+51%
+92%	Sept 21			3 153			+49%
0%	Sept 20		2 11	11			+19%

Δ%

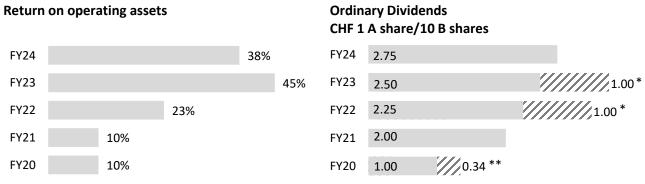
+10%

+11%

+13%

+100%

-50%



* CHF 1.00 special dividend
** CHF 0.34 loyalty scheme

Capex € million Sept 24 389 Sept 23 378 Sept 22 377 Sept 21 272 Sept 20 188

Δ% +3%

0%

+39%

+45%

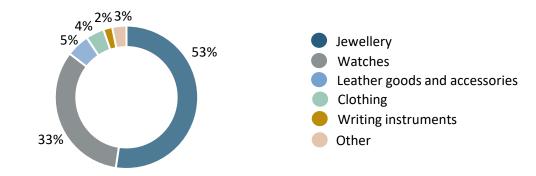
-33%

FY24		
FY23		
FY22		23%
FY21	10%	
FY20	10%	

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H1-25 SALES BY PRODUCT LINE OF CONTINUING OPERATIONS

			Actual	Constant
6 months €m	Sept 24	Sept 23	rates	rates
Jewellery	5 281	5 202	+2%	+3%
Watches	3 327	3 598	-8%	-6%
Leather goods and accessories	526	511	+3%	+4%
Clothing	417	379	+10%	+10%
Writing Instruments	203	212	-4%	-3%
Other	323	319	+1%	+2%
Total sales	10 077	10 221	-1%	0%



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H1-25 OPERATING RESULTS BY BUSINESS AREA

6 months €m	Sept 24	Sept 23	Change
Jewellery Maisons	2 333	2 468	-5%
Specialist Watchmakers	160	391	-59%
Other	-52	-6	-767%
Operating result	2 441	2 853	-14%
Valuation adjustments on acquisitions	-30	-10	+200%
Corporate costs	-205	-188	+9%
Central support services	-157	-148	+6%
Other unallocated expenses, net	-48	-40	+20%
Operating profit	2 206	2 655	-17%

6 months % of sales	Sept 24	Sept 23
Jewellery Maisons	32.9%	35.5%
Specialist Watchmakers	9.7%	19.7%
Other	-3.9%	-0.5%
Operating profit	21.9%	26.0%

SUMMARY BALANCE SHEET AND INVENTORY

at 30 September €m	2024	2023
Non-current assets	11 884	10 749
Current assets	30 466	30 135
Non-current liabilities	10 289	9 735
Current liabilities	12 077	12 157
Equity attributable to owners of the parent company	19 917	18 937
Non-controlling interests	67	55
Equity	19 984	18 992
including		
Net cash	6 108	5 785

at 30 September €m	2024	2023		Change
Finished goods	5 389	4 702	+687	+15%
Raw materials and work in progress	3 582	3 015	+567	+19%
Total	8 971	7 717	+1 254	+16%
Number of months of COGS Rotation	19.9	17.5		

H1-25 RETAIL NETWORK ____

Total	2 468 (+46)
Franchise	1 068 (+13)
Internal	1 400 (+33)

			Net change
	Sept 24	March 24	Total
Jewellery Maisons	506	484	+22
Cartier	277	273	+4
Van Cleef & Arpels	165	163	+2
Buccellati	47	48	-1
Vhernier**	17	0	+17
Specialist Watchmakers	922	909	+13
IWC	223	212	+11
Panerai	186	185	+1
Jaeger-LeCoultre	172	171	+1
Piaget	134	136	-2
Vacheron Constantin	119	116	+3
A. Lange & Söhne	44	43	+1
Other SW*	44	46	-2
Other - Fashion & Accessories	1 040	1 029	+11
Montblanc	534	533	+1
Chloé	233	228	+5
dunhill	88	88	-
Delvaux	72	71	+1
Peter Millar	23	21	+2
Watchfinder & Co.	13	13	-
Other F&A*	77	75	+2
Total	2 468	2 422	+46

* Other SW - Baume & Mercier, Roger Dubuis; Other F&A - Alaïa, Gianvito Rossi, Purdey, Serapian ** Vhernier, consolidated from 30.09.2024

HEDGING

- > **70% of our forecasted net foreign currency cash flow exposure,** arising primarily in AED, HKD, JPY, SGD, USD and CNY, **is hedged vs CHF and EUR**^{*} on a 12-month rolling basis
- > In the case of USD, the net exposure takes into account purchases of precious metals and precious stones (which are usually denominated in USD)
- > We raise FX hedge ratio to 100% within a 60-days window upon validation of intercompany invoicing
- Realised and unrealised gains/losses^{**} on currency derivative contracts are recognised in net finance costs

6 months to 30 Sept 2024	Average rates		
versus CHF	Actual	Hedge	
AED	4.15	4.22	
НКD	8.82	9.05	
JPY	172.27	165.28	
SGD	1.51	1.58	
USD	1.13	1.16	
versus EUR	Actual	Hedge	
CNY	7.83	7.67	

* As Chinese Yuan is a less liquid currency against CHF, we hedge it against EUR. It also supports Group Treasury in building EUR position

** Realised gains/losses account for transactions already settled, while unrealised account for the ones that are yet to mature

DEFINITIONS

- > yoy means year-on-year change vs six-month period ended 30 September 2023
- Movements at constant exchange rates are calculated by translating underlying sales in local currencies into euros in both the current period and the comparative periods at the average exchange rates applicable for the financial year ended 31 March 2024
- > Any long form references to Hong Kong, Macau and Taiwan within this presentation are Hong Kong SAR, China; Macau SAR, China; Taiwan, China respectively
- > Key figures apply to continuing operations

AT RICHEMONT 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 • Gianvito Rossi • Montblanc • Peter Millar • Purdey • Serapian • TimeVallée • Watchfinder & Co. •

NET-A-PORTER • MR PORTER • THE OUTNET • YOOX • ONLINE FLAGSHIP STORES •