Non-Financial Report

2026

RICHEMONT

At Richemont,
We Craft the Future

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Introduction

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About this Report

The Non-Financial Report 2026, prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021), provides Richemont's disclosures on non-financial matters pursuant to Articles (Art.) 964a-c of the Swiss Code of Obligations, including the Swiss Ordinance on Climate Disclosures, which are summarised in the Appendix.

Furthermore, Richemont's disclosures made pursuant to Art. 964j-l of the Swiss Code of Obligations can be found in the Sustainability Approach and Supply Chain chapters; a correlation table on 'Disclosure in accordance with Art. 964j-l of the Swiss Code of Obligations and the Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour' is available in the Appendix.

This report focuses on activities undertaken during the financial year 2026 (FY26: 1 April 2025 – 31 March 2026).

For more information on methodological updates and data collection, please refer to the Basis of Preparation document, available in the Sustainability section of the Group website under Reports & Policies, including the GRI Correlation Table and the GRI Content Index.

A glossary can be found in the Appendix of this report.

Reporting Boundary

This report presents the performance of Compagnie Financière Richemont SA, its Maisons and businesses, subsidiaries and regional offices accounted for by the financial control method, which, unless the context suggests otherwise, are referred to as 'we', 'us', 'our', 'Group' and 'Richemont'.

Additional details on reporting boundaries are available in the Basis of Preparation document, which includes, among others, details on changes to reporting boundary regarding the Group's activities, value chain, and business relationships, compared to the previous reporting period.

Board Approval and Date of Publication

This report was approved by the Board of Directors, prior to publication on 29 May 2026.

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Assurance

Selected disclosures and indicators have been independently assured (limited assurance) by KPMG SA. For further information, please consult the KPMG Assurance Report in the Appendix.

Cautionary Statement Regarding Forward-looking Statements

This document contains forward-looking statements, including on sustainability objectives, targets, outlooks and plans. Words such as 'may', 'should', 'estimate', 'project', 'plan', 'believe', 'expect', 'anticipate', 'intend', 'potential', 'goal', 'strategy', 'target', 'aim', 'will', 'seek' and similar expressions may identify forward-looking statements. Such forward-looking statements are based on current beliefs and expectations of Richemont. They are not guarantees of future performance or developments. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are outside the Group's control. Richemont does not undertake to update, nor does it have any obligation to provide updates or to revise any forward-looking statements. This report includes metrics that may be subject to inherent measurement uncertainties due to limitations in data availability and the methodologies applied. Some disclosures may be updated or refined over time as sustainability reporting standards and methodologies continue to evolve.

About Richemont

One of the world's leading luxury goods groups, Richemont was established in 1988 and is the owner of a unique portfolio of 24 Maisons and businesses.

They are all recognised for their excellence and operate across the following three main business areas*:

Jewellery

BUCCELLATI
Cartier
Van Cleef & Arpels
VHERNIER

Specialist Watchmakers

A. LANGE & SÖHNE
BAUME & MERCIER
IWC SCHAFFHAUSEN
JAEGER-LECOULTRE
PANERAI
PIAGET
ROGER DUBUIS
VACHERON CONSTANTIN

Fashion & Accessories/ Other

ALAÏA
Chloé
DELVAUX
dunhill
G/FORE
Gianvito Rossi
MONTBLANC
PETER MILLAR
PURDEY
SERAPIAN
TIME VALLÉE
WATCHFINDER&Co.

* As regards Baume & Mercier, on 22 January 2026, Richemont and the Damiani Group announced that they signed an agreement for the Damiani Group to acquire full ownership of specialist watchmaker Baume & Mercier from Richemont in a private transaction, with closing expected in the summer of 2026 and remaining subject to certain condition precedents.

Foundations

FONDATION AZZEDINE ALAÏA
Fondation Cartier pour l'art contemporain
PHILANTHROPY Cartier
FONDAZIONE COLOGNI MESTIERI D'ARTE
FHH Fondation Haute Horlogerie
Laureus
MICHELANGELO FOUNDATION FOR CREATIVITY AND CRAFTSMANSHIP
PEACE PARKS FOUNDATION
WATCHES AND WONDERS GENEVA

Schools

AZACADEMY
INSTITUT Cartier HORLOGERIE
INSTITUT Cartier JOAILLERIE
Creative Academy
IOSW INSTITUTE OF SWISS WATCHMAKING
L'ÉCOLE School of Jewelry Arts
Richemont Retail Academy

Service Framework to Support the Maisons

Richemont regional and central functions constitute a service framework to support the Maisons with a broad spectrum of services to develop their activities across more than 150 locations. During the year under review, all functions worked closely with the Maisons to ensure continuity in a volatile environment, whilst pursuing the development of their operational backbone through various projects and initiatives.

All regional functions teams worked on further strengthening their business partnership with the Maisons to support their sustainable business development and deliver on their strategic priorities, in particular by bringing simplification and harmonisation to processes whilst ensuring business integrity. The integration of Vhernier into Richemont's regional operating model in 2025 was a further illustration of this commitment.

Group Operations partners with Maisons and regions to enhance and secure Richemont's global operations. The department manages the Group's logistics backbone and supports Maisons in their manufacturing and supply chain development, defining and executing strategies for continuous improvement across industry, customer service, supply chain/logistics, indirect procurement, responsible sourcing, and research and innovation.

Headquarters

The Senior Executive Committee is ultimately responsible for the management of the Group's underlying businesses and investments, subject at all times to an obligation to provide adequate information on the development of those businesses to the Board.

Central functions provide guidelines, set policies and standards, as well as control and support: Company Secretariat, Corporate Affairs, Finance, Human Resources, Marketing Services, Operations, Real Estate and Technology Platforms.

Maisons & Businesses

To preserve their distinctiveness, unique heritage, and DNA, and to enable their individual creativity to flourish, **Maisons and businesses** are directly responsible for:

- Creation
- Product development
- Manufacturing
- Marketing
- Communications
- Distribution network
- Customer Services

Regions

Regional operations are based in:

- Europe
- Americas
- Asia Pacific
- Japan
- Middle East, India, Africa and Türkiye

Regions provide the right business environment for Maisons and businesses to grow their brand equity and run efficient local operations, leveraging central function services and attracting the best local talents.

Global Presence

Our Headquarters are in Bellevue, Geneva, Switzerland

Five regional offices provide support services to our Maisons in:

- Geneva for Europe
- Dubai for Middle East, India, Africa and Türkiye
- Hong Kong SAR, China for Asia Pacific
- Tokyo for Japan
- New York for the Americas

Richemont operates in more than
150 locations

Boutiques in Richemont network
2 376

Directly operated by Richemont
1 393

Business Performance Highlights

Key figures

Sales
€22.4bn

Operating profit
€4.5bn

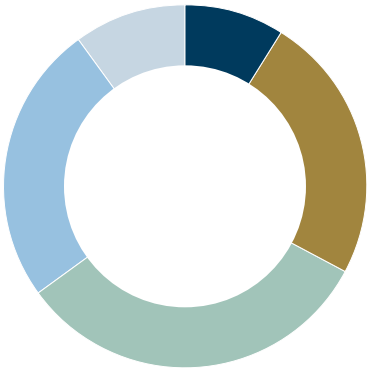
Jewellery sales
€12.2bn

Watch sales
€7.2bn

Clothing, leather goods & accessories sales
€1.9bn

Cash flow from operating activities
€4.9bn

Sales by geographic location



Middle East & Africa	9%
Europe	24%
Asia Pacific	32%
Americas	25%
Japan	10%

Materiality of 'Exclusion Criteria'
Some investors apply 'exclusion criteria' to their portfolio decisions. To help them, Richemont provides the following information regarding gun, alcohol and tobacco-related products. The combined sales of guns by James Purdey & Sons, alcoholic beverages in two dunhill restaurants and tobacco accessories, such as dunhill pipes, account for significantly less than 1% of Group sales. Accordingly, the sale of such products is not a material element of Richemont's business.

Chief Sustainability Officer Message

Together, every day, everywhere

At Richemont, sustainability management is embedded in the Group's long-standing values and collaborative culture, making it a shared responsibility.

Group Sustainability leads this effort by designing the strategic framework, policies, and guidance, while offering technical support and learning opportunities. With Group Sustainability integrated into Corporate Affairs, sustainability now directly supports Richemont's licence to operate and acts as a transversal business partner to Maisons and regions.

This year's focus was the consistent and pragmatic integration of environmental and social requirements, as part of our continuous improvement journey throughout the Group, managed together, every day.

Sustainability is now guided by four strategic pillars that articulate Richemont's Sustainability Framework: Complying, Acting, Reporting and Embracing. In FY26, this Framework was developed and presented to the Maisons and regions, further reinforcing harmonisation and mutualisation of ongoing efforts.

Addressing today's challenges requires continuous and effective collaboration both within our organisation and with our external partners. This is why we regularly engage with a broad range of stakeholders. Our collaborative approach further extends to investing in our people through programmes such as the Richemont Sustainability Academy, which this year extended its offering beyond online trainings to in-person sessions. This fosters the expertise essential for driving sustainability forward.

This report reflects the collective effort of the Group's Maisons, regions, and functions, illustrating the responsible choices that we make, every day, everywhere.

I extend my sincere gratitude to everyone for their unwavering commitment. Together, we will continue to strengthen our approach and create a positive impact for generations to come.

Bérangère Ruchat
Chief Sustainability Officer

Executive Summary

Sustainability at Richemont is rooted in the Group's culture and its responsibility towards its employees, society, customers and the communities it serves. The Group applies a common framework to align strategies across its Maisons, regions, and functions, supporting responsible business conduct and long-term value creation.

Embedding this framework enables the Group to build trust, manage risks, strengthen collaborations, and support sustainable growth, reinforcing Richemont's licence to operate.

Sustainability Approach

Richemont's Sustainability Framework is structured around four foundational pillars: Complying, Acting, Reporting, and Embracing. Together, these pillars drive consistent and harmonised practices and priorities across the Group. A growing emphasis on education and circularity is reflected in the Group's shared priorities.

The Sustainability Framework is operationalised through the Sustainability Management System, which translates sustainability priorities into governance structures, policies, processes, and supporting enablers. To strengthen coherence, accountability and impact, the Group Sustainability team was integrated into Group Corporate Affairs in FY26, leveraging its integrated structure to align external engagement with strategic priorities, foster cross-functional collaboration, and enhance the Group's agility in addressing risks, crises, and emerging opportunities.

In practice, this integration ensures that sustainability considerations are systematically embedded across regulatory engagement, reputation management, and coordinated stakeholder engagement, reinforcing sustainability as a core component of the Group's licence to operate.

The Richemont Sustainability Academy provides a suite of courses and modules that support capability-building across the Group through targeted learning and development opportunities.

Richemont's Materiality Assessment underpins the Group's non-financial reporting and informs the identification of material impacts, risks and opportunities. In FY26, the assessment was reviewed in consultation with relevant internal stakeholders, with a particular focus on social topics across regions.

Environment

Richemont seeks to manage environmental impacts across its operations and supply chains, including those related to energy and climate change, water, waste and resource use, as well as circularity and biodiversity.

The Group applies recognised environmental and climate-related standards and certifications to guide its approach. Through best efforts, the Group works towards mitigating its impact on climate change by reducing greenhouse gas (GHG) emissions from direct operations and supply chains.

A key component of this approach is the development of a low-carbon transition plan, building on the targeted reduction of Scope 1 and 2 GHG emissions. Across owned buildings, including offices, boutiques, manufacturing sites, and customer service and distribution centres, the Group has implemented measures to reduce energy consumption, improve energy efficiency, and promote the use of renewable energy.

In FY26, Richemont further refined the scope of its environmental management approach. The refinement included closer alignment of relevant functions and expertise, as well as clarification of definitions and topics across Richemont's value chain. These measures support a more collective and harmonised approach to environmental stewardship. The Group's management approach to environment is based on performance measurement and monitoring, the implementation of prevention and mitigation measures, and continuous improvement.

In FY26, Richemont elevated circularity to a strategic priority within its Sustainability Framework. To operationalise this priority, the Group has developed Circularity Guiding Principles. These principles facilitate the integration of circularity actions across the Group's activities and serve as a compass to guide decision-making.

Social

People are central to Richemont's long-term success. As custodian of craftsmanship and creativity, the Group fosters a collaborative working environment that supports professional growth. The Group develops and retains talents, nurturing lasting connections with employees, and operates within a mature culture built on trust and mutual respect.

Richemont's approach is guided by a commitment to excellence and respect for artistry, and fosters constructive human relationships. Rooted in shared values, Richemont cultivates a sense of belonging and promotes a leadership culture that encourages responsibility and accountability. From the precision of watchmaking to innovation in jewellery, fashion and accessories, the Group invests in talent development and sustains expertise across disciplines to maintain high standards of quality.

The Group supports employees throughout their Richemont journey, from talent attraction and career development, to ongoing engagement and performance management. To foster performance while upholding its values, the Group seeks to remain an attractive employer for both prospective talents and current employees.

Richemont's Health and Safety Management System outlines how the Group supports the health and safety of employees and anyone involved in its business activities. This system identifies, prioritises and mitigates health and safety hazards, thereby aiming to prevent accidents and business disruptions and ensuring a secure working environment. Furthermore, it drives compliance and continuous improvement, engaging employees in accident prevention and fostering a culture of health and safety in the workplace.

Executive Summary continued

Supply Chain

Responsible conduct within the Group's supply chains is promoted through standards, policies, and certifications. The Standards of Business Conduct, the Supplier Code of Conduct (SCoC), the Minerals and Metals Responsible Sourcing Policy, the Group Procurement Policy, and the Human Rights Statement form the foundation of the responsible sourcing practices.

The SCoC outlines requirements for suppliers on business ethics, labour and human rights, and environmental protection. It is updated regularly, most recently in FY25, to further strengthen the Group's compliance procedures and to reflect the evolving sustainability regulatory landscape. The SCoC addresses labour conditions and human rights, including the prohibition of child labour.

In FY26, Richemont launched a Group-wide campaign to promote awareness and understanding of its updated SCoC. The campaign has been designed to support formal endorsement of the SCoC's principles by the Group's suppliers and promote shared responsibility for responsible business conduct.

Richemont's standards and policies are regularly reviewed and updated to reflect the evolving regulatory landscape and the increasing importance of value chain accountability.

The Group works to maintain oversight of social and environmental impacts within its supply chains through the implementation of certification and auditing standards. Suppliers are required to adhere to recognised certification systems, such as those of the Responsible Jewellery Council (RJC) and the Leather Working Group (LWG).

Richemont undertakes due diligence and risk management on its supply chains, following a risk-based approach. The Group's framework is built on the guidelines of the Organisation for Economic Co-operation and Development (OECD) to support the application of its standards and due diligence requirements. The Group maintains grievance mechanisms, including the Richemont Speak Up Platform, to identify and address potential impacts within its value chain.

Governance

Sustainability governance at Richemont is anchored at the highest governance level of the Group: the Board of Directors (or the 'Board'). With the support of the Governance and Sustainability Committee (G&SC or the 'Committee'), the Board oversees sustainability strategy, policies and performance. The Committee provides updates to the Audit Committee and reports to the Board.

The Committee reviews management proposals regarding the sustainability framework and supports the Board in establishing and reviewing sustainability strategy, policies and guidelines. The Committee advises the Board on matters discussed at Committee meetings.

The Chief Executive Officer (CEO), the Director of Corporate Affairs and the Chief Sustainability Officer (CSO) of the Group are permanent attendees of the Committee. They are also members of the Senior Executive Committee (SEC), Richemont's executive management body responsible for overseeing the management of sustainability performance and reporting.

Supporting the Group's approach to transparency and integrity, Richemont's Speak Up Platform offers employees and affected third parties a dedicated channel to report concerns, thereby serving as an integral component of the Group's governance and ethical framework.

Creativity, innovation, and craftsmanship are essential components of Richemont's offerings to customers. The Group's strategy encompasses anti-counterfeiting measures and comprehensive data protection and privacy policies and guidelines. In FY26, the Group continued to strengthen actions in these areas, directly addressing heightened threats from counterfeiters and cyber-attacks.

The Non-Financial Report 2026 reflects the collective effort of the Group's Maisons, regions, and functions, illustrating the responsible choices made together, every day, everywhere. With gratitude for the contributions of all involved, Richemont continues to strengthen its sustainability approach and create a positive impact for generations to come.

Sustainability Approach

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Richemont's Sustainability Framework

Richemont's approach to sustainability is rooted in the Group's culture and its responsibility towards its employees, customers, society, and the communities it serves. The Group works to build ongoing trust amongst stakeholders, manage risks throughout its operations, and support sustainable growth, reinforcing Richemont's licence to operate.

Richemont's Sustainability Framework is foundational to these efforts. It is structured around four key pillars, 'Complying, Acting, Reporting and Embracing', through which the Group crafts the future of sustainability. Together, these pillars drive consistent and harmonised practices and priorities across the Group.

Richemont **Complies** with established business standards and relevant regulations, leveraging organisational efforts and collaboration across the Group. This approach leads to operations being conducted with legal adherence across the markets where the Group operates.

Under **Acting**, Richemont implements measures to preserve its business from potential environmental and social disruptions. This involves risk mitigation and building resilience to safeguard long-term value, as well as exploring opportunities for continuous improvement. Actions within this framework address environment, social and business conduct considerations, building on existing standards and processes.

Richemont shares its progress through **Reporting**, where the Group discloses non-financial information required by law. This fosters accountability and builds trust with the Group's stakeholders by providing insights into its performance. Maisons, regions, and functions support this by implementing internal processes designed to maintain accuracy, consistency, and continuous improvements.

Finally, Richemont is **Embracing** sustainability, reflecting the Group's culture and heritage, including the long-term stewardship of craftsmanship and creativity across its Maisons.

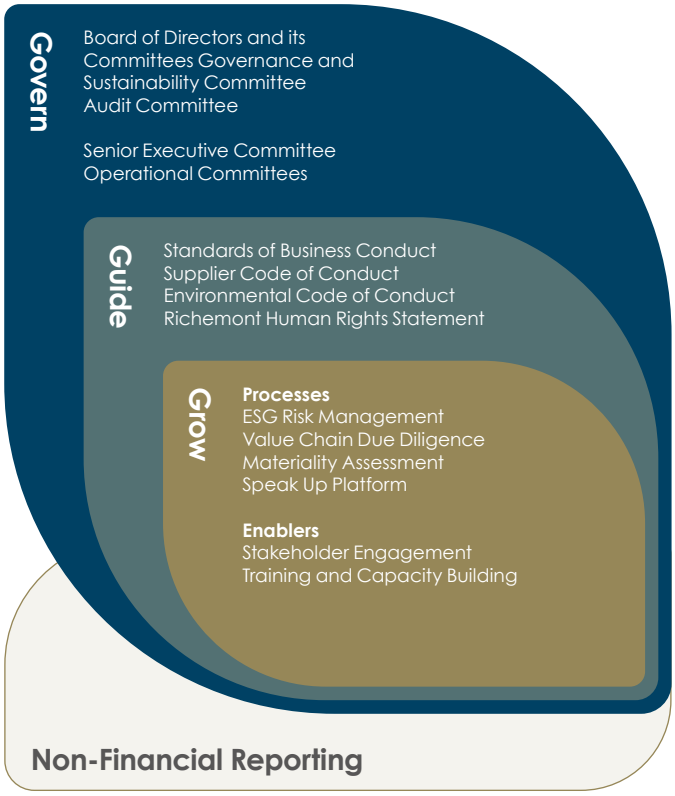
To further enable the Sustainability Framework, the focus on education and the integration of circularity principles are increasingly reflected in shared priorities across the Group.

Education, which fosters a mindset of continuous learning and improvement, constitutes an important part of the Group's sustainability approach, exemplified by the Group's established academies. Craftsmanship is central to the business, supported by the Group's commitment to skills preservation through transmission. This is embodied within the Maisons by established foundations and partnerships. As a custodian of creativity and craftsmanship, Richemont nurtures the unique heritage and artistic vision of each Maison. Traditional techniques are preserved alongside innovation, ensuring the continued artistry of the Maisons for generations. Through awareness programmes, Richemont and its Maisons underscore the enduring relevance and accessibility of luxury for new generations.

On the other hand, the integration of **Circularity** enables business resilience and mitigates environmental impacts. Actions for circularity span the product life cycle, encompassing optimised production processes from the early stages of design to the promotion of research and innovation. This also supports compliance with evolving waste management and resource efficiency regulations. Implementation strategies include, amongst others, designing durable products and providing repair services.

The Group's Sustainability Framework is operationalised through Richemont's Sustainability Management System, which translates the Group's sustainability priorities into governance structures, policies, processes, and supporting enablers across the Group. At its core, the system is overseen by Governance bodies, including the Board of Directors and its Committees, the Senior Executive Committee (SEC), and various Operational Committees. These bodies establish and uphold Richemont's Standards of Business Conduct and policies. The system demonstrates how a risk-based approach informs the Group's policies, taskforces, and committees, and drives due diligence across direct operations and supply chains. Its operational effectiveness is driven by processes and enablers, encompassing ESG Risk Management, value chain due diligence, the materiality assessment and the Speak Up Platform. Other components of the system include stakeholder engagement and training and capacity building. These elements are, ultimately, reflected into non-financial reporting.

Sustainability Management System



Governance and Management

Sustainability governance at Richemont is anchored at the highest governance level of the Group: the Board of Directors (or the 'Board'), with the support of the Governance and Sustainability Committee (G&SC or the 'Committee'), oversees sustainability strategy, policies, and performance. The G&SC provides updates and reports to the Board. Established in March 2021, the Committee reviews management proposals regarding the sustainability framework. The G&SC supports the Board in establishing and reviewing sustainability strategy, policies and guidelines. The Committee convenes five times per year, and the Group Sustainability team assists with setting the agenda and preparing documents for discussion.

The G&SC advises the Board on matters discussed and approved at its committee meetings, such as:

- review of proposals regarding environmental matters;
- oversight of due diligence processes and Materiality Assessment, which focuses on Richemont's impact on sustainability topics and incorporates insights from internal and external stakeholder engagement, the effectiveness of which is reviewed annually;
- management proposals regarding the respect of human and labour rights and social impact on supply chains and communities; and
- sustainability-related amendments to strategic plans.

Specifically on climate-related topics, the Committee oversees the development and execution of the Group's climate strategy and action plan, climate-related scenario analysis, risk management, and monitors progress towards greenhouse gas (GHG) emission reduction goals. The Committee has competency in climate change related matters through regular training sessions and consultations with internal and external experts. The Chief Sustainability Officer (CSO) supports the Group in assessing climate impacts, risks and opportunities, overseeing climate-related engagement, setting and monitoring relevant goals, and integrating climate considerations into strategic planning and decision-making. Environmental matters, including climate-related risks and opportunities, are firmly integrated in the Group's Sustainability Management System. Oversight of Richemont's environmental strategy, organisation, performance and reporting, including on climate-related aspects, rests with the Board, through the Board's standing committees, the G&SC and the Audit Committee.

The Committee reports to the Board on its proceedings after each meeting on all matters within its duties and responsibilities, including any matters on which the Board has requested the Committee's opinion. Items can be discussed with the Board at large if required. The Committee comprises the following non-executive directors: Ms Jasmine Whitbread, Mr Bram Schot, Ms Wendy Luhabe, Mr Gary Saage and Dr Vesna Nevistic. Additional details for these members are available in the Annual Report and Accounts 2026. Ms Whitbread, the Committee's Chair, has extensive experience of sustainability-related topics, and the other members' experience includes tenure on sustainability committees, risk management and oversight of business ethics in other Boards.

The G&SC, like the Board and each of its standing committees, conducts an annual self-assessment of its role and effectiveness, providing members with the opportunity to reflect on their individual and collective performance. The outcomes of this assessment are then communicated and discussed at the Committee's meeting to reinforce, where necessary, essential competencies in sustainability matters.

In addition to the G&SC's mandate, the Board's Audit Committee oversees the adequacy and effectiveness of risk management practices within the Group, including those for ESG risks. The Audit Committee examines and reviews the adequacy, effectiveness and integrity of these practices to ensure the Group's compliance with all applicable laws and regulations and with Richemont's Standards of Business Conduct.

The Chief Executive Officer (CEO), the Director of Corporate Affairs and the CSO of the Group are permanent attendees of the G&SC and are members of the SEC, Richemont's executive management body responsible for overseeing the management of sustainability performance and reporting.

The CSO leads the Group Sustainability team, which engages with the Executive Committees of Maisons, regions, and functions, as well as technical experts to support adherence to the Group's Sustainability Framework. To cultivate a cohesive approach and shared accountability, the team was integrated into the Corporate Affairs department in FY26. This supports the wider mandate of Corporate Affairs by embedding sustainability considerations within activities linked to regulatory engagement, reputation management and coordinated stakeholder engagement within a harmonised sustainability framework, making sustainability an integral part of Group's licence to operate.

Standards of Business Conduct and Policies

The Group's Standards of Business Conduct (the 'Standards') were introduced in September 2021 and updated in FY25. Richemont's Standards, presented to the Committee, are available in the Sustainability section of the Group's website under Reports & Policies and internally on the Group's intranet. The Standards guide legal, ethical and sustainable decisions in countries where the Group operates. The Standards apply across the Group, encompassing its employees, directors, temporary staff, contractors, agents, consultants, and business partners. The Standards have been developed considering evolving regulations and they are reviewed regularly.

Building on the Standards, Richemont's Supplier Code of Conduct (SCoC), the Environmental Code of Conduct and the Human Rights Statement support the Sustainability Management System. The SCoC was updated in FY25, with an emphasis on environmental and social standards throughout the Group's supply chains. Further details on how these policy commitments are applied across the Group's operations and supply chains are described throughout this report.

ESG Risk Management

Richemont's Sustainability Management System encompasses a risk management process that supports regulatory compliance and guides sustainability-related actions. Building on the ESG Risk and Opportunity Assessment (ROA) process conducted in FY24, the ESG risk management process was further enhanced during FY25 and follows a series of defined steps. Initially, a catalogue of ESG-related negative and positive impacts, along with financial risks and opportunities, is identified and compiled. In parallel, climate-related risks are categorised using the Task Force on Climate-related Financial Disclosures (TCFD) framework. This catalogue forms the basis for the Materiality Assessment. Subsequently, these identified impacts, risks and opportunities undergo prioritisation through a systematic calculation logic derived from interview scoring and a weighting mechanism.

Richemont's Sustainability Framework continued

The prioritised impacts, risks and opportunities are subsequently assessed to determine their effects, underlying drivers, existing mitigation efforts, and related action plans. This assessment utilises internal and external data sources, including scenario analysis for climate-related risks. The culmination of this process is the development of action plans designed to mitigate identified risks, with their progresses monitored and informed to the Group-wide Enterprise Risk Management (ERM).

Due diligence constitutes a central element of the ESG risk management with a particular focus on operations and supply chain management. In accordance with the requirement of Art. 964j-l of the Swiss Code of Obligations, due diligence in relation to child labour and conflict minerals and metals is treated as a priority. The implementation of the Group's Human Rights Due Diligence begins with an assessment of the level of the Group's potential exposure to human rights risks. The results of the risk assessments conducted in previous years inform the Group's priorities and actions in those activities identified as potentially more exposed to human rights risks, including the sourcing of raw materials, manufacturing and production, storage, transport and distribution. Building on this understanding, due diligence measures have evolved to address identified risks.

Beyond ongoing human rights due diligence and assurance practices embedded within the operations of Maisons, regions, and functions, the Group periodically engages third-party experts to advance understanding of human rights risks and impacts. These assessments inform Richemont policies and support, through best efforts, risk mitigation and priorities.

Training and Capacity Building

Building internal knowledge and capacity on sustainability topics and standards supports the Group's response to the evolving market and regulatory landscape. Since the Richemont Sustainability Academy (the 'Academy') online platform was launched in FY24, it has offered a suite of courses and modules, as part of the Group-wide training programme. This programme provides upskilling resources to assist employees within the Group in acquiring relevant capabilities through targeted learning and development (L&D) opportunities.

These efforts align with the Academy's objective of equipping employees with appropriate training opportunities. From beginners to sustainability practitioners, the Academy aims to deliver expertise, strengthen competencies, and raise awareness through in-person and eLearning trainings, classroom certifications, workshops, and mentoring opportunities.

The Academy's catalogue of training offers is reviewed periodically to align with the business' needs. Following the human rights training module 'Business and Human Rights at Richemont' launched in 2024, the training campaign continued across functions and regions within the Group. Upon the development of an in-depth Human Rights Due Diligence training in FY25, it was further deployed during FY26 to build competencies and support greater understanding on the importance of human rights in their roles.

Maisons, regions, and functions have also designed and delivered tailor-made trainings related to a range of sustainability topics, including human rights amongst others.

Materiality Assessment

Richemont's Materiality Assessment underpins its non-financial reporting and informs the identification of material impacts, risks and opportunities. The Group has evolved towards a Materiality Assessment, whereby its positive and negative impacts on people and the environment, both actual and potential, and the effect of risks and opportunities on its financial position are assessed.

The Materiality Assessment is an evolving exercise over time. Richemont's Materiality Assessment has built upon the results of previous assessments, including those undertaken in FY23 and FY25, which incorporated engagement with internal and external stakeholders. In FY26, the assessment was reviewed in consultation with relevant internal stakeholders, with a particular focus given to social topics across the regions.

The process of the assessment involves four sequential steps. Firstly, the Group's context, its business activities, and assessment scope are defined by mapping the value chain, including upstream, own operations and downstream, and identifying key stakeholders. The second step involves mapping sustainability matters and identifying actual and potential, positive and negative impacts, risks, and opportunities across the value chain. This step is supported by various sources such as previous Materiality Assessments and previous ESG Risk and Opportunity Assessments, as well as desktop research, including benchmarking and review of relevant standards and databases. In the third step, identified impacts, risks, and opportunities related to sustainability matters are evaluated to determine which are material for reporting, based on a defined scoring methodology and time horizons, as well as the assessments for both financial and impact materiality, and established materiality thresholds. Finally, material impacts, risks, and opportunities, along with consolidated assessment results, are communicated to Richemont's management for validation.

The Materiality Assessment's results highlight that the most material potential negative environmental and social impacts and risks are primarily associated with activities within the upstream value chain. The positive social impacts focus on promoting skills development, preserving cultural value and heritage and nurturing new generations of artisans. Furthermore, the assessment confirms the materiality of the Group's business conduct, and highlights the importance of policy, legal, market, and reputational risks within the Group's financial materiality. The assessment's results indicate that the majority of identified impacts are commonly observed across the industry. Additional details on relevant impacts, risks, and opportunities are described below and in following chapters.

Material Impacts

Material Topics	Material Impacts
Environment	
Climate, greenhouse gas (GHG) emissions & energy	Through best efforts, Richemont is working towards the reduction of GHG emissions. The Group has assessed impacts on climate change stemming from the release of GHG emissions arising primarily from purchased goods and services, capital goods, and upstream transportation. The Group recognises the potential for increased emissions resulting from changes in sourcing strategy, particularly for core raw materials. In addition, Richemont has identified impacts related to the consumption of fossil fuels in the extraction of raw materials, such as mining, and in the manufacturing of textile fibres. This reliance on fossil fuels contributes to the depletion of finite energy resources.
Air, water and soil pollution	Richemont recognises the environmental importance of applying best efforts for responsible management of emissions and discharges across its value chain. The Group has assessed soil and water pollution as environmental impacts, particularly during mining and metal extraction in the upstream supply chain.
Resource use and circularity	Richemont's products are renowned for their longevity and repairability. The Group has identified impacts related to the consumption of non-renewable resources. In addition, the Group has also identified a potential positive impact from efficient use of resources through the optimisation of processes and the lifetime of products.
Water resources	Richemont promotes responsible water stewardship throughout its value chain. Water consumption during the processing of mined minerals and metals, as well as textiles and leather hides has been assessed as an impact connected with the Group's upstream supply chain. Furthermore, within the upstream value chain, the impact on water depletion in water-stressed areas during the growing and harvesting of natural textile fibres such as cotton, cashmere, and silk has been assessed as material.
Biodiversity and ecosystems	Richemont is developing its understanding of ecosystem and biodiversity impacts, dependencies, and services. The Group has assessed impacts related to ecosystem and habitat degradation, as well as increased wildlife habit encroachment connected with its upstream supply chain, in particular mining. In addition, the Group has identified a potential positive impact related to the preservation of ecosystems, specifically for key raw materials in Fashion and Accessories, through regenerative agricultural practices.

Materiality Assessment continued

Material Impacts continued

Material Topics	Material Impacts
Social	
Talent attraction & skill development	Richemont's success and competitiveness rely on nurturing new generations of artisans and craftsmen with unique skills and know-how. This is particularly relevant to its Specialist Watchmakers and Jewellery Maisons, which are supported through academic partnerships, apprenticeships, and the Creative Academy. This approach fosters a skilled and resilient workforce, ensuring business continuity and adaptability to evolving operational demands across regions. In addition, the Group has identified a positive impact on employees by providing secure employment, benefits and opportunities for career development, including internal mobility.
Health and Safety in own operations	The health and safety of Richemont's employees, as well as workplace benefits and culture, are covered by the Health and Safety Management System. The Group has identified the potential impact of employee injury or illness that may result from inadequate safety measures related to working conditions, use of machinery and equipment, and exposure to hazardous substances.
Social impact & community support	Continued engagement with local communities, regulators and industry bodies is fundamental given the global reach of Richemont's operations. The Group has identified a potential impact of deterioration in communities' living conditions through land occupation and degradation connected with the upstream supply chains, in the upstream value chain mining sector.
Accessibility	The Group fosters a diverse, equitable, and inclusive workforce and has identified equal pay as a positive impact. Concurrently, Richemont and its Maisons engage in programmes to underscore the enduring relevance and accessibility of luxury for future generations.
Human rights & labour standards across the value chain	Respecting human rights and labour standards is a priority throughout Richemont's value chain, addressed through the Group's Supplier Code of Conduct and due diligence processes. The coloured gemstones sector has been specifically identified as most exposed to the impacts related to child labour due to the localisation of gemstone deposits in certain regions of the world and the prevalence of artisanal and small-scale mining. In addition, the Group has identified the impacts of low wages and health and safety injuries in the mining supply chain, as well as the potential for forced labour in cotton agriculture.
Governance	
Governance, ethics & compliance	Richemont adheres to evolving regulatory standards, upholding integrity and ensuring ongoing transparency. The Group has identified positive impacts related to promoting responsible supplier practices through its Supplier Code of Conduct and having anti-bribery and corruption principles, complemented by compulsory training programmes.

Material Risks and Opportunities

Material Topics	Material Risks and Opportunities
Environment	
Biodiversity & ecosystems	Biodiversity loss and degradation of ecosystems could limit the ability to source high-quality raw materials.
Social	
Talent attraction & skill development	The preservation of artisanal skills and the attraction of young talents to traditional crafts are under pressure from demographic shifts, evolving societal values, and market competition. This necessitates ongoing investment in talent attraction and upskilling, including cross-functional assignments.
Health and Safety in own operations	Operational interruptions could arise as a result of workplace injuries and/or illnesses.
Human rights & labour standards across the value chain	Upstream value chains of core raw materials present a potential risk of human rights and labour standards violations.
Governance	
Governance, ethics & compliance	Anti-competitive practices, bribery, corruption, and money laundering could result in legal sanctions and fines.
Data privacy & cybersecurity	Cyber-attacks and data leaks of customer and employee information could lead to reputational damage risks.
Responsible claims	Unsubstantiated environmental claims could have an impact on reputation and result in fines.

Stakeholder Engagement

At Richemont, stakeholder engagement focuses on identifying and understanding the needs and expectations of those who have an interest in or are affected by the business – from inside and outside the Group. This engagement facilitates the incorporation of diverse perspectives, supports risk management, and drives continuous improvement.

In FY26, the Group has updated the mapping of stakeholder engagement practices, through a series of interviews with key internal functions at group-level gathering insights on current practices. The Stakeholder Map below outlines the main actions and engagement methods for each stakeholder category, specifying their purpose and links to relevant material topics of the Group.

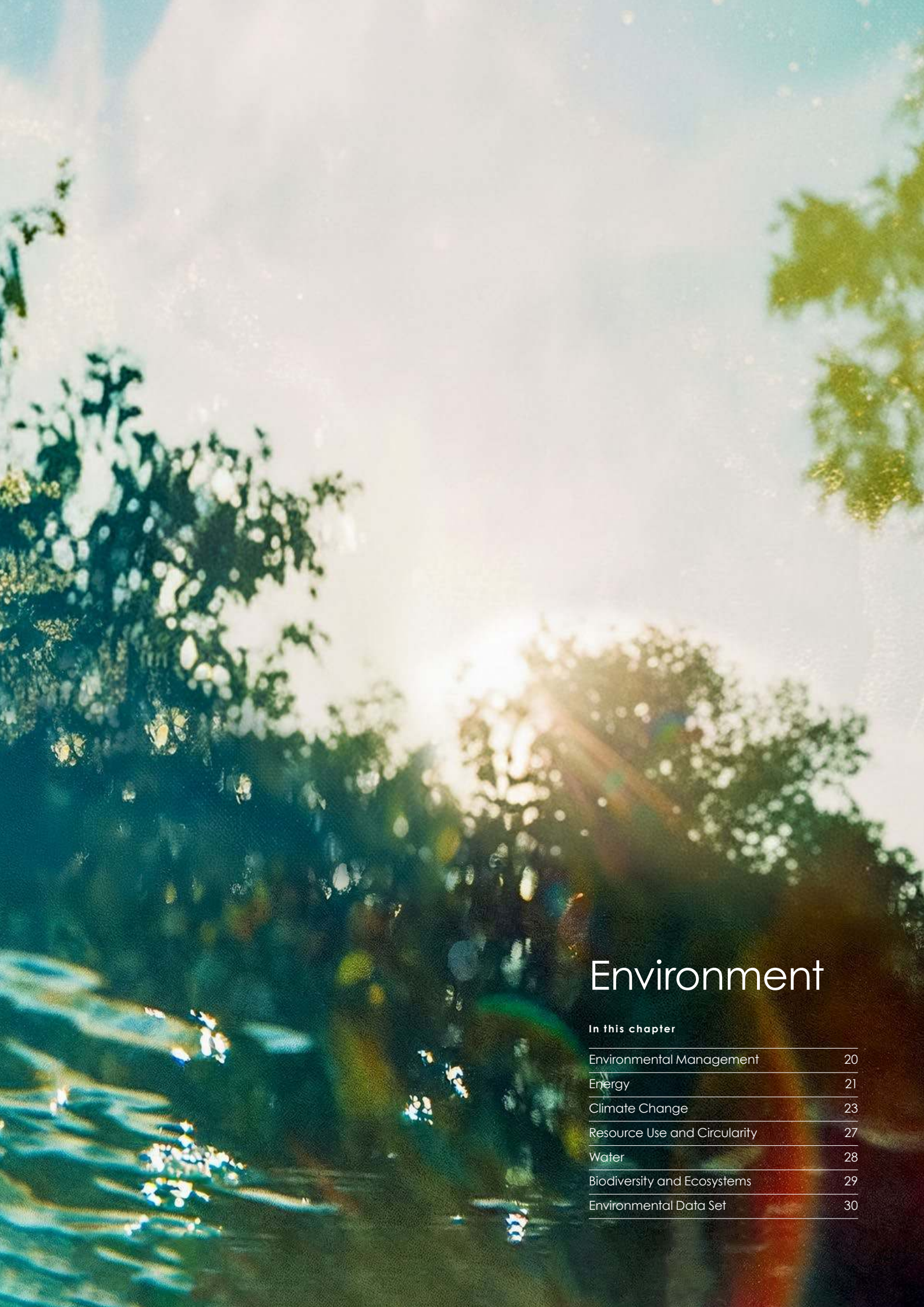
Stakeholder Map

Stakeholders	WHY we engage	HOW we engage	Relevant material topics
Academic partners	To provide support for preserving craftsmanship, creating pathways into the Maisons, mentoring, coaching, and development of tailored training pathways	Engagement via creative programmes in fashion, jewellery and watchmaking, such as the Creative Academy and Scuola Orafa Ambrosiana, de Mains en mains; sponsorships and scholarships; collaborations on curriculum development for specialised crafts; partnerships for reskilling programmes	Talent attraction & skill development
Business partners and suppliers	To support engagement and capacity building across the supply chain, and to ensure compliance with payment terms, contracts, and the Supplier Code of Conduct (SCoC)	Proactive engagement via webinars, supplier portals, SCoC campaign, Human Rights Statement, Minerals and Metals Responsible Sourcing Policy, Internal Policies, and Speak Up Platform; due diligence and risk management activities; engagement via industry certification bodies such as Responsible Jewellery Council (RJC)	Governance, ethics & compliance; Human rights & labour standards across the value chain; Climate, greenhouse gas (GHG) emissions & energy; Data privacy & cybersecurity; Social impact & community support; Water resources; Resource use and circularity; Biodiversity and ecosystems; Air, water and soil pollution
Civil society	To support local economies and communities, to have a positive impact on society, and to reduce environmental impact	Support for local projects and charitable foundations; financial sponsorship; in-kind donations, and volunteering; responding to enquiries and partnerships with Non-governmental Organisations (NGOs); Laureus Sport for Good, supporting programmes which use the power of sport to support young people from underserved communities	Biodiversity and ecosystems; Human rights & labour standards across the value chain; Social impact & community support; Talent attraction & skill development
Customers	To understand expectations of quality and sustainability standards consistent with luxury purchases, to understand customer trends in luxury and to support their relationship with the Maisons and requirements for a personalised customer experience	Proactive engagement via retail network, client events, Group publications, Maisons' websites and social channels; gathering customer insights through focus groups and surveys	Data privacy & cybersecurity; Responsible claims
Financial sector and shareholders	To provide access to accurate and relevant information, including sustainability disclosures, and to comply with regulatory requirements	Engagement via the Annual General Meeting, corporate website, Annual Report and Accounts, and Non-Financial Report	All material topics

Stakeholder Engagement continued

Stakeholder Map continued

Stakeholders	WHY we engage	HOW we engage	MOST relevant material topics
Government authorities	To ensure compliance with local laws, understand political and economic contexts, and potentially influence policy development	Dialogue with governments; participation in coalitions and trade associations; engagement on product/trade compliance, tariffs, and Intellectual Property (IP) matters	Governance, Ethics & Compliance; Human rights & labour standards across the value chain; Climate, greenhouse gas (GHG) emissions & energy; Data privacy & cybersecurity
Industry associations	To work with industry members and encourage cooperation on matters of public interest, to raise awareness of common issues, and to drive change	Participation in industry groups and initiatives such as United Nations Global Compact (UNGC); involvement in specialist working groups, such as the Leather Working Group (LWG), and International Crocodilian Farmers Association (ICFA); participation in industry associations and standard-setting organisations, including the RJC, the World Diamond Council (WDC), Swiss Better Gold (SBG), Union Française de la Bijouterie, Joaillerie, Orfèvrerie, des Pierres et des Perles (UFBJOP), Confédération International de la Bijouterie, Joaillerie, Orfèvrerie des Diamants, Perles et Pierres (CIBJO); discussions with industry peers on industry challenges, policy development, luxury industry craftsmanship preservation and evolution; Group and Maison membership in fashion and luxury industry organisations, including Federation of the Swiss Watch Industry (FH), and Fédération de la Haute Couture et de la Mode (FHCM)	Governance, Ethics & Compliance; Human rights & labour standards across the value chain; Climate, greenhouse gas (GHG) emissions & energy; Data privacy & cybersecurity
Media	To build trust and credibility, and to share consistent and fact-based information	Group and Maisons' publications; Group and Maisons' websites; exchanges with the press and social media monitoring	All material topics
People	To create a working environment that enables team members to contribute, develop themselves, and preserve critical craftsmanship and savoir-faire. To be an employer of choice that attracts and retains diverse talents	Proactive engagement via Sustainability Academy trainings and sustainability topics; developing new know-how via community building activities, reskilling programmes, mentorship programmes, learning and development (L&D), and annual reviews and benefits; engagement with work councils; townhalls; Speak Up Platform; communication of group values, culture and standards via internal communications	Talent attraction & skill development; Data privacy & cybersecurity; Health and Safety in own operations; Human rights & labour standards across the value chain; Accessibility
Regulatory bodies	To understand, observe, proactively engage, comply with current laws and regulations, and anticipate upcoming ones	Publication of regulatory information and communications; dialogue with local and international regulatory bodies; responses to product safety, data protection, financial competition, IP, and tax matters	Governance, ethics & compliance; Human rights & labour standards across the value chain; Health and Safety in own operation; Data privacy & cybersecurity; Climate, greenhouse gas (GHG) emissions & energy
Senior management	To build upon their strategic insights and knowledge to manage sustainability-related risks and compliance requirements	Board of Directors, Committees, Senior Executive Committee (SEC), Townhalls, Annual Global Management Conference	All material topics



Environment

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Environmental Management

Richemont's environmental management approach is based on performance measurement and monitoring, driving continuous improvement through the implementation of prevention and mitigation measures. Following the review of Richemont's environmental reporting framework in FY25, the scope of the Group's environmental management approach was further refined in FY26. This included a reinforced harmonisation and simplification of roles and responsibilities taking a value chain approach.

Through best efforts, Richemont seeks to manage environmental impacts across its operations and supply chains, including those related to energy and climate change, pollution, chemicals, water, waste and resource use, as well as circularity, biodiversity and ecosystems.

Standards, Policies and Certifications

Richemont's policies, such as the Standards of Business Conduct, the Supplier Code of Conduct (SCoC) and the Environmental Code of Conduct, form the basis of its environmental management approach. They set expectations for employees, suppliers and business partners in relation with their contribution to the Group's environmental performance.

The Group applies recognised environmental and climate-related standards, including the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Science Based Targets initiative (SBTi), to guide its approach.

Furthermore, Richemont leverages international certification standards such as LEED New Construction, LEED Operations and Maintenance, and Building Research Establishment Environmental Assessment Method (BREEAM) to improve the environmental performance of its buildings. As of FY26, Cartier has LEED certifications for 153 boutiques, with over 80% achieving at least gold level. Vacheron Constantin received LEED certification for boutiques in China, Singapore, South Korea, Thailand and Vietnam during the year, adding to the certification for its boutique in the Mall of the Emirates in Dubai. At the same time, IWC Schaffhausen received LEED certification for four boutiques, in Paris, Beverly Hills, Stuttgart and Dusseldorf, following the certification for five boutiques in FY25. Chloé also obtained three LEED gold certifications in FY26 for boutiques in Asia Pacific and the Americas, bringing their total to 13 LEED Gold certified stores.

The Group also obtains nationally recognised certifications, such as Minergie, Standard Nachhaltiges Bauen Schweiz (SNBS) and Fondation Nature & Economie in Switzerland, as well as local standards, such as SméO in the canton of Vaud, Switzerland. Four of Richemont's Swiss sites are certified by the Fondation Nature & Economie, including the Meyrin and Villars-sur-Glâne campuses, the IWC Schaffhausen headquarters in Schaffhausen, and the Vacheron Constantin facility in Le Brassus. The Fondation Nature & Economie recognises contributions to the preservation of natural biodiversity and quality of life in industrial and commercial areas. The Vacheron Constantin site in Le Brassus also holds SméO certification.

Furthermore, best practices in terms of energy and environmental management system are followed by the Group. For example, the ValFleurier Manufacturing Competence Centre in Val-de-Travers, Switzerland, is ISO 50001:2018 Energy Management System and ISO14001 Environmental Management System certified.

Governance, Accountability, and Risk Management

Governance and accountability for environment-related matters are shared across Richemont's Maisons, regions, and functions. To ensure the appropriate level of coordination, the Chief Sustainability Officer supervises the management of environmental topics. Group Sustainability defines and sets Richemont's environmental strategies and frameworks while managing the Group's environmental accounting and reporting with the support of a pool of internal experts.

Under the Chief Security Officer's supervision, Group Physical Security, Health and Safety team manages the environment topics in relation to potential risks of chemical spills, wastewater and waste. Group Responsible Sourcing provides supply chain expertise, focusing on product carbon footprint and Life Cycle Assessments. In collaboration with Group Sustainability and Maisons, they assess ways to reduce environmental impacts across core raw material supply chains. In addition, dedicated experts oversee the responsible management of hazardous materials and chemicals, including at the Group's Chemical Competence Center, while the focus of the Product and Trade Compliance team includes the prevention of regulatory-related supply chain disruptions, including in association with environmental matters.

The Group's environmental risk management system is built on a framework that encompasses the key steps of identification, assessment, mitigation, and remediation. This framework facilitates the management of environmental performance across the organisation in relation to relevant environmental matters, such as climate change, biodiversity and water. Richemont uses risk data solutions to monitor physical risks related to nature, climate change and natural catastrophes. More details are provided in the Climate Strategy section.

Energy

Richemont's approach to energy management is integrated in the Group's Sustainability Framework. The Group's main impact on the environment related to energy is through its contribution to the depletion of fossil fuel resources.

Richemont's sourcing of metals, diamonds and gemstones involves supplier activities that require energy derived from fossil fuels, in particular, during the extraction phase. The processing and manufacturing of textile fibre is energy-intensive and mainly powered by fossil fuels. To reduce its Scope 3 upstream emissions, Richemont, through its Supplier Code of Conduct, encourages suppliers to closely monitor their energy consumption and implement their own energy efficiency measures.

Based on its risk assessment, the main energy-related risks faced by the Group are the interruption of supply chains due to technical or geopolitical factors, and the volatility of energy prices. A dedicated team oversees the negotiation of energy contracts and the monitoring of energy market prices.

Performance

Energy Consumption

Richemont monitors the energy use of its facilities, including offices, boutiques, manufacturing sites, customer service and distribution centres. Total energy consumption for FY26 was 282.2 gigawatt hours (GWh), an increase of 4.1% compared to the prior reporting period. This was mainly due to the expansion of the Group's surface area square metres and the increase in mobile fuel usage, both resulting from the Group's expanded direct operations.

Energy Consumption

GWh	FY25	FY26
Fuel stationary usage	28.4*	28.4
Fuel mobile usage	32.8*	34.1
Electricity purchased from the grid	191.6*	195.3
Electricity generated on-site	3.5*	5.2
Thermal district network	11.2*	15.1
Heat extracted or generated on-site	3.5*	4.0
Total energy consumption	**271.0***	**282.2**
Group energy intensity (GWh/€m sales)	0.01	0.01

* Restated figures; more details available in the Basis of Preparation document.

Energy Mix

Richemont prioritises renewable energy use at sites where the Group has control over its energy mix. This includes investment in self-generated (on-site) energy, such as photovoltaic thermal panels and geothermal probes, and investment in switching to renewable energy options provided by local utilities. Richemont is also investigating Power Purchase Agreements as a viable solution for the supply of electricity from renewable energy sources. In facilities where the Group does not have direct control over its energy mix, landlords are encouraged to switch to renewable sources of energy and take energy-saving measures.

Richemont uses the following renewable energy sources:

- Purchased biomass, biogas, and biofuels
- Purchased electricity with bundled and unbundled Energy Attribute Certificates (EACs)
- Self-generated energy, including photovoltaic and geothermal

The Group's overall electricity consumption increased by 3% in FY26 compared to the prior reporting period. This increase rate was below the proportional growth in operational surface area (square metres) across the Group's direct operations, reflecting improved efficiency in electricity consumption. 97% of consumed electricity came from renewable resources, remaining stable compared to FY25. This figure includes electricity purchased through bundled EACs (61%), as well as the unbundled procurement of EACs (34%) and self-generated electricity, such as on-site solar facilities (3%). A total of 30 Richemont sites, including offices and manufacturing facilities, produced photovoltaic electricity in FY26. This increased the Group's self-generated electricity by 51% compared to the prior reporting period.

Concurrently, 73% of Richemont's energy consumption comes from renewable sources. The majority of renewable energy use occurs in Europe, which accounted for 76% of the total in FY26. Manufacturing sites account for the largest proportion of building-related energy consumption, at 44% in FY26, followed by offices at 25% for FY26.

27% of the Group's energy consumption came from non-renewable sources in FY26. The largest source of non-renewable came from liquid fuels at 49%. The second largest source of non-renewable energy consumption is gaseous fuels, at 30% in FY26. Consumption is highest in Europe, at 85% of the total in FY26, where the Group's largest sites are located. Renewable energy consumption increased by 9 GWh for the year, while non-renewable energy consumption also increased by 2 GWh.

Energy continued

Energy Mix

GWh	FY25	FY26
Energy consumption from non-renewable sources	**67.6***	**69.5**
Gaseous fuels (natural gas, propane, etc.)	22.2*	22.1
Liquid fuels (diesel, gasoline, etc.)	35.2*	36.5
Thermal district network – non-renewable	10.3*	10.9
Energy consumption from renewable sources	**8.3***	**12.1**
Biogas, biofuels	3.8*	4.0
On-site solar thermal	0.0	0.0
On-site geothermal	3.5*	4.0
Thermal district network – renewable	0.9*	4.1
Electricity	**195.1***	**200.6**
Electricity from the grid without EACs	5.2*	5.3
Electricity from the grid with bundled EACs	123.8*	122.0
Electricity from the grid with unbundled EACs	62.7*	68.0
Electricity generated on-site – photovoltaics	3.5*	5.2
Total energy consumption	**271.0***	**282.2**
% from renewable energy sources (market-based)	**73.1%***	**73.5%**

* Restated figures; more details available in the Basis of Preparation document.

As part of the near-term objectives of its Science Based Target (SBT), Richemont's 97% renewable electricity sourcing, as of end of March 2026 (FY26), marks a substantial increase from the 56% base year performance, hereby achieving the target. This performance reflects the Group's best efforts, accounting for the challenges posed by the unavailability of Energy Attribute Certificates (EACs) in certain markets. This performance has been consistent with the prior year, further supported by an increased percentage of electricity from on-site – photovoltaics generation.

Renewable Energy Sources Target – Increase annual sourcing of renewable electricity to 100% by 31 December 2025

%	Base Year CY19**	FY25	FY26
Annual sourcing of renewable electricity	56%*	97%	97%

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Measures

Reduction in Fossil Fuel Dependency

Richemont slightly increased its energy usage coming from renewable energy sources compared to FY25, taking actions to reduce its dependency on fossil fuels.

For instance, the Group's Villars-sur-Glâne campus in Switzerland has 4 075 m² of photovoltaic panels, of which 2 025 m² were installed in FY26. The panels produced 563 906 kWh of energy over the year, accounting for 4% of annual consumption at the site. Additionally, in FY26, Cartier installed 3 862 m² of photovoltaic panels in Switzerland and France, comprising 2 136 m² in Fribourg, 580 m² in La Chaux-de-Fonds, and 1 146 m² in Bezannes.

Furthermore, Jaeger-LeCoultre connected its manufacturing facility to the Le Sentier renewable thermal district network in October 2024 replacing an oil-fired heating system. Further details are available in the Climate Change section of this chapter. In addition, the Fondation Cartier pour l'Art Contemporain connected its place du Palais-Royal building to the renewable thermal district network for cooling in May 2024, and opened to the public in October 2025 following a renovation period. These actions collectively contributed to a total consumption of energy from renewable thermal district network of 4 GWh in FY26, an increase from 0.9 GWh in FY25.

Energy Conservation Measures

In FY26, further progress was made on reducing energy use and improving efficiency, while maintaining production levels. The rollout of energy efficiency measures, such as building renovation, heating temperature reduction, and switching lighting to LED solutions in the Group's own buildings, continued throughout the year.

For example, building optimisations were carried out at the IWC Schaffhausen headquarters, which led to a reduction in heat loss. At Jaeger-LeCoultre, 327 m² of windows were replaced, which is expected to deliver an estimated annual energy saving of 68 MWh. In addition, IWC Schaffhausen's manufacture centre halved its gas consumption in FY26 compared to the prior reporting period. The implementation of targeted optimisation measures relating to heating systems, room thermostats, and ceiling-mounted fan heaters in local warehouses contributed to the decrease.

Climate Change

Climate Risk Management

Richemont employs a structured climate risk assessment methodology based on: identification, prioritisation, assessment, and mitigation. The process covers actual and potential, and positive and negative impacts on the environment, such as climate change related to greenhouse gas (GHG) emissions, over the short, medium, and long term. This process also assesses risks and opportunities that have an influence, or that could reasonably be expected to have an influence, on Richemont's financial situation across different timeframes.

Identification and Prioritisation of Climate Impacts and Risks

Richemont carries out consultation across its Maisons, regions and functions to gather insights on its key climate impacts, risks and opportunities. The Group maintains a list of these impacts, risks and opportunities, categorised according to the TCFD framework. To assess and quantify these impacts in the short to mid-term, Richemont operates a Climate and Natural Catastrophe (Nat Cat) Risk platform in partnership with a leading insurance provider.

Climate risk scores are assessed in the platform, supporting Richemont in developing risk mitigation plans. These scores are calculated individually for different climate models, under each climate scenario, and for each period from 2030 to 2085, relative to the 1981–2010 reference period. The underlying climate data is based on the climate models utilised for the most recent Intergovernmental Panel on Climate Change (IPCC) Assessment Report. The availability of model data varies by region.

Richemont uses a systematic calculation logic, based on Nat Cat Risk platform results and related interviews with internal stakeholders, to identify and rank impacts and risks.

Qualitative and Quantitative Assessment

Prioritised impacts and risks undergo an analysis to assess and contextualise their effects and underlying drivers, as well as mitigation efforts and potential action plans. This stage leverages both internal and external data sources. Scenario analysis is used to evaluate potential risks and opportunities based on predefined global warming scenarios.

Development and Monitoring of Mitigation Strategies

The culmination of this process is the formulation of action plans designed to prevent and mitigate identified risks and capitalise on opportunities. These strategies are monitored, and their progress is informed to the Group-wide Enterprise Risk Management.

Climate Strategy

Risks and Opportunities in the Short, Medium and Long Term

The Climate Risk Assessment process considers risks across three timeframes: short term (0 to 1 year), medium term (1 to 3 years) and long term (more than 3 years), and identifies both risks and opportunities. These risks include physical risks in the supply chain, which are linked to extreme weather events and climate shifts that could potentially affect the Group's revenues and its business continuity in the long term. The assessment also identifies policy and legal risks, including the potential for an increase in insurance premiums and a reduction in cover or insurability in the long term, and market risks, linked to an increase in the cost of energy in the long term. The two main climate-related opportunities for the Group are increased business resilience, through the adoption of energy efficiency measures in the short term, and enhanced energy sourcing, through on-site production of electricity in the short term.

The climate-related physical risk assessment for Richemont's own operations is realised through the Nat Cat Risk platform and focuses on expected losses from floods, winter storms, convective storms, tropical cyclones, and wildfires. The assessment is carried out for manufacturing facilities, distribution sites and customer service centres worldwide, and a representative sample of flagship boutiques and offices. In the short term, no significant financial losses are expected from climate-related physical risks.

Group Strategy Resilience and Climate Scenarios

Different climate scenarios are taken into consideration while assessing the future exposure of manufacturing facilities, distribution centres, customer service centres, boutiques and offices. These scenarios are as follows: sustainable scenario SSP1-2.6 (estimated warming below 2.0°C by 2100), intermediate scenario SSP2-4.5 (estimated warming of 2.7°C by 2100) and fossil-fuel-intensive development scenario SSP5-8.5 (estimated warming of 4.4°C by 2100). A quantification of future risk in financial terms for these scenarios is not yet available and the Group is in the process of completing the quantification of the financial future losses necessary for the resiliency analysis.

Transition Plan – Switzerland

Following a science-based pathway, Richemont is developing a plan for the transition to a low-carbon economy, building on the reduction of Scope 1 and Scope 2 GHG emissions achieved since the Group's Science Based Targets were set in 2021.

The transition plan comprises a set of actions aimed at helping Richemont deliver on its climate-related targets. It is aligned with the Long-Term Climate Strategy in Switzerland and is targeting GHG emissions from manufacturing, transport, and buildings. The scope is geographically limited to Switzerland and targets only GHG emissions related to energy consumption in owned buildings, owned vehicles and linked to manufacturing processes. The plan covers 11% of Group worldwide Scope 1 and Scope 2 location-based GHG emissions and 34% of its energy consumption.

As of FY26, Scope 1 and Scope 2 location-based emissions account for a total of 5 554 tCO_2e, representing a 22% reduction compared to CY19 base-year levels at 7 123 tCO_2e. The Group's transition plan aims to achieve a Scope 1 and 2 emissions reduction of 40.5% by FY36 compared to CY19, with overall emissions in scope expected to reach 4 239 tCO_2e. These projected reductions are based on identified and quantified actions.

Beyond FY36, Richemont expects to continue reducing its GHG emissions in line with Switzerland's national climate strategy, maintaining a sustained downward trajectory over time. This trajectory is based on current assumptions regarding technological development, energy systems, evolving policy and regulatory requirements, and economic conditions. Further measures to be identified and implemented at site level, include electrification, building and industrial energy efficiency improvements and increased use of renewable energy.

Given the inherent uncertainty of long-term projections, the trajectory and underlying assumptions are reviewed periodically and updated as appropriate, taking into account evolving scientific guidance, applicable climate scenarios and regulatory developments.

Financial planning is key to achieving Richemont's climate-related targets, particularly for building renovation projects. Transition planning and related financial aspects are managed at site level for the entities in scope.

GHG Emissions Performance

Richemont assesses GHG emissions across its value chain on an annual basis following the GHG Protocol Corporate Accounting and Reporting Standard. This framework has been in place since 2020.

For the FY26 reporting period, the Group's base year 2019 emissions have been recalculated, to reflect the divestment of YOOX NET-A-PORTER (YNAP) in April 2025 and newly acquired Maisons. Upon this change, historical emissions were recalculated for accurate reporting and comparability. Additional details on this recalculation are available in the Basis of Preparation document, which includes as well details on the Scope 1, 2 and 3 emissions categories, including those related to upstream and downstream activities.

In FY26, Richemont's total GHG emissions amounted to 1 382 444 tonnes of CO_2e, a decrease of 3.3% from FY25. Additional data on GHG emissions performance can be found in the Environmental Data Set section at the end of this chapter. Further information on the Group's environmental reporting methodology is available in the Basis of Preparation document.

Total GHG Emissions by Scope

$ktCO_2e$	Base Year CY19**	FY25	FY26
Scope 1	15.7*	13.6*	13.6
Scope 2 – market-based	43.8*	4.0*	4.0
Scope 2 – location-based	56.3*	42.2*	38.4
Scope 3	1 123.9*	1 412.6*	1 364.8
Total – market-based	**1 183.4***	**1 430.1***	**1 382.4**
Total – location-based	**1 195.9***	**1 468.3***	**1 416.8**
Group emissions intensity – market-based ($ktCO_2e$/€m sales)	**0.10**	**0.07***	**0.06**

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Scope 1 GHG Emissions

In FY26, Richemont's Scope 1 emissions remained overall stable compared to the prior reporting period. Company vehicles were the largest contributor to Scope 1 emissions, representing 58.4 % of the total in FY26, with emissions from combustion engines increasing by 3.2 % in FY26. This was followed by stationary combustion at 34.3 % for the year, with fugitive emissions contributing 7.2 % of Scope 1 emissions in FY26, a decrease of 14% compared to FY25.

Scope 1 GHG Emissions by Emission Source

tCO_2e	Base Year CY19**	FY25	FY26
Stationary combustion	6 400.7*	4 692.4*	4 676.3
Mobile combustion	9 275.8*	7 720.8*	7 964.7
Fugitive emissions	21.5*	1 149.7*	986.5
Total	**15 697.9***	**13 562.9***	**13 627.5**

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Scope 2 GHG Emissions

Scope 2 emissions are divided into two categories: purchased electricity and thermal networks, including purchased heat, steam, and cooling from district plants. In FY26, purchased electricity accounted for 64% of Richemont's Scope 2 market-based emissions, with heat, steam, and cooling representing the remainder. In FY26, the Group's Scope 2 market-based emissions increased by 0.3%, while its Scope 2 location-based emissions decreased by 8.9% compared to the prior reporting period. Further details on measures implemented by the Group to improve energy efficiency and switch to renewable energy sources are outlined in the Energy section.

Scope 2 GHG Emissions by Energy Type

tCO_2e	Base Year CY19**	FY25	FY26
Purchased electricity – market-based	42 557*	2 511*	2 560
Purchased electricity – location-based	55 080*	40 702*	36 966
Purchased heat, steam, and cooling	1 250*	1 464*	1 426
Total Scope 2 – market-based	**43 807***	**3 975***	**3 986**
Total Scope 2 – location-based	**56 330***	**42 165***	**38 392**

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Climate Change continued

Scope 3 GHG Emissions

Scope 3 emissions accounted for the vast majority of Richemont's GHG emissions, at 98.7% in FY26. The largest contributor in FY26 is purchased goods and services, at 72.5% of the total, followed by capital goods (14.6%) and upstream transportation and distribution (4.0%). In FY26, Richemont's Scope 3 emissions increased by 21.4% compared to the 2019 base year and decreased by 3.4% compared to the prior reporting period. A breakdown of these emissions is provided below.

Scope 3 GHG Emissions by Category

$ktCO_2e$	Base Year CY19**	FY25	FY26
Purchased goods and services	800.3*	993.1*	989.3
Capital goods	120.5*	205.1*	199.3
Fuel- and energy-related activities	13.7*	16.0*	13.7
Upstream transportation and distribution	69.4*	58.1*	54.6
Waste generated in operations	2.9*	1.1*	0.9
Business travel	63.7*	86.7*	51.9
Employee commuting	28.9*	26.7*	31.5
End-of-life treatment of sold products	2.0*	3.1*	3.3
Franchises	22.5*	22.9*	20.3
Total Scope 3	**1 123.9***	**1 412.6***	**1 364.8**

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Science Based Targets and FY26 Performance

Through best efforts, Richemont works towards mitigating its impact on climate change by reducing GHG emissions from its own direct operations and its supply chains, and by delivering on its Science Based Targets. Set in 2021, these Science Based Targets (SBTs) include the reduction of Scope 1 and Scope 2 GHG emissions by 46% by 2030 (FY31), from a 2019 base year, and a reduction in Scope 3 GHG emissions of 55% per dollar value added for purchased goods and services, and business travel. Regarding supplier engagement, the Group aimed to reach 20% of its suppliers, by emissions covering purchased goods and services and upstream transportation and distribution, to have their own SBTs by end of 2025.

Local working groups are in place to identify decarbonisation measures, develop road maps, and manage their implementation. Richemont's progress towards its SBTs is summarised in the following tables. Progress toward Science Based Targets may not follow a linear trajectory; annual emissions may fluctuate due to operational and market factors, and should be assessed against the overall trajectory.

In FY26, Scope 1 and Scope 2 GHG emissions decreased by 70% compared to the CY19 base year and increased by 0.4% compared to FY25 levels.

Scope 1 and Scope 2 GHG Emissions

tCO_2e	Base Year CY19**	FY25	FY26	Target Year 2030 (FY31)
GHG emissions – market-based	59 505*	17 538*	17 614	32 132*
% reduction		-71%*	-70%	-46%

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Climate Change continued

In FY26, Richemont's Scope 3 emissions per dollar added value decreased by 40% compared to the CY19 base year. This reduction was mainly related to the Group's business growth since 2021.

Scope 3 GHG Emissions per Dollar Added Value

$tCO_2e/\$m$	Base Year CY19**	FY25	FY26	Target Year 2030 (FY31)
Scope 3 economic intensity	139.2*	97.5*	84.1	62.6*

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Below supplier engagement target was initially designed considering YNAP's business model. Following the divestment, YNAP's supplier base was excluded from the reporting scope, thereby impacting the overall metric and resulting in the target not being met.

Supplier Engagement Rate

%	Base Year CY19**	FY25	FY26	Target Year FY26
% of suppliers by emissions covering purchased goods and services and upstream transportation and distribution with Science-Based Targets	7.8%*	8.1%*	8.7%	20%

* Restated figures; more details available in the Basis of Preparation document.
** Further details on the CY to FY environmental reporting period alignment can be found in the Basis of Preparation document.

Measures

Scope 1 and Scope 2 GHG Emissions

In FY26, Richemont took various steps to reduce its Scope 1 and 2 GHG emissions. During the year, Jaeger-LeCoultre fulfilled the targets of its 'Convention d'objectifs', Target Agreement with the local authorities for the 2016-2025 period. This was accomplished by undertaking 67 energy performance actions. A key achievement for the Maison's manufacture site in 2025 was the reporting of zero Scope 1 emissions related to stationary combustion within the agreed parameters. This was made possible by connecting the manufacturing facility to the Le Sentier biomass heating network in October 2024, replacing an oil-fired heating system. This has resulted in an annual saving of approximately 130 000 litres of fuel oil and an annual reduction in emissions of around 350 tCO_2e. Consequently, the site has been able reduce its direct Scope 1 and Scope 2 emissions by a third.

Scope 3.1 Purchased Goods and Services

In FY26, emissions from purchased goods and services remained stable with a minor decrease of 0.4% compared to the prior reporting period. This reflects the combined impact of raw material purchasing volumes, influenced by production trends and refined emission factors (EF).

It should be noted that a recalculation of prior reporting period Scope 3.1 emissions related to purchased goods and services was performed, as the calculation methodology was updated to allow for an increase in the completeness of raw material data capture, following the implementation of the GHG Emission Factors Management Process. This process ensures the precision and reliability by regularly updating the GHG EFs used in Richemont's carbon footprint assessment. Further details on this process are available in the Basis of Preparation document.

Scope 3.2 Capital Goods

A recalculation of Scope 3.2 emission related to capital goods was performed, as the calculation methodology was updated to allow for an increase in the completeness of data captured. In FY26, emissions from capital goods decreased by 2.8% compared to the prior reporting period, driven by a decrease in EFs despite investment growth.

Scope 3.3 Fuel and Energy-related Activities

In FY26, emissions from fuel and energy-related activities decreased by 14.3% compared to the prior reporting period. Further details on measures implemented by the Group to improve energy efficiency and switch to renewable energy sources are outlined in the Climate Change and Energy sections.

Scope 3.4 Upstream Transportation and Distribution

In FY26, emissions from upstream transportation and distribution decreased by 5.9 % compared to the prior reporting period. Richemont is working to reduce GHG emissions related to its logistics operations by taking various targeted actions, including transitioning from air to road and sea freight transportation and optimising its packaging operations. For example, the transition from air to sea freight for packaging flow has reduced logistics-related emissions by a third on this perimeter. The Group has also transitioned from air to road transportation in relation to POSM distribution, nearly halving emissions. In addition, the Group is partnering with a new shipping provider, which uses cardboard packaging instead of wooden packaging, reducing parcel weight by 85%.

Scope 3.5 Waste generated in operations

In FY26, emissions from waste generated in operations decreased by 14% compared to the prior reporting period due to an increase in waste being diverted from disposal. Further details on measures implemented by the Group to improve waste management are outlined in the Resource Use and Circularity section.

Scope 3.6 Business travel

In FY26, emissions from business travel decreased by 40.2% compared to the prior reporting period. This decrease was primarily due to a reduction in the air-travel EF calculated by DEFRA, following an update to its database, and secondarily due to lower overall mileage across the Group.

Scope 3.7 Employee Commuting

Richemont promotes soft mobility at its campuses in Switzerland. Actions include an annual Mobility Week organised with local transport providers, a mobility project supported by the Voie Bleue, as well as an eco-mobility bonus scheme. Bicycle-related services and purchases are also supported through offers with local partners.

Since 2022, the Richemont Campus Genevois de Haute Horlogerie has received three Label Ecomobile certifications, which are awarded in recognition of implementing sustainable employee mobility plans, and issued by the canton of Geneva.

Resource Use and Circularity

In FY26, Richemont elevated circularity to a strategic priority within its Sustainability Framework. To operationalise this priority, the Group has developed Circularity Guiding Principles. These principles facilitate the integration of circularity actions across the Group's activities, and serve as a compass to guide decision-making. The development of such principles involved a collaborative approach with Maisons, regions, and functions, underscoring the transversal nature of circularity. Principles address factors such as evolving regulatory requirements, enhanced business resilience against supply chain disruptions, sustainable resource utilisation, climate change mitigation, and innovation. Beyond compliance, this focus presents opportunities to innovate.

Performance

Resource Use

Richemont maintains a list of critical raw materials, due to their high economic importance to the Group's activities whose supply could potentially be disrupted because of their geological scarcity, and a lack of relevant substitutes. These materials include copper, nickel, palladium, platinum group metals, titanium metal, tungsten, and zinc.

The Group has implemented measures to reduce risks associated with these critical materials, such as keeping them in circulation longer while implementing responsible sourcing practices.

Circularity

Richemont's products are renowned for their longevity and repairability. Its jewellery and watches are often passed down from one generation to the next, with after-sale service and repair facilities essential to extending product life. In common with its jewellery and watches, Richemont's fashion products and accessories are also made to the highest quality standards and designed for durability. Most Maisons provide repair as part of their after-sales service.

Richemont's international customer service network is central to extending the life of products, with more than one million maintenance and repair interventions performed per year. The majority of in-house repairs involve watches that are over 15 years old, and most of the Group's watchmaking Maisons provide services to restore historical timepieces.

Waste Management

Richemont generates waste from its manufacturing sites, distribution centres, offices, and boutiques across the world. As part of its waste management, the Group monitors its progress in managing, reducing, and recycling waste material. The Group's boutiques account for the highest proportion of waste (mostly domestic waste and glass), followed closely by manufacturing sites (mostly wood and hazardous waste). Offices, distribution centres, and customer service centres generate domestic waste to a lesser extent. Where generated, hazardous waste is identified separately and treated in accordance with international and local regulations. Maisons and distribution centres are provided with internal guidelines with regard to recycling waste where possible.

In FY26, Richemont reported 14 802 tonnes of waste, an increase of 16% compared to the prior year, with 44% directed to disposal (the majority of which was incinerated with energy recovery) and 56% diverted from disposal (the majority of which was sent for recycling). These increases are attributable to improved completeness of data, building on enhanced granularity, as well as increased activity from boutique renovations and renovations at manufacturing sites. Concurrently, waste diverted from disposal saw a significant increase of 27%, reflecting the Group's ongoing efforts in waste disposal management.

Waste Generation and Disposal

	FY25			FY26		
Tonnes	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Composting	n/a	258*	258*	n/a	281	281
Recovery for recycling – on-site	26*	35*	62*	27	74	100
Recovery for recycling – off-site	636*	5 640*	6 277*	649	7 320	7 968
Total waste diverted from disposal	**663***	**5 934***	**6 596***	**675**	**7 674**	**8 349**
Incineration with energy recovery	559*	3 235*	3 794*	422	3 552	3 973
Incineration without energy recovery	30*	513*	543*	40	497	537
Landfilling	244*	134*	378*	207	181	389
Undefined	396*	1 089*	1 484*	300	1 253	1 554
Total waste directed to disposal	**1 229***	**4 970***	**6 199***	**969**	**5 483**	**6 453**
Total waste generated	**1 892***	**10 904***	**12 796***	**1 645**	**13 157**	**14 802**

* Restated figures; more details available in the Basis of Preparation document.

Water

Recognising its reliance on freshwater throughout its supply chain, from extraction and refining to production, product use and end-of-life, Richemont works towards responsible water management practices. The Group assesses water-related risks throughout its operations and reviews its water stewardship actions undertaken for responsible planning and management.

The Group's water stewardship efforts are focused on operations under its direct control, such as offices, manufacturing sites, warehouses, boutiques, and customer service centres. Most of the water consumption in Richemont's direct operations occurs in locations that are not affected by water stress.

The majority of the Group's water withdrawal comes from facilities located in Italy, France and Switzerland, where high-quality freshwater is readily available with minimal treatment. Although this has a relatively minor environmental impact in areas with low levels of water stress, the Group closely monitors its water withdrawal.

Specifically, the Group has conducted a study focused on three areas (water stress, water depletion, and blue water scarcity), using open data sources, such as World Resources Institute (WRI) Aqueduct data, to identify the number and type of owned buildings (offices, manufacturing sites, warehouses, boutiques, and customer service centres) located in water stressed areas.

The majority of Richemont's sites are located in Switzerland, with the Rhine and the Rhône as their main river basins. A marginal portion of Richemont's water withdrawals occur at sites located in "high" or "extremely high" areas of baseline water stress (>40% baseline water stress). Increased water scarcity poses a risk to Richemont's raw material supply, as the Group's operations are highly dependent on water availability. Potential shortages could impact raw material availability and increase operating costs.

Performance

Water Withdrawal

In FY26, Group water withdrawal increased by 9% compared to FY25, mainly due to an increase in both groundwater and surface water use. This increase reflects both the expansion of surface area square metres across the Group's direct operations and an increase in production volumes. Furthermore, the ValFleurier Manufacturing Competence Centre in Val-de-Travers, Switzerland, which contributes 9% of the Group's total water withdrawal, returned to full usage of its surface water pumps in FY26, after experiencing under-drawing in FY25 due to maintenance.

Richemont carries out freshwater withdrawal from different types of reservoirs, including: municipal water and ground water, held in aquifers and that can be recovered from an underground formation; surface water, occurring naturally on the Earth's surface in lakes, rainwater, rivers and streams; and produced water, which enters the Group's scope because of extraction, processing, or use of raw materials, and therefore that must be managed by the business.

The largest quantity of withdrawals comes from surface water as several of Richemont's manufacturing sites in Switzerland withdraw water from nearby rivers for water-source heat pumps. All of this water is immediately returned to its source. Most freshwater withdrawals for other types of use relating to the Group's activities originate from municipal water.

Cartier is implementing rainwater harvesting projects across its sites and, to date, six have rainwater harvesting systems. In FY26, a new rainwater harvesting systems was installed at the Cartier Joaillerie manufacturing site in Le Locle.

Water Withdrawal by Water Source

m^3	FY25	FY26
Municipal water	738 936*	763 734
Ground water	513 763*	640 430
Surface water	1 333 955*	1 414 767
Produced water	–	–
Sea water	–	–
Total water withdrawal	**2 586 654***	**2 818 931**

* Restated figures; more details available in the Basis of Preparation document.

Wastewater Treatment

Most of Richemont's manufacturing activities include machining and assembly operations and do not normally generate large amounts of industrial water effluents. Wherever necessary, manufactures are equipped with waste water treatment plants. In addition, Richemont pays particular attention to wastewater management across its supply chains. For example, at tanneries, the Group requires suppliers to have Leather Working Group certification. Further details are available in the Leather section of the Supply Chain chapter.

Biodiversity and Ecosystems

To minimise its impact on biodiversity and ecosystems, Richemont employs a management approach based on risk screening, assessment, and mitigation, while also developing its understanding of its impact and dependency on biodiversity, ecosystems, and ecosystem services provided by nature. The Group complies with international and local regulations and aligns with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). Richemont has an internal database that contains the trade protection status of all animal and plant species in its supply chain (e.g. trade bans and other trade limitations) as well as other types of compulsory requirements, such as labelling on derivative products.

As noted in the Materiality Assessment section, activities in the Group's supply chains can bring about land-use change (e.g. deforestation, construction of mines and changes to agricultural land) due to the extraction of precious stones and metals, and agriculture and farming for the sourcing of textiles and leather. Large-scale mining causes habitat loss, through vegetation clearance, timber use, and top-soil removal. This can lead to biodiversity reduction, erosion and pollution impacting ecosystems. There is also a risk of higher costs or business disruption linked to the unavailability of high-quality raw materials, such as leather, cashmere and cotton, linked to biodiversity loss.

Performance

Biodiversity Screening

Richemont conducted an initial biodiversity screening to determine its biodiversity impact and identify high priority risks and opportunities across its supply chains. This analysis primarily concentrated on the most sourced commodities. It evaluated the potential impact on biodiversity and ecosystems, based on five key pressures that cause biodiversity loss: land-use and land-use change, natural resource use and exploitation, climate change, pollution and invasive alien species.

Land-use Assessment

Building on the results of the above-mentioned biodiversity screening, Richemont conducted a footprint analysis to estimate the land-use of its supply chain. This was carried out in partnership with external biodiversity experts using the Biodiversity Extent Condition and Significance (BECS) methodology. Results indicated that the greatest land-use impacts come from agri-based materials, in particular livestock commodities. Materials mined by third parties represent a smaller part of the land-use footprint.

Actions on Direct Operations

A risk assessment conducted by Richemont in early 2024 at its owned sites, including office buildings and manufacturing facilities, helped identify next steps in direct operations to address the sites' impact on biodiversity and to determine opportunities to protect or restore ecosystems. Some sites have already taken actions. At the Group's Villars-sur-Glâne campus, comprehensive biodiversity studies and flora and fauna inventories have been conducted to assess and enhance natural species richness. These studies have informed an action plan that includes measures such as the installation of nest boxes to support local wildlife. In FY26, comprehensive flora and fauna inventories were also carried out at the Bellevue site in Switzerland.

In 2025, Jaeger-LeCoultre launched its biodiversity action plan, based on a 2024 expert inventory. In FY26, actions included the installation of nesting boxes, the planting of native shrubs, the use of differentiated mowing and the creation of wildlife shelters at the Maison's manufacturing sites. An environmental committee has been created to integrate biodiversity criteria into major projects.

Environmental Data Set

Energy Performance

Table 1: Energy Consumption from Non-Renewable Sources (GRI 302-1)

MWh	FY25	FY26
Natural gas	22 158*	22 119
Liquid fuels (diesel, gasoline, etc.)	35 211*	36 453
Purchased electricity from non-renewable sources – market-based	5 178*	5 298
Thermal district network from non-renewable sources	10 269*	10 936
Total non-renewable energy – market-based	**72 815***	**74 806**
Non-renewable energy intensity – market-based (MWh/€m sales)	**3.4***	**3.3**

* Restated figures; more details available in the Basis of Preparation document.

Table 2: Energy Consumption from Renewable Sources (GRI 302-1 & GRI 302-3)

MWh	FY25	FY26
Biogas	3 828*	3 958
Electricity generated on-site – photovoltaics	3 469*	5 245
Heat generated on-site – solar thermal	20*	19
Heat extracted on-site – geothermal	3 518*	3 969
Purchased electricity from renewable sources – market-based	186 416*	190 023
Thermal district network from renewable sources – market-based	899*	4 139
Total renewable energy – market-based	**198 150***	**207 354**
Renewable energy intensity – market-based (MWh/€m sales)	**9.3***	**9.2**

* Restated figures; more details available in the Basis of Preparation document.

Table 3: Energy Sold (GRI 302-1)

MWh	FY25	FY26
Sold electricity from photovoltaics	367*	486

* Restated figures; more details available in the Basis of Preparation document.

GHG Emissions Performance

Table 4: Scope 1 – Biogenic Emissions (GRI 305-1 c)

tCO_2e	FY25	FY26
Biogas	761.8*	787.7

* Restated figures; more details available in the Basis of Preparation document.

Social

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Attractive Employer

People are at the heart of Richemont's long-term success. As part of its ongoing mission of crafting the future, the Group acts as custodian of the craftsmanship and creativity, fostering a collaborative working environment that supports professional growth. The Group develops and retains its talents, nurturing lasting connections with its employees operating on the basis of a mature culture relying on trust and mutual respect.

With a workforce of more than 40 000 people spanning 133 nationalities across 40 countries in five regions, Richemont aims at remaining a relevant, consistent and sustainable employer in all countries, hence being able to attract and retain talents, which is fundamental to the Group's success. Richemont provides access to equal opportunities and equitable treatment for the Group's global workforce across recruitment and career development, considering various aspects, including nationality, gender, cultural diversity, and educational background.

Richemont's approach is guided by its commitment to excellence and a respect for artistry, valuing constructive human relationships. Rooted in shared values, Richemont cultivates a sense of belonging and promotes a leadership culture that encourages responsibility and accountability. From the precision of watchmaking to the innovation in jewellery, fashion, and accessories, the Group invests in talent development and sustains expertise across disciplines to maintain high standards of quality.

Talent Attraction

Richemont seeks to attract talents from a broad range of backgrounds, through tailored recruitment processes, candidate engagement, and employee onboarding practices. The Group offers competitive and equitable benefits, at or above local standards worldwide, consistent with market practices and harmonised within each country.

In FY26, global and local Human Resources (HR)-related awards have included Richemont as the 'Most Attractive Employer' by Universum in France and Switzerland, 'Best Company to Work For' by HR Asia, 'Most Attractive Employers in the Luxury and Retail Sector' by Randstad in Hong Kong SAR, China, 'Great Place to Work' in Malaysia and 'Best Employers in Switzerland 2025' by PME, amongst others.

The Group implements various strategies to promote an inclusive recruitment approach in addition to its talent acquisition practices. For example, Cartier's Academy of Commercial Talents (ACT) connects with candidates from various industries and diverse backgrounds, offering a retail career path at Cartier without requiring prior luxury experience for some retail roles. This no-CV recruitment process is designed to reduce unconscious bias by focusing on assessing a candidate's potential and leveraging innovative assessment methods. Successful candidates then receive an onboarding programme to provide them with the training and skills required for their roles.

An effective onboarding process is an essential step in the employee journey and key to talent retention. The Group supports new joiners, facilitating their integration and understanding of their roles. Since FY24, a digital onboarding journey has been leveraged, with further investment focused on providing new joiners with resources to comprehend the Group and its Maisons. This includes sharing insights into the Group's culture, and training on the essential tools and technologies.

Richemont's rewards policy aligns with the Group's talent attraction strategy, offering benefits programmes which cover all employees globally as outlined below:

- **Life and Permanent Disability:** minimum coverage implemented in all countries Richemont operates in;
- **Healthcare Plans:** major medical events coverage – extended in some markets to spouses and children;
- **Parental Leave:** minimum of 14 weeks paid for maternity and adoption; minimum of five days paid for paternity;
- **Employee Assistance and Support:** WeCare programme, including an emotional support hotline available 24/7 via third party providers to preserve confidentiality;
- **Business Travel Assistance:** covering all employees worldwide via International SOS for medical and security assistance;
- **Staff Sales:** Group policy on staff sales providing employees access to selected Group creations at preferential rates; and
- **Long Service Awards:** to celebrate tenure within the Group.

In addition, Richemont's flexible benefits programmes are designed to provide a tailored approach. Employees can customise their benefit levels to address their needs or accumulate credits for wellness programmes. These choices are adapted to each region, taking into account local market practices.

The Group also promotes employee well-being awareness by offering trainings and making external services available in addition to its standard responsibilities. The WeCare programme provides support, including counselling sessions with accredited health professionals.

Additionally, the Group continues to support an inclusive workplace and equal opportunities. Women represent 57.6% of the total workforce and 50% of management positions. They account for 36.4% of the Senior Executive Committee (SEC) and 33% of the Board of Directors of Compagnie Financière Richemont SA.

Alongside these efforts, through the EQUAL-SALARY certification process, the Group has sought to guarantee that its employees are paid equitably across genders in every market where it operates and it achieved global EQUAL-SALARY certification in FY24. This certification verifies and communicates that gender equity is embedded in the business practices and that employees are paid equitably for the same role or for work of equal value.

Employee Engagement and Management

With global operations, openness and empathy remain priorities to foster an inclusive working environment where creativity, skill development, and career progression are supported.

Richemont's core values are embedded in the Group's Standards of Business Conduct, a key element of Richemont's management approach. It sets out the Group's commitments and expectations for employees, mandating key aspects of the employment relationship, including employee management, working hours, collective bargaining, and compensation and benefits, which should be free from discrimination of any kind.

Richemont's dedication to being an attractive employer is grounded in established governance and adherence to the highest ethical and applicable legal standards. The Group complies with all applicable labour laws, including those concerning working hours, rest periods, and fair compensation to provide a safe and equitable working environment. With respect to working hours and overtime, Richemont follows applicable legal requirements and relevant industry standards in the jurisdictions in which it operates, as appropriate. The Group supports social dialogue and recognises the importance of employee representation and open communication channels to address concerns and contribute to workplace improvements. Collective bargaining forms a part of the Group's relationship with its employees. In FY26, 82.3% of employees in Europe were covered by collective bargaining agreements. Richemont engages with employee representatives, unions and other representative bodies where required or appropriate under local law. It also seeks to maintain accessible support from HR and open lines of communication with employees across its operations.

Richemont and its Maisons are relying on Employee Engagement surveys conducted throughout the organisation to gather employee feedback that inform the Maisons and the Group's action plans and programmes. To monitor and understand the employee journey, surveys are deployed throughout the organisation. In FY26, 60% of the Group's permanent employees were invited to participate in an engagement survey, with an aggregated participation rate of 85%. The frequency of the survey varies from monthly to every 2 years, depending on the Maison's objectives and maturity.

Richemont's commitment to fostering a supportive workplace is further demonstrated through actions in its Maisons. Cartier has established its global Belonging and Care framework where actions are adapted to the local context and employee feedback. As part of the support for serious or chronic illnesses, Cartier has signed the Working with Cancer Pledge. Cartier SA has partnered with the Otium Foundation in Geneva to support employees with cancer, caregivers, and their families. Manufactures Cartier Horlogerie has defined disability principles, developed with employees to improve inclusion across the hiring process and the employee journey, notably through employee training.

Another key element of the Group's engagement approach with employees is the Richemont Speak Up Platform. This platform is not only accessible to internal teams of the Group, but also open to third parties, providing a secure and confidential channel for raising concerns. Further information on the Speak Up Platform can be found in the Speak Up Platform section of the Governance chapter.

Openness and engagement, specifically in education, craftsmanship, art, and culture, are integral to Richemont's culture and are encouraged across the Group. Reflecting this approach, Richemont supports employee volunteering, providing a minimum of one day annually for employees to participate in projects around the world supporting diverse social and educational development as well as emergency response. Following the Tai Po fire in Hong Kong SAR, China, in November 2025, Richemont APAC, with the support of its Maisons in the region, partnered with Laureus Sport for Good Hong Kong, to build a programme to provide sport activities for schools near Wang Fuk Court and Tai Po district, supporting recovery beyond the immediate needs in the aftermath of the incident.

Human Capital Development

At Richemont, Human Capital Development strategy is grounded in a managerial approach that integrates a culture of feedback and growth. This approach, anchored to Richemont's culture and values, supports the Group to be a relevant, consistent and sustainable employer acknowledging talents' impact and contribution. The Group's Learning & Development (L&D) framework and its offerings support continuous employee development. This framework provides employees with access to tailored support and opportunities to improve their functional expertise and acquire additional soft skills relevant for future roles and career paths within the Group. A range of management and leadership programmes are delivered across the regions, playing a key role in the development of a leadership culture. In addition, Maisons provide targeted product and sales trainings as appropriate.

The performance review process enables the Group to assess its talent pool and identify any gaps, thereby facilitating effective succession planning. It evaluates employees' contributions to value creation and aims to cultivate a performance-oriented mindset across the Group. This process promotes a culture of active learning, where employees are encouraged to define their development journey. It includes the creation of career development plans within current roles and consideration of internal mobility opportunities for both short and long-term assignments, supported by tailored learning programmes.

Performance Management

Richemont's approach to performance management has evolved to further encourage employees to take ownership of their development. The My Performance Journey platform is a digital tool designed to set annual objectives and monitor progress. This platform facilitates regular reviews aligning with the Group's efforts to support employee career development through constructive feedback and targeted knowledge and skills acquisition. Rather than relying on a single annual discussion, Richemont's model encourages an ongoing dialogue between employees and managers. The process is structured around two principal touchpoints:

- My Priorities: As the basis of performance assessments, this includes tracking achievements and impact, while evaluating individual contributions using defined Key Performance Indicators (KPIs) with a focus on measurable value creation;
- My Development: this process focuses on identifying growth opportunities and specifying targeted actions to support employee development.

This framework supports a flexible approach across both retail and manufacturing environments. It is facilitated by a digital toolkit that integrates performance management, development actions, career opportunities, and learning requirements, supported by tailored L&D programmes, moving beyond traditional career paths.

In FY26, 88.6% of Richemont's employees benefited from a regular performance review and 62.9% had their development plans following this review.

Learning & Development Strategy and Programmes

Richemont's development philosophy centres on supporting employees' professional growth through diverse work experiences, new projects or responsibilities in their current roles, coaching and mentoring by skilled peers, and access to tailored learning programmes. L&D efforts focus on reinforcing Richemont's learning culture and enhancing the access, user experience, and content of its '#NeverStopLearning' platform, which regularly offers a range of updated programmes. Learning resources are made accessible through events and self-paced content on the #NeverStopLearning digital platform, with additional programmes implemented by Maisons throughout the year.

The average number of training hours for FY26 per employee was 15.9 hours. Further information is available in the Social Data Set section at the end of this chapter.

Learning modules and platforms are designed to support Richemont's strategic priorities and deliver essential capabilities, enabling the business to adapt to rapid technological, digital and cultural changes. These encompass Signature Programmes, accessible to employees, which provide learning experiences such as Crossing Boundaries, promoting cross-cultural understanding; Business Essentials, covering topics including data, sustainability and innovation; Evolve, preparing employees for the luxury industry evolution; and Roots of Luxury, delivered in partnership with the Michaelangelo Foundation, L'École, School of Jewelry Arts supported by Van Cleef & Arpels, and the Fondation de Haute Horlogerie (FHH), aimed at deepening knowledge of core craftsmanship and creativity central to the Group's business.

In FY26, the Group launched three additional Functional Academies designed to enhance functional knowledge for the Group's Finance, Legal, and Product and Agile Methodology practitioners. These complement existing Functional upskilling academies for HR, Data and Artificial Intelligence (AI), and Sustainability. Dedicated Retail Academies are also operated to prepare Sales Associates and Boutique Managers for their careers with the Group and its Maisons. For example, Cartier has launched 'Chez Cartier', its new Retail Selling Experience programme in FY26, to foster continuous growth and upskilling for Cartier's sales associates, through a blended journey of digital and in-person peer learning. The objective is to enhance the overall client experience and promote consistency across markets.

In terms of management and leadership development, the Group offers, in collaboration with leading business schools, several programmes across its regions and markets tailored to the needs of developing leaders and upcoming talents. Additionally, the Group has implemented internal programmes, developed at a local level, to provide employees with essential skills, leadership capabilities, and support professional development.

For example, Richemont Europe continues its women empowerment programme, She Becomes, which supports women in reaching their full potential in leadership roles. The programme provides participants with tools, skills, coaching and community to deepen their self-awareness and support them in their development journey toward senior leadership opportunities. Over the past five years, 137 participants have completed the programme.

Furthermore, Richemont Europe's *EMERGE* programme is an intensive three-month journey designed to deepen future leaders' self-awareness and leadership skills. In FY26, 24 colleagues from Richemont and its Maisons, including Cartier, IWC, Jaeger-LeCoultre, Montblanc and Piaget participated in the programme.

In addition, Richemont builds partnerships with schools and universities to preserve craftsmanship to help sustain the luxury industry.

Founded in 2003, the Creative Academy, Richemont's design school, selects, nurtures, and prepares young creative talents for the design of luxury jewellery, watches and fashion accessories. Over the last two decades, the Creative Academy has paved the way for successful careers, with 230 alumni currently contributing to the future of Richemont's Maisons.

Internal mobility is a key pillar of Richemont's talent strategy. Employees are encouraged to explore internal opportunities and pursue new roles within their current area or across different Maisons, regions, and functions. Available opportunities are accessible via the Group's internal portal, allowing employees to identify and apply for roles that align with their skills. Currently, 40.6% of permanent roles are filled internally.

Richemont continues to advance employees' agile and short-term development opportunities through the WOW! Assignments programme, which allows permanent employees to temporarily take on a new role working with different Maisons and functions or experiencing roles in other countries by participating in specific projects and developing new skills. Assignments typically last three months full-time or six months part-time, after which employees return to their original roles, with expanded experiences, networks and capabilities.

In addition, Richemont supports its employees' learning and professional development through structured programmes and encourages internal mobility to strengthen its ability to attract and retain talents. Transition programmes are managed at the local level, with individual cases assessed based on the specific needs of employees.

Apprenticeships and Internships

Preserving craftsmanship and specialised expertise is vital to build and maintain the sustainability of the luxury industry, and Richemont is striving to preserve, promote, and enhance its savoir-faire, particularly within the watchmaking and jewellery professions. Richemont's effort relies on the Swiss dual vocational training system, combining practical in-company training with theoretical instruction in a vocational school. Under the dual-track apprenticeship system, young people combine on-the-job training in a host company with lessons at a vocational school, and obtain a federal certification after two-, three- or four-year programmes that allow them to start their careers with a good foundation of 'savoir-faire'.

To increase the number of apprentices across the country and secure a strong and competent manufacturing workforce, a dedicated function in Richemont Switzerland was created in FY23 for an extensive apprenticeship programme in Switzerland, supporting a network of Group employees, establishing partnerships to co-construct a dynamic strategy for training and skills development, and promoting the integration of young talents. In FY26, Richemont trained 192 apprentices, marking a 10% increase from 174 in FY25 and a 44% increase from 133 in FY23, when the programme was launched. Retention rates also improved, with 59% of outgoing apprentices in FY26 securing a fixed-term or permanent contract within the Group, compared to 49% in FY25.

Richemont promotes apprenticeships to broaden access to luxury careers and support young talents. Once apprenticeships have been completed, the *End of Apprenticeship Cycle* programme supports the professional integration post-training, which includes a dedicated portal to highlight opportunities in Switzerland and communication materials. Regular internal meetings, such as the 'Swiss Apprenticeship Meeting' and 'Swiss HR Call' facilitate knowledge sharing and best practices exchange. Globally, the 'W&J Best Practice Exchange' supports ongoing collaboration to share information and facilitate decision-making.

Since 1992, Jaeger-LeCoultre and l'École Technique de la Vallée de Joux (ETVJ) have maintained a long-term partnership dedicated to apprenticeship. In 2021, Jaeger-LeCoultre inaugurated a new craftsmanship centre to welcome apprentices and interns. Originally dedicated to watchmaking, the apprenticeship has been expanded to include new skills, such as micro-engineering and quality control. The Maison's craftsmanship centre has also evolved into a unit dedicated to lifelong learning with 3 500 hours of continuous training provided over the last 2 years.

Since 1997, A. Lange & Söhne has committed to training young people in precision watchmaking through its apprenticeship programme, with a total of 278 apprentices successfully completing the training. Over the years, the apprentice programme has grown beyond watchmaking and expanded its offerings to include diverse fields such as tool mechanics, cutting mechanics, office management, and IT specialists. In 2025, the Maison was awarded 'Training Company of the Year' by the Chamber of Industry and Commerce Dresden.

In its effort to support internship programmes, Richemont Americas partnered with Laureus Sport For Good Foundation USA to launch the Laureus Grantee Summer Internship Program in 2022, as part of the regional Laureus Acceleration Program. It aims to create opportunities for alumni students of the Laureus Sport for Good programme to gain professional experience while establishing a talent pipeline for recruitment. This is supported by a training and development framework designed to maximise each intern's growth and manager's effectiveness.

Vacheron Constantin supports employability beyond its Maison. For the fifth consecutive year, the Maison has partnered with 'Démarche', a non-profit cooperative for the public good created to strengthen employability and support integration into the job market. Since the programme's creation in 2021, a total of 280 beneficiaries obtained internships provided by partner companies and 332 other participants have benefited from coaching, with 42% of them subsequently finding employment or professional training opportunities. Through its partnerships with 'Elles Bougent', Vacheron Constantin supports a mentorship programme focused on advising young female students on careers in technology and science within companies; in FY26, eleven mentors from the Maison have supported the programme.

As a living heritage Maison with a long-standing commitment to the transmission of know-how in jewellery, Van Cleef & Arpels created the '*de Mains en mains*' programme in 2021 to raise awareness of jewellery professions with young people. In 2025, the fifth edition took place in Lyon with the introduction of a new edition in Clermont-Ferrand (France). Local schools, associations, and the general public discovered the various métiers and know-how from the Maisons' experts in jewellery, demonstrating that the world of jewellery is an accessible industry. This programme is organised in partnership with French Ministry of National Education, l'École des Arts Joailliers, local jewellery schools, and public partners.

Health and Safety

The Group's Health and Safety (H&S) Management System sets out how Richemont supports the health and safety of its employees and anyone involved with its business activities, including those visiting its premises. The system applies to all Richemont employees as well as contractors, service providers, customers and visitors across its global operations. It is underpinned by the Richemont Health and Safety Statement, published in FY25, complementing both the Richemont Standards of Business Conduct and the Group Security Policy. The management system is aligned with international and local laws and guidelines relating to health and safety.

The H&S Management System identifies, prioritises, and mitigates hazards affecting health and safety aiming to prevent accidents and business disruptions, while providing a safe workplace supported by an emergency preparedness and response plan. This management system requires the promotion of health and safety awareness through employee and management training, alongside consultation with employees and other relevant parties on health and safety matters.

Key components of the system include investigation of incidents and implementation of corrective actions, compliance with regulations and Richemont standards, and monitoring of performance. Governed by a Group-level management system and steered by the Richemont Health and Safety Statement, each Maison and region implements its own H&S Management System tailored to its specific context.

Governance and Compliance

The Strategic Security Committee acts in advisory capacity to the Board, providing oversight of Health & Safety, Business Interruption, Cyber Resilience and Physical Security. The Strategic Security Committee supports a safe and secure environment for employees, assets, and operations through oversight of the Group's security strategy. It also provides a direct channel for strategic H&S matters to be escalated to the Board. The Group Chief Security Officer links this strategic oversight with the operational focus of the Physical Security, Health & Safety, Environment Committee.

Richemont's Group Chief Security Officer is responsible for the governance of the Group's H&S Management System. The Group Physical Security, Health & Safety, Environment Committee consists of members from various functions across the Group, including Legal, Human Resources, Sustainability and Supply Chain amongst others, and serves as the Richemont health, safety and environment governance body. The Health & Safety, Environment Committee convenes biannually to facilitate strategic and tactical discussions, make decisions on Group-level policies, strategies and risk management, and review both regional and local plans. Local committees are in place to consult and exchange information on health, safety and environmental matters where required by local laws, regulations and needs.

The Group Security H&S team ensures the continuous improvement and updates of the Management System and establishes the Group-wide framework. In addition to overseeing compliance with regulations and Richemont standards, the team manages work-related health and safety risks and provides monitoring as well as support for incident response. Local management teams, with operational support from their local H&S team, are responsible for maintaining a safe and healthy workplace, preventing accidents and disruptions. They promote continuous improvement and ensure regulatory compliance, while consulting with employees.

An online tool provides local law-based requirements, and allows H&S site representatives to identify and assess compliance with relevant legislation, within their respective jurisdiction. Local teams are responsible for implementing mitigation actions when a non-conformity is identified. They also conduct regular reviews and updates of the assessment, particularly in response to changes in legislation, regulation or workplace conditions. This year, a new tool functionality for forecasting legislative and regulatory changes was piloted.

Richemont employees and stakeholders can provide feedback on both the Group H&S Management System and on Maison and region-specific health, safety, and environment arrangements. They also have the opportunity to raise any concerns and receive feedback on the issues raised. Feedback can be shared through various channels, including a Group-wide email inbox, the Speak Up Platform, direct contact with local H&S representatives, or via Maison and region-specific communication and cooperation initiatives such as forums, briefings, and internal communications channels. The Health and Safety Hazard Identification and Risk Assessment document outlines that those individuals responsible for the relevant activity should be consulted during this process.

Occupational Health Management

Occupational health constitutes a core element of the Group and local H&S Management Systems, encompassing, amongst others, risk assessment and mitigation processes. Based on Richemont's Minimum Standards, Maisons and regions are mandated to implement control measures, such as chemical exposure, ergonomic workstations, or adequate ventilation assessments, to prevent occupational illnesses. The Group Security H&S team develops and deploys specific safety guidelines and training, such as occupational health initiatives and technical sheets for personal protection equipment.

In France, Cartier conducted chemical exposure measurements across its workshops from FY23 to FY26. Results consistently demonstrated a low and well-controlled risk level, with all measurements within the safe limits set by European and French regulations. Where potentially higher risks were identified, studies are underway to further mitigate these risks. This focus at Cartier is representative of broader efforts across the Group to proactively prevent occupational health risks.

Hazard Identification, Risk Assessment and Incident Management

As part of Richemont's H&S Management System, each site is required to conduct hazard identification and risk assessments with the objective of preventing occupational health and safety risks. To maintain consistency across the Group, a process for identifying hazards and assessing risks is in place. This process, detailed in the Health and Safety Hazard Identification and Risk Assessment document, provides a procedure for analysing activities, materials, equipment, infrastructure and the working environments at site level, including those activities involving contractors or visitors.

The results from risk assessments provide insight into the effectiveness of current control measures, helping to determine whether adjustments or additional controls are required. These assessments are reviewed and updated at least biennially, or following significant incidents or prior to operational changes, as needed. As part of the risk assessment and mitigation process, sites take action to reduce work-related hazards to an acceptable level, with the goal of eliminating them wherever possible. Richemont's action plan addresses identification, monitoring, and mitigation of key risks while maintaining compliance.

Richemont promotes the concept of 'Safety by Design', using the 'hierarchy of controls' method, which ensures that safety is embedded in the early stages of a project. This was further strengthened this year with the publication of the Store Planning and Design Guideline, integrating health and safety considerations into project planning and execution.

Monitoring and Reporting H&S Incidents

Richemont oversees hazardous situations and incidents across its operations using a dedicated tool called ONE INCIDENT, where information about these incidents is logged by the relevant H&S representatives. This includes events involving workers who are not direct employees of the Maisons and regions, as well as customers and visitors throughout global operations.

This dedicated tool serves to centralise incident information, facilitating investigations that address both the actual and potential impact of significant occurrences. Targeted risk control measures are implemented following these investigations. If Richemont employees or other parties have reason to believe that their health and safety may be at risk, they have the right to stop work at any time without reprisal. Employees can report work-related hazards and hazardous situations via their local H&S representatives and the Group Security H&S team, or through the Richemont Speak Up Platform, as detailed in the Governance chapter. Following submission of the report, a risk assessment is subsequently conducted to determine whether the task should be continued.

In FY26, 368 work-related injury cases were recorded via the tool. The top five reported types of those injuries are: concussions and bruises; dislocations, strains and sprains; superficial injuries; open wounds; and superficial wounds and physical shock. The top five reported hazard categories that cause work-related injuries are: cutting, stabbing, puncture, friction and abrasion; slips, trips, and falls; road traffic accidents; hit by a falling or moving object; and falls in staircases.

In FY26, six work-related ill health cases were recorded via the tool. All were ergonomics-related, resulting in non-permanent musculoskeletal disorders.

With respect to incident management, the incident reporting tool was improved to streamline the reporting process and enhance the collection of incident investigation information. Incident investigation begins with immediate response, stakeholder notification, and recording in Richemont's dedicated tool. Investigations determine immediate and root causes using recognised methods, implementing mitigation measures. Completed reports provide data for H&S incident KPIs and trend analysis. Residual risk is then mitigated as far as reasonably practicable. The Incident Investigation team determines corrective measures and provides a SMART action plan, tracked in the dedicated tool, to address incident causes.

Richemont had zero work-related fatalities in FY26, FY25 and FY24 and two high-consequence work-related injuries in FY26. These incidents were associated with specific hazards related to mechanical equipment operation and third-party service provision. In response, the respective local entities implemented corrective actions and reinforced preventative measures, including enhancements to operational procedures and strengthened protocols for external interventions. While recordable work-related injuries increased in FY26, lost workdays decreased, indicating a reduction in incident severity.

The Group continues to address these incidents through ongoing occupational health and safety awareness campaigns, emphasising the importance of incident reporting, while maintaining continuous improvements in incident data collection. Detailed statistics on work-related injuries and ill-health are available in the Social Data Set section of this chapter.

The processes and guidelines implemented for reporting and investigating incidents also cover and apply to environmental incidents. ONE INCIDENT is also used and in FY26, five operational environmental incidents were recorded (four in FY25) through the tool. Two involved minor leaks and spills, which were immediately contained with no impact on personnel, the environment, or production. The other three incidents included two refrigerant leaks and a chemical gas release. For the chemical gas incident, authorities were notified and provided expert assistance to ensure its controlled management, in accordance with regulatory oversight and environmental protocols. For all incidents, corrective actions were implemented to ensure ongoing compliance and mitigate any potential harm.

Natural Hazard Prevention

The Group recognises that natural hazard (i.e. earthquake, flooding, extreme heat, extreme wind, etc.) preparedness is a core component of overall H&S approaches, designed to prevent potential impact on people and assets and support the long-term resilience of operations and the communities and environments in which the Group operates. To address natural hazard prevention, Richemont requires its Maisons and regions to adopt a multi-faceted approach encompassing risk assessment, mitigation strategies, and business continuity planning.

In FY26, natural hazard emergency plan procedures have been further developed including the ones for hurricanes, thunderstorms and landslides. An earthquake preparedness and response training was deployed and made mandatory for personnel in high-risk locations.

Assurance Programme

The Group Physical Security H&S Standards mandate that Maisons and regions maintain a system for testing the effectiveness of controls in place. Annually, the Group Security H&S Assurance programme assesses, either by internal or external assessors, a sample of Group sites focusing on their compliance with the Group's Minimum Standard and relevant international and local legislation. This programme was further improved in FY26, including the review and updates of the Minimum Standards, control measures, and supporting guidance to improve clarity. In addition, the assessment process was further digitalised, including the implementation of an analytics dashboard to monitor key metrics.

H&S compliance assessments continued throughout FY26 in offices, manufactures and repair centres across various countries, assessed against the Group's Minimum Standards. These assessments covered a range of critical areas, including hazard identification and risk assessment, chemical health and safety risk management, occupational health management, fire prevention management, and natural hazard prevention. The findings were documented in reports, providing local management with the necessary information to address and mitigate the identified risks. Each site then formalised an action plan, detailing corrective actions, completion timeframes, and methods for measuring effectiveness

of the action. Finally, the Group Physical Security H&S team validated the completion of the corrective actions.

Each year, the Group Physical Security H&S team brings together H&S representatives and industry experts from across the Group. Interactive sessions are organised to facilitate the exchange of best practices in workplace safety. This year's discussion included topics such as industrial hygiene, on-site contractor safety, ergonomics and fire prevention.

Chemical Safety Management

Responsible management of chemicals supports resilient operations and is key to the protection of human health and safety, and the environment. Richemont maintains systems designed to ensure compliance with applicable chemical regulations, mandatory standards and requirements governing the use of chemicals globally. The Group's Chemical Management Framework sets out the standards for the safe and responsible management of chemicals used in the workplace. It underpins Richemont's effort to reducing the health, safety and environmental risks associated with the handling of chemicals and hazardous waste. It applies to Maisons, regions, countries and contractors working on Group sites, and describes the requirements for the safe and responsible management of chemicals used in the workplace.

The internal Chemical Safety Committee focuses on continuous improvement in the management of chemicals within the Group, encouraging innovation and monitoring best practices. The Chemical Safety Committee meets regularly to further develop the Chemical Management Framework at Group level and consists of relevant stakeholders and experts from manufacturing sites, customer repair centres, and research and innovation departments. In FY26, the Chemical Safety Committee focused on developing guidelines on high-risk activities, such as on chemical storage and the chemical substitution procedure. The Chemical Safety Committee coordinates chemical mitigation programmes, which are supported by the creation of a dedicated chemical substitution platform centralising and facilitating the identification and tracking of chemical alternatives. It also maintains the list of restricted chemical products and leverages ongoing occupational hygienist expertise. Chemical safety was a key focus of the annual meeting of H&S representatives and industry experts this year.

Richemont has in place a chemical safety data sheet management tool to manage chemical inventories across its operations. This tool captures and provides up-to-date access to Chemical Safety data sheets which contain relevant safety and environmental information from chemical suppliers. During FY26, efforts were focused on maintaining the tool, onboarding new users, and providing regular training to support its effective operation.

The Group's Chemical Competence Center (CCC), founded in 2017, provides oversight of the chemicals' use across the Group. The CCC's activities include the development and ongoing maintenance of the Product Restricted Substance List (PRSL), which serves as a dynamic reference to guide the safe use of chemicals in products. The PRSL is complemented by testing tools that allow Maisons and their suppliers to verify product compliance.

Training and Campaigns

H&S training is provided to Richemont's employees through the Group Learning Management System in multiple languages, offering employees the opportunity to select any modules that fit with individual needs. Furthermore, customised training programmes, based on identified work-related hazards from risk assessments and local legislation, are delivered locally to Maisons and regions providing in-depth health and safety expertise. Continuous efforts to centralise the data relating to local health and safety trainings are progressing, thereby promoting a safety culture across the organisation.

Group-wide H&S campaigns are organised under the 'Health & Safety Awareness Month' theme, with this year's campaign focusing on cut prevention and electrical safety. Amongst the campaign's successes was an increase in the number of participants. These campaigns, learning modules, and guidelines are developed based on identified risks and incident trend analysis. Sharing of expertise is essential for advancing the Group's knowledge base and supporting improved health and safety management across Maisons and regions.

Social Data Set

Global HR Data (GRI 2-7)

(FY26 Headcount as of the end of March 2026)

In FY26, the scope of HR data continues to exclude data from YNAP as a consequence of its divestment, as well as Maison Gianvito Rossi and Manufacture Miles acquired in FY24.

Maison Vhernier, acquired in FY25, was excluded from FY25 reporting, but is now partially included. Further details are available in the Basis of Preparation document.

Table 1: Total Number of Employees, per Employment Type, by Gender

	FY24*				FY25**				FY26			
	Female	Male	Total	% of total headcount	Female	Male	Total	% of total headcount	Female	Male	Total	% of total headcount
Permanent and temporary employees	22 249	16 206	38 455		23 094	16 783	39 877		23 327	17 138	40 465	100%
	57.9%	42.1%			57.9%	42.1%			57.6%	42.4%		
Permanent	20 286	15 080	35 366	92.0%	21 124	15 564	36 688	92.0%	21 378	15 924	37 302	92.2%
	57.4%	42.6%			57.6%	42.4%			57.3%	42.7%		
Temporary	1 963	1 126	3 089	8.0%	1 970	1 219	3 189	8.0%	1 949	1 214	3 163	7.8%
	63.5%	36.5%			61.8%	38.2%			61.6%	38.4%		
Full-time	20 308	15 630	35 938	93.5%	21 079	16 203	37 282	93.5%	21 125	16 448	37 573	92.9%
	56.5%	43.5%			56.5%	43.5%			56.2%	43.8%		
Part-time	1 941	576	2 517	6.5%	2 015	580	2 595	6.5%	2 202	690	2 892	7.1%
	77.1%	22.9%			77.6%	22.4%			76.1%	23.9%		

Table 2: Total Number of Employees per Employment Type by Region

	FY24*						FY25**						FY26					
	Americas	Asia Pacific	Europe	Japan	Middle East, India, Africa & Türkiye	Total	Americas	Asia Pacific	Europe	Japan	Middle East, India, Africa & Türkiye	Total	Americas	Asia Pacific	Europe	Japan	Middle East, India, Africa & Türkiye	Total
Permanent and temporary employees	4 075	9 308	21 214	2 272	1 586	38 455	4 339	9 196	22 193	2 434	1 715	39 877	4 588	8 786	22 768	2 524	1 799	40 465
	10.6%	24.2%	55.2%	5.9%	4.1%		10.9%	23.1%	55.7%	6.1%	4.3%		11.3%	21.7%	56.3%	6.2%	4.5%	
Permanent	3 991	9 033	18 816	2 115	1 411	35 366	4 256	8 919	19 702	2 249	1 562	36 688	4 506	8 492	20 325	2 349	1 630	37 302
	11.3%	25.5%	53.2%	6.0%	4.0%		11.6%	24.3%	53.7%	6.1%	4.3%		12.1%	22.8%	54.5%	6.3%	4.4%	
Temporary	84	275	2 398	157	175	3 089	83	277	2 491	185	153	3 189	82	294	2443	175	169	3 163
	2.7%	8.9%	77.6%	5.1%	5.7%		2.6%	8.7%	78.1%	5.8%	4.8%		2.6%	9.3%	77.3%	5.5%	5.3%	
Full-time	4 048	9 246	18 790	2 272	1 582	35 938	4 312	9 124	19 698	2 434	1 714	37 282	4 486	8 696	20 134	2 465	1 792	37 573
	11.3%	25.7%	52.3%	6.3%	4.4%		11.6%	24.5%	52.8%	6.5%	4.6%		11.9%	23.1%	53.6%	6.6%	4.8%	
Part-time	27	62	2 424	0	4	2 517	27	72	2 495	0	1	2 595	102	90	2 634	59	7	2 892
	1.1%	2.5%	96.3%	0.0%	0.2%		1.0%	2.8%	96.1%	0.0%	0.0%		3.5%	3.1%	91.2%	2.0%	0.2%	

* FY24 HR data excluded YNAP and the Maison Gianvito Rossi and the Manufacture Miles.
** FY25 HR data does not include data related to YNAP, the Maison Gianvito Rossi, the Manufacture Miles, and Maison Vhernier.

Diversity HR Data (GRI 405-1)

Table 3: Diversity of the Highest Governance Body, by Gender and Age Group (%)

	FY24*				FY25**				FY26			
	Female	Male	50+	Total	Female	Male	50+	Total	Female	Male	50+	Total
Senior Executive Committee	25%	75%	100%	8	40%	60%	100%	10	36.4%	63.6%	100%	11

Table 4: Diversity of Employees per Employee Category, by Gender (%)

	FY24*			FY25**			FY26		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Contributors	50.0%	34.6%	84.5%	50.0%	34.4%	84.4%	50.1%	34.9%	85.0%
Middle management	6.1%	5.4%	11.5%	6.1%	5.6%	11.8%	5.7%	5.4%	11.1%
Senior management	1.8%	2.2%	4.0%	1.8%	2.0%	3.8%	1.9%	2.1%	3.9%
Total	**57.9%**	**42.1%**	**100.0%**	**57.9%**	**42.1%**	**100.0%**	**57.6%**	**42.4%**	**100%**

	FY24*			FY25**			FY26		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Boutique	19.9%	10.7%	30.5%	19.9%	10.7%	30.6%	19.9%	11.3%	31.2%
Manufacturing	10.0%	13.3%	23.3%	11.0%	13.8%	24.8%	12.0%	14.5%	26.5%
Offices	28.0%	18.2%	46.2%	27.0%	17.5%	44.6%	25.7%	16.6%	42.3%
Total	**57.9%**	**42.1%**	**100.0%**	**57.9%**	**42.1%**	**100.0%**	**57.6%**	**42.4%**	**100%**

Table 5: Diversity of Employees per Employee Category, by Age Group (%)

	FY24*				FY25**				FY26			
	<30	30–50	50+	Total	<30	30–50	50+	Total	<30	30–50	50+	Total
Contributors	18.9%	52.1%	13.5%	84.5%	18.3%	52.2%	13.9%	84.4%	17.6%	52.9%	14.5%	85.0%
Middle management	0.3%	9.1%	2.1%	11.5%	0.3%	9.2%	2.3%	11.8%	0.2%	8.6%	2.3%	11.1%
Senior management	0.0%	2.6%	1.3%	4.0%	0.0%	2.5%	1.3%	3.8%	0.0%	2.5%	1.4%	3.9%
Total	**19.2%**	**63.8%**	**17.0%**	**100.0%**	**18.6%**	**63.9%**	**17.5%**	**100.0%**	**17.8%**	**64%**	**18.2%**	**100%**

	FY24*				FY25**				FY26			
	<30	30–50	50+	Total	<30	30–50	50+	Total	<30	30–50	50+	Total
Boutique	4.9%	22.6%	3.1%	30.5%	4.7%	22.6%	3.3%	30.6%	4.3%	23.2%	3.7%	31.2%
Manufacturing	4.1%	12.7%	6.5%	23.3%	4.6%	13.5%	6.7%	24.8%	5.0%	14.6%	6.9%	26.5%
Offices	10.2%	28.5%	7.5%	46.2%	9.3%	27.8%	7.5%	44.6%	8.5%	26.3%	7.5%	42.3%
Total	**19.2%**	**63.8%**	**17.0%**	**100.0%**	**18.6%**	**63.9%**	**17.5%**	**100.0%**	**17.8%**	**64.1%**	**18.1%**	**100%**

* FY24 HR data excluded YNAP and the Maison Gianvito Rossi and the Manufacture Miles.
** FY25 HR data does not include data related to YNAP, the Maison Gianvito Rossi, the Manufacture Miles, and Maison Vhernier.

New Employee Hires and Employee Turnover (GRI 401)

Table 6: Total Number of New Employee Hires, by Age Group and Gender, and Total Employee Turnover Rates

	FY24*	FY25**	FY26
Total number of new employee hires	9 577	9 033	7 934
Total employee turnover rates	12.8%	12.4%	11.6%

	FY24*				FY25**				FY26			
	<30	30–50	50+	Total	<30	30–50	50+	Total	<30	30–50	50+	Total
Female	32.9%	28.4%	2.3%	63.6%	34.0%	25.7%	3.2%	62.9%	34.3%	24.6%	2.7%	61.6%
Male	18.4%	16.4%	1.5%	36.4%	19.5%	15.3%	2.2%	37.1%	19.8%	16.3%	2.3%	38.4%
Total	**51.4%**	**44.8%**	**3.8%**	**100.0%**	**53.5%**	**41.1%**	**5.4%**	**100.0%**	**54.1%**	**40.9%**	**5.0%**	**100.0%**

Training and Education HR Data (GRI 404)

Average Hours of Training (GRI 404-1)

Table 7: Average Hours of Training per Employee, by Gender

	FY24*	FY25**	FY26
Male	8.54	14.35	14.2
Female	10.03	17.54	17.1
Total	**9.40**	**16.21**	**15.9**

Table 8: Average Hours of Training per Employee, by Employee Category

	FY24*	FY25**	FY26
Contributors	9.10	16.10	16.0
Middle management	12.23	17.31	16.7
Senior management	7.73	12.21	11.6
Total	**9.40**	**16.21**	**15.9**

	FY24*	FY25**	FY26
Boutique	15.60	26.69	29.2
Manufacturing	3.78	8.53	7.7
Offices	8.14	12.16	10.7
Total	**9.40**	**16.21**	**15.9**

Percentage of Employees Receiving Regular Performance Reviews (GRI 404-3)

Table 9: Percentage of Employees Receiving Regular Performance Reviews, by Gender

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Female	16.5%	83.5%	15.9%	84.1%	11.6%	88.4%
Male	13.5%	86.5%	12.9%	87.1%	11.1%	88.9%
Total	**15.2%**	**84.8%**	**14.6%**	**85.4%**	**11.4%**	**88.6%**

* FY24 HR data excluded YNAP and the Maison Gianvito Rossi and the Manufacture Miles.
** FY25 HR data does not include data related to YNAP, the Maison Gianvito Rossi, the Manufacture Miles, and Maison Vhernier.

Social Data Set continued

Percentage of Employees Receiving Regular Performance Reviews (GRI 404-3) continued

Table 10: Percentage of Employees Receiving Regular Performance Reviews, by Employee Category

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Contributors	16.4%	83.6%	15.9%	84.1%	11.2%	88.8%
Middle management	8.1%	91.9%	6.9%	93.1%	7.8%	92.2%
Senior management	11.2%	88.8%	10.0%	90.0%	26.0%	74.0%
Total	**15.2%**	**84.8%**	**14.6%**	**85.4%**	**11.4%**	**88.6%**

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Boutique	11.0%	89.0%	9.7%	90.3%	8.7%	91.3%
Manufacturing	11.7%	88.3%	14.8%	85.2%	7.4%	92.6%
Offices	19.9%	80.1%	18.0%	82.0%	16.0%	84.0%
Total	**15.2%**	**84.8%**	**14.6%**	**85.4%**	**11.4%**	**88.6%**

Percentage of Employees Receiving Career Development Reviews (GRI 404-3)

Table 11: Percentage of Employees Receiving Career Development Reviews, by Gender

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Female	21.9%	78.1%	36.2%	63.8%	36.4%	63.6%
Male	26.5%	73.5%	39.6%	60.4%	38.2%	61.8%
Total	**23.9%**	**76.1%**	**37.6%**	**62.4%**	**37.1%**	**62.9%**

Table 12: Percentage of Employees Receiving Career Development Reviews, by Employee Category

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Contributors	24.2%	75.8%	38.3%	61.7%	38.1%	61.9%
Middle management	19.4%	80.6%	31.5%	68.5%	29.0%	71.0%
Senior management	30.5%	69.5%	40.9%	59.1%	38.6%	61.4%
Total	**23.9%**	**76.1%**	**37.6%**	**62.4%**	**37.1%**	**62.9%**

	FY24*		FY25**		FY26	
	No	Yes	No	Yes	No	Yes
Boutique	16.4%	83.6%	33.3%	66.7%	33.5%	66.5%
Manufacturing	28.9%	71.1%	39.5%	60.5%	37.1%	62.9%
Offices	26.2%	73.8%	39.6%	60.4%	40.0%	60.0%
Total	**23.9%**	**76.1%**	**37.6%**	**62.4%**	**37.1%**	**62.9%**

* FY24 HR data excluded YNAP and the Maison Gianvito Rossi and the Manufacture Miles.
** FY25 HR data does not include data related to YNAP, the Maison Gianvito Rossi, the Manufacture Miles, and Maison Vhernier.

Health and Safety Data (GRI 403-9 & 403-10)

Table 13: Statistics of Work-Related Injuries and Ill Health**

	Employees Work-related Injuries		
	FY24	FY25	FY26
Fatalities as a result of work-related injury	Number: 0 Rate: 0	Number: 0 Rate: 0	Number: 0 Rate: 0
High-consequence work-related injuries and ill health	Number: 1 Rate: 0.002772	Number: 2 Rate: 0.005281	Number: 2 Rate: 0.005240
Recordable work-related injuries	Number: 302 Rate: 0.83724	Number: 326 Rate: 0.86086	Number: 368 Rate: 0.96414

	Employees Work-related Ill Health		
	FY24	FY25	FY26
Fatalities as a result of work-related ill health	Number: 0 Rate: 0	Number: 0 Rate: 0	Number: 0 Rate: 0
Recordable work-related ill health	Number: 21 Rate: 0.05822	Number: 10* Rate: 0.02641*	Number: 6 Rate: 0.01572
Number of hours worked	72 141 975	75 738 132	76 337 294

* Restated figures; more details available in the Basis of Preparation document.
** Reporting of Health and Safety Data is based on financial year (1 April 2025 – 31 March 2026). The table has been adapted to show the FY24, FY25 and FY26 data.

In order to facilitate the review of the above table, the following definitions are provided:

High-consequence work-related injury and ill health: work-related injury or ill health that results in a fatality or in an injury or ill health from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

High-consequence work-related injury rate = (Number of high-consequence work-related injuries * 200 000)/number of hours worked.

Recordable work-related injury or ill health:
- Any work-related fatality.
- Any work-related injury or illness that results in loss of consciousness, days away from work, restricted work or transfer to another job.
- Any work-related injury or illness requiring medical treatment beyond first aid.
- Any work-related diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, or punctured eardrums.

Recordable work-related injury or ill health rate = (Number of recordable injuries or ill health * 200 000)/number of hours worked.

The number of recordable work-related ill health cases for FY25 has decreased compared to previous years, owing to an improved alignment with the International Labour Organization's (ILO) definitions. As a result of this recategorisation, the number of cases of recordable work-related injuries has increased.

Table 14: Number of Participants per H&S Training Module

38 430 completed H&S modules in FY26 (34 634 completed in FY25).

Heath and Safety Training	FY24	FY25	FY26
Avoid Slips, Trips and Falls	3 261	7 120	2 223
Chemical Spill Response	185	197	357
Dermatosis	–	–	76
Earthquake Preparedness and Response Training	–	–	7 809
Electrical Safety in a Nutshell	1 272	2 586	3 800
Environment & You	992	1 130	843
Ergonomics & You	6 091	4 258	2 509
Evacuation Basics in a Nutshell	7 722	4 466	7 010
Fire Basics in a Nutshell	1 761	6 922	3 379
First Aid & You	1 252	1 327	1 203
Handle Your Chemicals Safely	639	314	523
Home Office & You	129	61	32
Home Office & You – The Video	53	33	41
Know Your Chemical Labels	420	228	430
Safe Methods for Carrying Items and Climbing Ladders	2 231	1 627	5 782
Safety & You	6 268	3 346	2 413

Supply Chain

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Standards, Policies and Certifications

Richemont's standards and policies, including the Standards of Business Conduct, the Supplier Code of Conduct (SCoC), the Minerals and Metals Responsible Sourcing Policy, the Group Procurement Policy and the Human Rights Statement, are the foundation of the responsible sourcing practice. These are aligned with the international standards set out in the conventions of the International Labour Organization (ILO), the United Nations (UN) Guiding Principles on Business and Human Rights and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, Due Diligence Guidance for Responsible Business Conduct (OECD Due Diligence Guidance), and Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Conflict Minerals Due Diligence Guidance), among others.

The SCoC outlines the requirements that suppliers must comply with, including in relation to business ethics, labour and human rights, and environmental protection. Richemont expects its suppliers to require that their own partners and subcontractors uphold standards equivalent to those set out in the SCoC. It is updated regularly, most recently in FY25, to further strengthen the Group's compliance procedures and reflects the evolving sustainability regulatory landscape, including an emphasis on addressing deforestation risks in certain supply chains. Additionally, the SCoC addresses animal welfare considerations, including through supply chain verification or recognised international certification schemes.

The SCoC addresses labour conditions and human rights, including the prohibition of child labour, and is aligned with the International Labour Organization (ILO)'s Fundamental Conventions. The SCoC prohibits child labour, defining it as the employment of any worker younger than 15 years of age, or 18 years of age for hazardous work. It mandates that suppliers establish processes to ensure compliance and follow-up on this requirement, adhering, at a minimum, to the principles of ILO's Minimum Age Convention and ILO's Convention on the Worst Forms of Child Labour. If domestic laws applicable to the supplier's activities set a higher minimum age or stricter standards for the employment of young workers, these domestic laws shall prevail.

The Minerals and Metals Responsible Sourcing Policy, evolved from the previous Raw Material Sourcing Policy in FY26, outlines Richemont's commitment to responsible sourcing of relevant minerals and metals. It addresses the Group's approach to Conflict-Affected and High-Risk Areas (CAHRAs). These updates reflect, amongst others, the regulatory evolution of due diligence requirements.

Industry Supply Chain Standards and Certifications

The Group endeavours to maintain reasonable control over social and environmental impacts within its supply chains through the implementation of certification and auditing standards. Suppliers are required to adhere to recognised certification systems, such as those of the Responsible Jewellery Council (RJC) and the Leather Working Group (LWG) as well as the International Organization for Standardization (ISO) ISO 14001 and ISO 45001 standards and the Social Accountability International SA8000 standard.

The Group requires certification under the RJC Code of Practices (CoP) and RJC Chain of Custody (CoC) across relevant supply chains. The RJC is a recognised standard-setting organisation for the watch and jewellery industry and its supply chains, from mining to retail. RJC CoP certification requires members to comply with a range of criteria, relating to responsible business practices, due diligence for responsible sourcing, human rights, labour rights, environmental impact and product disclosure. RJC CoC certification focuses on the responsible production, processing and trading of gold, silver and platinum group metals. It aims to ensure traceability and responsible sourcing, whether from mined or recycled origins, through chain of custody maintained across the value chain. Both RJC CoP and CoC certifications require independent third-party audits to verify compliance with applicable standards. Suppliers in the Group's coloured gemstones supply chain, which includes rubies, sapphires and emeralds, are also encouraged to obtain RJC CoP certification. Richemont may also recognise equivalent standards, provided they adhere to comparable principles and due diligence procedures.

Within the Group's diamond supply chain management, the Minerals and Metals Responsible Sourcing Policy supports the Maisons' purchasing of diamonds complying with the Kimberley Process Certification Scheme (KPCS) and promoting the traceability of the origin of diamonds. The scheme was established in 2003 to prevent conflict diamonds from entering the mainstream diamond market. Additionally, suppliers must comply with the System of Warranties of the World Diamond Council (WDC), which applies the KPCS principles to raw and polished diamonds and jewellery set market.

Within the leather supply chain, Richemont has participated in the LWG and the International Crocodilian Farmers Association (ICFA) certification programmes since 2021. LWG is a not-for-profit global multi-stakeholder group focused on developing a sustainable and responsible leather industry through its recognised certification standards. With its ICFA membership, the Group takes part in defining the industry's standards. ICFA develops and improves crocodilian farming practices with respect to animal welfare, the environment, people and local communities.

Governance and Accountability

Specialised committees, established at both Group and Maison levels, define purchasing rules, validate sourcing decisions, and monitor supplier panels. Under the Group oversight, dedicated experts verify the implementation of due diligence processes, including risk assessment for core supply chains, specifically gold, diamonds, coloured gemstones, leather, and watch components. Maisons retain autonomy in their procurement processes; however, they are required to adhere to the principles set out in the Richemont Supplier Code of Conduct (SCoC), Minerals and Metals Responsible Sourcing Policy, and to comply with the Group Procurement Policy.

Supply Chain Committees Oversight

The Gold Sourcing Committee (GSC) provides governance of the Group's fine gold procurement by defining purchasing rules, validating Varinor's sourcing decisions and monitoring the panel of existing suppliers. Varinor, a Swiss-based precious metal foundry and refinery within the Group, serves as its primary entry point for gold, supporting the consistent application of sourcing rules and standards.

The GSC is chaired by the Group Director of Operations, who reports to the Group Chief Executive Officer (CEO), and its membership comprises representatives of the Group's Watchmaking and Jewellery Maisons, the Group Chief Sustainability Officer, the Managing Director of Varinor and the Group Responsible Sourcing Director, as well as nominated experts. The Managing Director of Varinor is responsible for its due diligence management system for gold.

The Stone Supply Chain Committee (SSCC) oversees diamond and coloured gemstone sourcing governance at the Group level, including setting standards and procedures and monitoring of risk assessment. The Group's leading Watchmaking and Jewellery Maisons, the Group Director of Operations, the Group Chief Sustainability Officer (CSO) and the Group Responsible Sourcing Director, as well as nominated experts, are members of the SSCC.

Both Committees convene regularly throughout the year, and where relevant, updates are provided to the Senior Executive Committee (SEC) and the Governance and Sustainability Committee (G&SC or the 'Committee') of the Board.

The Leather Sourcing Committee is responsible for the internal governance of the leather supply chain, monitoring and due diligence. Monthly meetings convene to select and validate new suppliers and to review suppliers' performance, results of audits, and controls.

Due Diligence and Risk Management

Richemont undertakes due diligence and risk management on its supply chains following a risk-based approach. The Group's framework is built on the OECD Guidelines to facilitate the operational applications of its standards and due diligence requirements. Due diligence processes apply selected methodologies to identify, assess and manage potential risks. These processes include, among other elements, stakeholder engagement across supply chains, considering the regional specificities of the Group's global operations.

Specifically, risk identification and assessment integrate country risk, sector risk, and the supplier's strategic importance as weighting factors, while also incorporating the requirements of standard-setting organisations.

Tailored due diligence and risk management methodologies are applied to core supply chains, as detailed in the subsequent sections. Among others, these include supplier identification and validation through the Know Your Counterparty (KYC) procedure and the Group's Red Flag Management System following the OECD Guidelines. Country-level risk assessments utilise a CAHRA risk mapping tool and the United Nations Children's Fund (UNICEF) Children's Rights in the Workplace Index. The internally available Group Responsible Sourcing Handbook details such risk management and due diligence methodologies.

The Group's Materiality Assessment, presented in the Sustainability Approach chapter of the report, is informed by the due diligence and risk management processes, which identify and assess material impacts, risks, and opportunities across the Group's supply chains.

The Group's due diligence and risk management methodologies support compliance with applicable legal requirements, specifically with those set forth in Art. 964j-l of the Swiss Code of Obligations concerning minerals and metals from conflict-affected areas and child labour. In that regard, the Group's methodologies are designed to identify potential risks related to child labour, considering the scope of its operations, as well as the specific characteristics and extent of its value chain. The gemstone sector is most exposed to child labour risks due to the localisation of deposits and the prevalence of artisanal and small-scale mining in certain regions. Additionally, the agricultural sector within the upstream value chain is susceptible to these risks.

Regarding minerals and metals from conflict-affected areas, the annual volume thresholds specified in Annex I of the Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour are only exceeded for tungsten and gold, based on the Group's assessment. In this context, the Group has determined that it only imports and processes in-scope materials in Switzerland from non-conflict -affected/high-risk areas.

Supply Chains Risk Management

For gold, diamonds, and coloured gemstones supply chains, the Richemont Red Flag Management System, following the OECD Guidelines, serves as a preliminary indicator, signalling potential risks related to origin, transit and supplier practices. When 'red flag' situations are indicated, enhanced due diligence procedures are implemented through traceability audits, ESG risk assessments, supplier communication and on-site assessments.

Traceability and transparency are fundamental in supporting due diligence and risk management. Traceability is the process of tracking materials and products throughout the supply chain, and the criteria and scopes of this process are tailored to the specific supply chain or product to be traced. Transparency refers to the capacity to identify the name and location of actors in upstream supply chains, up to the origins of raw materials.

When appropriate and depending on the results of risk assessments, supplier audits are conducted with defined plans based on the Sedex Members Ethical Trade Audit (SMETA) methodology. For instance, Richemont has put in place a defined audit plan for its leather and textile supply chains, using the SMETA methodology. SMETA is an internationally recognised audit standard and evaluates all ESG dimensions of a company's operations, including labour rights and child labour, health and safety, environmental impact, and business ethics within a supplier site.

Identification and validation of suppliers through the KYC procedure has been established to address money laundering and the financing of terrorism. It requires companies to identify every organisation that they deal with, in order to understand the legitimacy of their business relationships and, within reason, to identify and react to unusual or suspicious transaction patterns. This procedure is completed and signed by the supplier who must provide all necessary evidence and assurance. Tailored KYC procedures are applied to the minerals and metals supply chains.

Gold

Richemont is committed to sourcing gold in a responsible way. Varinor, the Group's precious metal foundry and refinery, has held RJC CoP certification since December 2011 and RJC CoC certification since December 2014, with both certifications scheduled for renewal in 2026. Varinor purchases solely from selected and audited suppliers, with Tier-1 suppliers required to be RJC CoP and RJC CoC certified.

During the reporting period, Varinor purchased the large majority of its gold from both industrial pre-consumer scraps, such as that from watch and jewellery industries, and from post-consumer scraps, including old jewellery. The remaining gold was sourced from other industries, including surface treatment, chemical, pharmaceutical, and electronics.

In response to evolving business requirements, Varinor has started purchasing gold from mined sources in FY26. Varinor's main source of gold remains recycled gold. Varinor's suppliers are located in the Americas, Asia and Europe.

To address social and environmental risks, Varinor's due diligence management system employs a framework for the identification, assessment, and monitoring of new and existing suppliers, encompassing all tiers from Tier 1 and beyond. Implemented measures include country-of-origin selection, regular audits of Tier-1 suppliers, field visits to Tier-2 suppliers and documentary evidence review. In FY26, no major non-conformities or significant risks were identified during audits and on-site visits.

In accordance with OECD Conflict Minerals Due Diligence Guidance – Supplement on gold, the Red Flag Management System allows for the identification of situations, such as potential risks connected to the origin of gold, requiring enhanced due diligence procedures and corrective actions.

New suppliers are assessed and approved based on risk analysis, document verification, and on-site visits, in which supplier transparency plays the key role. Varinor maintains a stable supply base and collaborates with existing suppliers to enhance transparency, thereby facilitating targeted risk analysis and investigations, and constantly improving visibility into sourcing options. Furthermore, it regularly monitors and supports its suppliers to foster alignment with the Minerals and Metals Responsible Sourcing Policy.

The due diligence management system is further strengthened by decision-making governance mechanisms, based on risks and pre-defined criteria, particularly those pertaining to countries of origin. Specifically, countries with stringent gold trade regulations are prioritised, while conflict-affected and high-risk areas are excluded.

As part of its RJC CoP and CoC certification, the Varinor due diligence system is audited every three years. It was re-audited in September 2025 under the RJC's surveillance programme, and no significant non-conformity was identified. In addition, as a licensed Assayer and Melter, and in connection with its financial intermediary activities, Varinor is audited annually by the Swiss Central Office for Precious Metals Control. This audit verifies compliance with applicable requirements under the Anti-Money Laundering Act (AML / OBA-OFDF) and the Precious Metals Control Act (PMCA).

Diamonds

Diamonds are extracted from mines and passed on to the trade, where they are sorted and sold based on their quality characteristics. Experienced craftsmen then process the diamonds by cutting and polishing the rough stones to transform them into faceted gems. As diamonds go through these phases, they are categorised and graded based on the 'Four Cs': cut, colour, clarity, and carat weight. Richemont exclusively purchases cut diamonds.

Leveraging industry expertise, the Group's risk identification and assessment processes are designed to understand challenges across the diamond supply chain. The Group monitors whistleblower reports and the general media to identify any potential areas requiring enhanced due diligence.

In accordance with OECD Conflict Minerals Due Diligence Guidance, the Red Flag Management System allows for the identification of situations, such as potential risks connected to the origin of diamonds, requiring enhanced due diligence procedures and corrective actions. Should a risk be identified, Richemont implements a response plan and takes measures to mitigate any adverse impact.

The Group maintains responsible sourcing practices by adhering to established standards and legal requirements. Sourcing diamonds of Russian mining origin extracted after February 2022 is prohibited, a measure implemented ahead of G7 regulations enforcement. Further, a restriction on diamonds from Zimbabwe has been in place since 2017. Compliance with origin restrictions is supported by third-party traceability audit campaigns. To further promote responsible sourcing practices, the Group's field experts regularly carry out follow-up visits to support suppliers, based on a set of criteria including, among other, on supplier spend.

Coloured Gemstones

The supply chain for coloured gemstones is inherently multi-layered, characterised by multiple networks of intermediary trading loops. Its structure varies by each type of stone, with routes to market depending on the mine typology, the country of extraction, and the country where stones are cut and polished. The gemstone supply chain spans decades, from mining or repurposing old jewellery to finished pieces. It typically involves three main stages: mining, artisan cutting and polishing, and trading through wholesalers and dealers before reaching jewellery brands.

Richemont acknowledges that there is no single solution for traceability in the coloured gemstones supply chain. The Group and its Maisons are working to continuously improve the traceability and transparency of the coloured gemstones supply chain. As Richemont does not purchase gemstones directly from mines, the Group's due diligence efforts in gemstones supply chains focuses on stakeholder engagement to uphold compliance and promote responsible sourcing throughout the supply chain, including third-party traceability audit campaigns. Furthermore, the Group participates in the Coloured Gemstones Working Group (CGWG), which is an alliance between leading luxury jewellery brands and mining companies. This Working Group supports the collaborative development of due diligence tools and training on responsible sourcing for all tiers of the coloured gemstones supply chain.

The Group's efforts in due diligence and risk management are underpinned by industry expertise, on-site assessments and desk reviews. Risk assessment for coloured gemstones is built on two main criteria: the significance of each gemstone type to individual Maisons, measured by volumes, percentage of spend and business impact; and the risks associated with the country of origin, considering industry-specific risks. Industry-specific risks associated with coloured gemstones supply chains include resource access, child labour, occupational health and safety, corruption, traceability, fair commercial relationships, and exposure to potential sanctions.

To identify high-risk countries of origin, tools such as the CAHRA risk mapping tool and the UNICEF Children's Rights in the Workplace Index are utilised in alignment with OECD standards. The Group also applies the Red Flag Management System consistent with its approach to the diamond supply chain. In certain cases, third-party on-site assessments are conducted to evaluate social and environmental impacts building on specific methodologies tailored on the different nature of risks to be assessed.

Watch Components

The Swiss watchmaking industry is an internationally recognised centre of expertise and excellence, with a heritage and know-how that spans centuries. The Group primarily relies on its Maisons' own manufacturing sites and internal competence centres for watchmaking, complemented by a network of specialised suppliers. The supplier panel consists largely of small-to-medium-sized enterprises with which long-term relationships are maintained. Most of the Group's watches are Swiss Made, adhering to the Swiss Federal Act on the Protection of Trade Marks and Indications of Source, and the Federation of the Swiss Watch Industry (FH) Guide to the use of the designation 'Swiss' for watches, with exceptions for A. Lange & Söhne (Germany) and Montblanc smartwatches. Richemont considers the inherent supply chain risks associated with the production and manufacturing of watch components to be low, as this primarily takes place within Switzerland.

Leather

The value chain for the leather goods industry consists of a diverse, multi-level, and fragmented network of suppliers and subcontractors. Tanneries process hides and skins into leather, which is then processed into intermediate products for final manufacturing or assembly. Richemont primarily sources bovine hides from Europe and alligator leather from farms in Louisiana, United States. Tanneries are located mainly in Italy, with some in France. Final production and assembly of the Group's leather goods take place primarily in Italy, France and Spain. The sector is characterised by subcontractors who provide specialised manufacturing skills for specific products, which are essential to leather goods supply chain. Understanding this network informs the Group's approach to upholding standards and conducting risk assessments.

Due diligence and risk management in the Leather supply chain involves screening of new suppliers based on social, environmental, and transparency criteria. Using the SMETA methodology, suppliers and their subcontractors are audited against the Group's SCoC requirements, and manufacturing agreements stipulate compliance with the SCoC and relevant laws, facilitating regular audits. Identified irregularities are subject to assessment and mitigation through corrective measures, including increased monitoring, targeted training and mandatory assessments. Current risk management efforts focus is on Tier-1 finished goods suppliers and their subcontractors, with the goal to audit 100% of them. Tanneries undergo audits every two years, adhering to LWG standards. These audits evaluate environmental performance and social criteria. Additionally, audits extend to other significant lower-tier suppliers, including those providing metal components.

Engagement and Performance Monitoring

Engagement with both internal and external stakeholders is fundamental to the Group's sustainability approach, which involves interaction with business partners, suppliers, civil society and industry stakeholders, as further detailed in the Stakeholder Engagement section of the Sustainability Approach chapter.

In FY26, Richemont launched a Group-wide campaign to promote awareness and understanding of its updated SCoC. This campaign has been designed to support formal endorsement of the SCoC's principles by the Group's suppliers, including via signature, and promoting shared responsibility to responsible business conduct. The campaign was complemented by three webinars with suppliers conducted throughout the year.

As part of its due diligence and risk management processes, when social or environmental supply chain impacts are identified, these are assessed in terms of severity and likelihood, and consideration is given to a range of individual or collaborative measures to address them and, where appropriate, to further develop an understanding of supply chain-specific complexities.

Measures may include engagement with suppliers to support the adoption of preventive and corrective actions, including, where relevant, defined timelines and follow up, as well as, initiatives aimed at the continuous improvement of responsible sourcing practices, including best efforts to enhance traceability. Where appropriate, additional assessments or audits may be conducted to monitor implementation. Participation in industry platforms may

Due Diligence and Risk Management continued

also be considered to assist with further risk analysis, particularly where individual leverage may be limited due to supply chain or country-specific factors. Additionally, engagement with relevant industry standard setting bodies forms part of a broader approach to support the continued development of supply chain due diligence standards and methodologies, which are particularly relevant for the coloured gemstones supply chain. Engagement with civil society organisations can complement the spectrum of actions, enhancing insights into local context and informing targeted support.

The Group applies a combination of monitoring and risk-informed reviews to support assessment of due diligence processes, including prevention and mitigation measures. This encompasses periodic reporting of progress to management, including, where relevant, the tracking of identified impacts and remediation actions.

To identify and address potential impacts within its value chain, the Group maintains grievance mechanisms. The Richemont Speak Up Platform, launched in June 2022, supports employees and third parties to report concerns confidentially by telephone or online, with an option to remain anonymous. In FY26, no cases concerning supply chain topics were reported through the Platform.

The Group monitors both certification coverage and audit performance throughout its supply chain.

- Group SCoC coverage: In FY26, the percentage of purchased value from suppliers who have signed the SCoC or provided an equivalent commitment was 72%. For the leather supply chain, the percentage of purchased value from suppliers that signed the SCoC was 87% in FY26, and for watches and jewellery, it was 96%.
- Diamonds: 99% of diamond suppliers (99% in FY25) were RJC CoP-certified based on purchased volumes.
- Leather: 87% of bovine skins came from LWG-certified tanneries in FY25. For alligator and crocodile leather, the aim is to source 100% of skins from ICFA-certified farms, reaching 90% in FY25. The percentage of purchased value from Level-1 suppliers covered by audit was 94% (97% in FY25). The percentage of Level-2 suppliers covered by audit was 91% (86% in FY25). Lower-tier suppliers, including those of metal parts, are also audited.

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Transparency and Integrity

Anti-bribery and Corruption

Richemont maintains a zero-tolerance policy towards bribery and corruption and complies with relevant local and international laws, regulations, and standards to prevent these practices wherever it operates.

Richemont's Anti-Bribery and Corruption Policy establishes the Group's minimum standards and guiding principles and complements the Standards of Business Conduct with regard to anti-bribery and corruption.

To raise awareness of the risks associated with bribery and corruption, Richemont has developed a dedicated online training programme. This programme comprises eLearning courses designed to address risks of bribery, corruption and other related topics such as money laundering, conflicts of interest and insider trading. These courses also provide practical guidance on considerations regarding offers of favours, gifts or entertainment in the course of doing business. Available on the Group's intranet, this training has been completed by 36 375 employees to date. In FY26, no incidents of corruption involving employees or business partners were reported.

Furthermore, Richemont established procedures to maintain compliance with its Gifting and Hospitality Policy and the Sales Incentive Policy. The Gifting and Hospitality Policy outlines the Group's standards for giving and receiving gifts, hospitality, or other benefits and is applicable to employees, directors, contractors, external agents, and consultants. The Sales Incentive Policy sets forth the Group's standards for providing sales incentives to its authorised dealer network, which align with agreed objectives related to sales performance, brand visibility, brand activation, or other third-party activities, or are provided in anticipation of legitimate actions or operations that solely benefit a Maison or Group affiliate for its business or sales.

Compliance with Laws and Regulations

During the reporting period ended 31 March 2026, one of the Richemont's Maisons was subject to a fine imposed by the European Commission in connection with an antitrust infringement. The decision is final. Following the opening of the investigation in 2023, the Maison (together with the wider Group) has reinforced its compliance framework, including through the implementation of enhanced measures aimed at ensuring strict adherence to competition law. Apart from this matter, no final decisions were issued during the reporting period against Compagnie Financière Richemont SA or its affiliates in relation to significant instances of non-compliance in the areas of antitrust, anti-corruption, anti-money laundering or data protection. For the purposes of this report, 'significant' refers to cases involving a fine or monetary penalty exceeding CHF 100 000. These areas reflect Richemont's principal compliance risks, as identified in the Enterprise Risk Report. In addition, no final decisions were issued during the reporting period against Compagnie Financière Richemont SA or its affiliates in relation to significant breaches of applicable product or labelling laws.

Tax

Richemont's tax strategy is compliant, sustainable, transparent and aligned with the Group's corporate objectives and its Standards of Business Conduct. This strategy is embedded in daily operations and considers, and seeks to anticipate, evolutions in the global tax landscape and its complex economic, financial and political dynamics.

The Board of Directors is ultimately responsible for the Group's tax strategy. Through the Group Tax function, management is responsible for proposing and implementing the tax strategy within the framework defined by the Board of Directors. The Group Tax function reports to the Group Chief Finance Officer (CFO).

Richemont maintains contact and communication with tax authorities and relevant stakeholders in the jurisdictions where it operates. The Group ensures understanding of governments' tax policy objectives and tax authorities' processes to comply with both the letter and the spirit of relevant domestic and international tax laws. Further details are available in the Tax Strategy and Tax Risk Management document available on the Group website.

Speak Up Platform

The Richemont Speak Up Platform is an integral component of the Group's ethical framework. The platform allows employees and affected third parties to report any concerns via phone or online, with an option for anonymity. These reports are then escalated to the Internal Audit function, which assesses concerns and forwards them to an appropriate impartial party for further investigation and resolution. All reports and follow-ups are recorded and documented through NAVEX, an independent external provider and global leader in compliance software, using its EthicsPoint Hotline and Incident Management platform, providing an audit trail that meets regulatory requirements. The platform is available in 13 languages to operating entities globally.

Individuals are encouraged to report concerns through the platform and information collected with a report is treated confidentially, except where disclosure is required by law or for investigatory obligations. The handling of personal data during this process, including the exchange or transmission of personal data to any competent authorities, is conducted in accordance with the Group Data Privacy Policy. Richemont maintains a zero-tolerance policy regarding retaliation against anyone who reports in good faith or participates in an investigation.

Group-wide training is offered to promote the Speak Up Platform. To date, 36 574 employees have completed this training, which focuses on the reporting of concerns and their handling. In FY26, 406 cases were reported through the Speak Up Platform, with the most common issues including violation of Group policies, codes or standards; inappropriate behaviour; employment; and harassment concerns. The Group constantly learns from the reported concerns and adapts its business practices accordingly. To ensure impartiality, the Speak Up reporting system is overseen by the Head of Internal Audit, who is independent from management and reports to the Chair of the Audit Committee, who is informed immediately on all significant matters raised.

Trust of Clients and Stakeholders

Intellectual Property

Creativity, innovation, and craftsmanship are essential components of Richemont's offerings to customers. The Group is dedicated to protecting its intellectual property (IP) and combating counterfeiting of goods and illicit trade. This effort safeguards the core values of the Maisons and protects customers from deception by fraudulent products.

A dedicated anti-counterfeiting team within Group IP manages a proactive and reactive IP strategy. This strategy encompasses programmes targeting counterfeit goods online and offline. Richemont collaborates with customs, police, and administrative authorities across relevant jurisdictions to conduct raids and seizures, and to support criminal proceedings against infringers. The Group also engages in a programme of civil enforcement through strategic litigation for deterrence purposes.

Anti-counterfeiting measures are negotiated as part of contractual agreements for commercial partnerships with online platforms. Online monitoring and enforcement of infringements is entrusted to a best-in-class external vendor. The Group focuses on areas of concern for the Maisons, particularly those that may confuse customers or attract high visibility. A monitoring programme facilitates a swift response to emerging online platforms or escalating issues on existing platforms, reallocating resources as necessary. Programmes are regularly assessed and new measures are implemented to cover additional countries and regions identified as areas of business interest or concern.

Richemont is a founding member of the Transnational Alliance to Combat Illicit Trade (TRACIT). The Group is also a member of Unifab, the French anti-counterfeiting association that conducts legislative lobbying, provides training for law enforcement and fosters relationship building. Furthermore, Richemont is a member of the Swiss Watch Federation which is active in brand protection advocacy and enforcement.

Global Data Protection and Privacy

Richemont's data protection strategy is designed to ensure compliance with global data protection and privacy laws, provide a secure digital environment for employees' and customers' personal information, and protect Group assets and operations from cyber-attacks and data breaches. The strategy is overseen by the Strategic Security Committee, which aims to protect assets, including confidential business information, IP and operations, against intrusive actions.

The Group's Data Privacy Strategy is founded on three principles: Transparency and Trust; Protection of Personal Information; and Respect for Rights. These principles guide the handling of personal information for the Group's stakeholders worldwide, including clients, digital users, employees, contractors, employment candidates, shareholders and supplier representatives. They enable the Group's compliance with global data protection and privacy laws, while safeguarding assets and operations against cyber-attacks, cyber-crime, data breaches and related threats. The Group upholds a global privacy standard that is based on the European Union's General Data Protection Regulation (GDPR) and the Swiss Federal Act on Data Protection. This standard is adapted across the Group's operating entities to comply with applicable local legal requirements, including China's Personal Information Protection Law (PIPL).

To support the Group Data Privacy Policy and Group-wide data handling governance, Client Data Guidelines and Employee Data Guidelines have been developed for professionals who process personal information related to clients or employees. These guidelines are designed to facilitate appropriate, fair and transparent data handling and communication with data subjects. The Group provides individuals with clear and concise information regarding the processing of their personal data, typically through privacy policies or notices. Privacy notices for the Group and each Maison's website are regularly reviewed and updated to maintain ongoing compliance with changes in applicable data privacy regulation and evolving practices.

An ongoing programme of compliance eLearning modules address data protection, security and privacy matters. These modules are either newly generated or refreshed content to support continuous education. Training modules for Data Privacy & Security are regularly reviewed and updated to reflect evolving developments in market practices. Modules include topics on 'Compliance – Data Privacy & Security', 'Security – Level Up My Information Protection' and 'My Mission: to Protect Information'. Group Legal also delivers specific trainings to designated teams and regions on a rolling basis throughout the year to promote awareness of specific protection requirements and best practices for data handling applicable to their teams or regions.

Group Security team develops and delivers a variety of security-specific trainings and related actions, addressing key areas, such as cyber-awareness, phishing, and social engineering. Webinars and interactive and in-person activities are conducted during the Group's annual October Cyber Month campaign. Phishing awareness campaigns are regularly rolled out to employees to maintain vigilance and awareness. Further training opportunities are offered where training needs are identified as a part of these campaigns.

A network of privacy representatives has been established across the Group. In addition, Group entities have an HR Privacy Representative in each country of operations, and a Client Data Privacy Representative is assigned for each Maison. The Group has contractual terms that govern data sharing and processing with third parties in accordance with its policies, legal requirements and standards, requiring business partners to comply with the Group Security Standards and international data transfer requirements.

Within the Group Legal team, an operational privacy compliance team is responsible for key operational deliverables and safeguards, including maintaining the Records of Processing Activity, and Group data mapping requirements, Data Protection Impact Assessments, Legitimate Interest Assessments, Transfer Impact Assessments and Data Subject Requests.

Richemont respects and facilitates the exercise of data privacy rights across relevant jurisdictions. Historically, most client requests are related to opting out of marketing communications. Additionally, the Group has observed a gradual increase in data subject requests for account deletion and data access. On average, the Group receives approximately 70-80 requests per month relating to account deletion, and around 5 access requests per month from Richemont employees and clients. This increase is consistent with broader market trends, reflecting heightened consumer awareness and expectations regarding data privacy, particularly in the luxury retail sector. The Group has adapted its processes to manage this higher volume and remains committed

to handling data subject requests within one month of receipt, or sooner, in accordance with applicable law.

To address the growing impact on Artificial Intelligence (AI), the Group has developed a Trustworthy AI Framework, including a Trustworthy AI eLearning module and a Trustworthy AI Policy. The Trustworthy AI Council meets regularly to assess the ethical, security and legal implications of AI systems within the Group, while reviewing personal information and IP usage within such systems to ensure responsible, compliant development and deployment of AI within the Group and its Maisons. The Trustworthy AI Council is led by the Group Data Office, and members include key stakeholders from Group Legal, Group Technology and Group Security.

Complaints Regarding Breaches of Client Privacy or Losses of Client Data

Non-compliance with applicable data protection, privacy and cybersecurity laws and regulations could result in legal, regulatory and reputational risk exposure for Richemont. These risks include repercussions for the Group and its Maisons, such as fines, business disruption or reputational damage.

Incidents of personal information breaches and complaints from data subjects are infrequent. The Group has implemented an incident response plan outlining processes for containing of and responding to such incidents. The plan ensures compliance with applicable regulations for notifying regulators and individuals affected by an actual or suspected data breach, leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to personal information.

Richemont's data protection, privacy and cybersecurity strategy adopts a 'privacy by design' approach. Material client complaints concerning a Maison's use of personal information are rare and are resolved on a case-by-case basis.

The Group provides transparent and accessible mechanisms for individuals to address data privacy concerns. These are managed through established client relations processes. Additionally, marketing communications sent to clients provide an option to unsubscribe from further marketing messages. Individuals can also request to access, modify, or delete their data through various touchpoints.

In FY26, one of the Richemont's Maisons experienced a data and cybersecurity incident. The incident was reported to the relevant regulatory authorities and to affected data subjects, in accordance with applicable legal requirements. The incident formed part of a broader wave of attacks targeting luxury retailers globally. An unauthorised third party gained temporary access to certain systems and obtained limited client information. The incident was promptly contained, and additional measures have since been implemented to further strengthen system security across the Group.

Information Management System and Compliance

The Group data systems security approach addresses the full scope of an information security management system. Overseen and operated by specialist teams, it covers risk and compliance, training and awareness, incident management and security testing, and is backed up by recognised international certifications and standards. Business partners are subject to security assessments and, where necessary, compliance audits. Richemont seeks to ensure that suppliers are aware of these standards and what they mean for them (such as taking part in data security audits if contractually so obliged). Regular privacy risk assessments are carried out on technology and practices affecting user data.

Product Advertising and Labelling

Richemont adheres to consumer protection regulations, maintaining accuracy and integrity in its marketing, advertising and labelling practices. Key areas of focus include consumer protection, product compliance, and verification of claims. The internal management framework incorporates regulatory monitoring to align with legislative developments. It also features a centrally managed intranet for internal communications, and an online library for regulatory resources. Richemont further issues internal directives and monitors via a central control plan to verify adherence to policies.

The Group seeks to provide accurate product descriptions to support consumers in making informed purchase decisions. This covers safety regulations, sourcing, country of origin, content, and disposal of products. Additional disclosures, such as user guides, provide relevant details on the safe use of products, including the care label on garments, and user guides for electronic products.

Richemont acknowledges the risks associated with misleading environmental claims on products and packaging. To address this, the Group aims to convey reliable information about its products, prioritising compliance, specificity and scientific evidence. This approach is outlined in the Group's internal Directive on Environmental Product Claims to promote compliance and prevent unsupported environmental claims. As part of the Directive's implementation, Maisons conduct due diligence and report any instances of non-compliance. Content deemed deceptive, unfair and discriminatory, based on prevailing standards of transparency, is excluded. Should incidents of non-compliance arise, they are recorded and tracked, with a focus on continuously improving of the Group's internal management systems and its implementation of internal controls. To help prevent misleading claims, the Group has raised awareness among its Maisons and functions about the importance of clear product manufacturing processes, supporting the substantiation of claims such as 'handmade' or 'artisanal' product features.

A packaging directive was published internally to maintain compliance across the Group's packaging practices since March 2024. It incorporates the latest regulatory developments and provides a framework for Maisons to address evolving packaging regulatory requirements. This framework, currently being developed by the Group and its Maisons, includes guidelines on the choice of materials, the elimination of restricted substances, the reduction of packaging size and quantity, and the facilitation of improved end-of-life management through recycling.

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KPMG Assurance Report

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Independent limited assurance report on selected sustainability information in Compagnie Financière Richemont SA's Non-Financial Report 2026

To the Board of Directors of Compagnie Financière Richemont SA, Bellevue

We have undertaken a limited assurance engagement on selected Sustainability Information (hereinafter "Sustainability Information") of Compagnie Financière Richemont SA and its subsidiaries (hereinafter "CFR").

Our limited assurance on selected Sustainability Information consists of the following key performance indicators:

- the selected quantitative indicators of the Non-Financial Report for the year 2026 as included in Appendix 1 of this report; and
- the selected qualitative disclosures as presented in the GRI Content Index in the Basis of Preparation – Non-Financial Report 2026 on pages 18 to 38 marked with the check mark ☑.

Our Limited Assurance Conclusion

Based on the procedures we have performed as described under the *'Summary of the Work we Performed as the Basis for our Assurance Conclusion'* and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the Sustainability Reporting Criteria (defined hereinafter).

Our assurance report and our assurance conclusion regarding the selected sustainability information do not extend to other information relating to prior reporting periods or to forward-looking information that accompanies or includes the sustainability information, nor do they extend to any other information included in the Non-Financial Report 2026, the Annual Report and Accounts 2026 and the Basis of Preparation – Non-Financial Report 2026, to any information linked from these reports.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Understanding how Compagnie Financière Richemont SA has prepared the Sustainability Information

The following criteria (hereinafter referred to as the "Sustainability Reporting Criteria") have been used as criteria references for the disclosures of the Sustainability Information:

- GRI Universal Sustainability Reporting Standards (GRI Standards 2021);
- GHG Protocol Corporate Accounting and Reporting Standard, Revised edition; and
- for Supply Chain Indicators: internally self-developed criteria as disclosed within the "Basis of Preparation – Non-Financial Report 2026" made available on https://www.richemont.com/sustainability/reports-policies/

Consequently, the Sustainability Information needs to be read and understood together with these standards and criteria.

Inherent Limitations in Preparing the Sustainability Information
Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur in disclosures of the Sustainability Information and not be detected. Our engagement is not designed to detect all internal control weaknesses in the preparation of the Sustainability Information because the engagement was not performed on a continuous basis throughout the period and the audit procedures performed were on a test basis.

The accuracy and completeness of selected sustainability information, including the quantification of greenhouse gas emissions, are subject to inherent limitations due to their nature and the methods used to determine, calculate, and estimate these data. In addition, the quantification of sustainability information is associated with inherent uncertainty, as scientific knowledge regarding the factors underlying emission factors and the values required, for example, to combine the emissions of different gases, is incomplete.

Compagnie Financière Richemont SA's Responsibilities
The Board of Directors of Compagnie Financière Richemont SA is responsible for:
- selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities
We are responsible for:
- planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our independent conclusion to the Board of Directors of Compagnie Financière Richemont SA.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by the Board of Directors, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

Professional Standards Applied
We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)* and in respect of greenhouse gas emissions, with the International Standard on Assurance Engagements 3410 *Assurance Engagements on Greenhouse Gas Statements (ISAE 3410)*, issued by the International Auditing and Assurance Standards Board (IAASB).

Our Independence and Quality Control
We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

Summary of the Work we Performed as the Basis for our Assurance Conclusion
We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. Carrying out our limited assurance engagement on the Sustainability Information included, among others:

- assessment of the design and implementation of systems, processes and internal controls for determining, processing and monitoring sustainability performance data, including the consolidation of data;
- inquiries of employees responsible for the determination and consolidation as well as the implementation of internal control procedures regarding the selected disclosures;
- inspection of selected internal and external documents to determine whether quantitative and qualitative information is supported by sufficient evidence and presented in an accurate and balanced manner;
- assessment of the data collection, validation and reporting processes as well as the reliability of the reported data on a test basis and through testing of selected calculations;
- analytical assessment of the data and trends of the quantitative disclosures included in the scope of the limited assurance engagement; and
- assessment of the consistency of the disclosures applicable to CFR with the other disclosures and key figures and of the overall presentation of the disclosures through critical reading of the Non-Financial Report 2026.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

KPMG SA

Michael Blume
Licensed Audit Expert

Stéphane Nusbaumer
Licensed Audit Expert

Geneva, 21 May 2026

Enclosure:

- Appendix 1 – Selected quantitative indicators included in the Non-Financial Report 2026 of Compagnie Financière Richemont SA (hereinafter “Report”) in scope of limited assurance

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Appendix 1 – Selected quantitative indicators included in the Non-Financial Report 2026 of Compagnie Financière Richemont SA (hereinafter "Report") in scope of limited assurance

GRI Standard		Quantitative indicator assured	Report page
2-7	Employees	Total number of employees, and a breakdown of this total by gender and by region	p. 39
		Total number of: - permanent employees, and a breakdown by gender and by region; - temporary employees, and a breakdown by gender and by region; - full-time employees, and a breakdown by gender and by region; - part-time employees, and a breakdown by gender and by region.	p. 39
2-16	Communicating critical concerns	Number of cases reported through the Speak Up Platform	p. 51
2-24	Policy commitments	Percentage of purchased value from suppliers who have signed the Supplier Code of Conduct or provided an equivalent commitment	p. 49
		Percentage of purchased value from suppliers that signed the Supplier Code of Conduct (Leather and Jewellery supply chains)	p. 49
2-27 206-1	Compliance with laws and regulations Anti-competitive behaviour	Total number of final decisions against Compagnie Financière Richemont SA and its affiliates during the reporting period in cases with a fine or monetary penalty above CHF 100,000 of non-compliance in the areas of antitrust, anti-corruption, anti-money laundering or data protection	p. 51
205-2	Communication and training about anti-corruption policies and procedures	Number of employees who completed the anti-bribery and corruption training	p. 51
205-3	Confirmed incidents of corruption and actions taken	Total number of reported incidents of corruption involving employees or business partners	p. 51
302-1	Energy consumption within the organisation	Total energy consumption from Non-Renewable Sources in MWh, including breakdown by type of fuel and energy	p. 30
		Total energy consumption from Renewable Sources in MWh, including breakdown by type of fuels and energy	p. 30
		Sold electricity from photovoltaics in MWh	p. 30
		Total energy consumption in GWh	p. 21
302-3	Energy intensity	Group energy intensity ratio (GWh/€m sales)	p. 21
303-3	Water withdrawal	Total water withdrawal in m3 by Water Source	p. 28

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GRI Standard		Quantitative indicator assured	Report page
305-1	Direct (Scope 1) GHG emissions	Scope 1 GHG emissions in ktCO2e	p. 24
		Scope 1 - Biogenic Emissions in tCO2e	p. 30
305-2	Energy indirect (Scope 2) GHG emissions	Scope 2 Market-based GHG emissions in ktCO2e	p. 24
		Scope 2 Location-based GHG emissions in ktCO2e	p. 24
305-3	Other indirect (Scope 3) GHG emissions	Scope 3 GHG emissions in ktCO2e	p. 24
		Scope 3 GHG emissions in ktCO2e by Scope 3 category	p. 25
305-4	GHG emissions intensity	Group emissions Intensity - market-based (ktCO2e/€m sales)	p. 24
306-3	Waste generated	Total waste generated in tonnes, and a breakdown of this total by composition of the waste	p. 27
306-4	Waste diverted from disposal	Total weight of waste diverted from disposal in tonnes, and a breakdown of this total by composition of the waste	p. 27
		Total weight of hazardous waste diverted from disposal in tonnes, a breakdown of this total by recovery operations, including onsite and offsite recovery for recycling	p. 27
		Total weight of non-hazardous waste diverted from disposal in tonnes, and a breakdown of this total by recovery operations, including onsite and offsite recovery for recycling	p. 27
306-5	Waste directed to disposal	Total weight of waste directed to disposal in tonnes, and a breakdown of this total by composition of the waste	p. 27
		Total weight of hazardous waste directed to disposal in tonnes, and a breakdown of this total by disposal operations	p. 27
		Total weight of non-hazardous waste directed to disposal in tonnes, and a breakdown of this total by disposal operations	p. 27
308-2 414-2	Environmental and social impacts in the supply chain	Percentage of the Group's diamond suppliers were RJC CoP-certified based on purchased volumes	p. 49
		Percentage of purchased value from Level-1 leather suppliers covered by audit	p. 49
		Percentage of Level-2 leather suppliers covered by audit	p. 49
401-1	New employee hires and employee turnover	Total number of new employees during the reporting period and rate of new employee hires during the reporting period, by age group and gender	p. 41
403-8	Workers covered by an occupational health and safety management system	The number of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by an occupational health and safety management system.	p. 36

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GRI Standard		Quantitative indicator assured	Report page
403-9	Work-related injuries	For all employees: - The number and rate of fatalities as a result of work-related injury; - The number and rate of high-consequence work-related injuries (excluding fatalities); - The number and rate of recordable work-related injuries; - The number of hours worked.	p. 43
403-10	Work-related ill health	For all employees: - The number of fatalities as a result of work-related ill health; - The number of cases of recordable work-related ill health;	p. 43
		- The main types of work-related ill health.	p. 37
404-1	Average hours of training per year per employee	Average hours of training that the organization's employees have undertaken during the reporting period, by: - gender; - employee category.	p. 41
404-3	Percentage of employees receiving regular performance and career development reviews	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	p. 41 – p. 42
405-1	Diversity of governance bodies and employees	Percentage of individuals within the organization's governance bodies in each of the following diversity categories: - gender; - age group: over 50 years old.	p. 40
		Percentage of employees per employee category in each of the following diversity categories: - gender; - age group: under 30 years old, 30-50 years old, over 50 years old.	p. 40

Disclosures in Accordance with Art. 964b of the Swiss Code of Obligations

The below summarises how this report complies with the requirement of Art. 964b of the Swiss Code of Obligations.

Art. 964b Content Requirement	Richemont's Non-Financial Report 2026 Chapters
Description of business model	– Introduction – About Richemont

Description of main risks	– Sustainability Approach
	  – Richemont's Sustainability Framework – ESG Risk Management
	  – Materiality Assessment – Material Risks and Opportunities
	– Environment
	  – Environmental Management – Governance, Accountability, and Risk Management
	  – Climate Change – Climate Risk Management/Climate Strategy
	  – Biodiversity and Ecosystems
	– Social
	  – Health and Safety
	– Supply Chain
	  – Due Diligence and Risk Management
	– Governance

Environmental matters (in particular the CO_2 goals)	– Sustainability Approach
	  – Richemont's Sustainability Framework – Standards of Business Conduct and Policies/ ESG Risk Management
	  – Materiality Assessment
	– Environment
	– Social
	  – Health and Safety – Hazard Identification, Risk Assessment and Incident Management
	– Supply Chain
	– Governance
	  – Trust of Clients and Stakeholders – Product Advertising and Labelling

Social issues	– Sustainability Approach
	  – Richemont's Sustainability Framework – Standards of Business Conduct and Policies/ ESG Risk Management
	  – Materiality Assessment
	– Social
	– Supply Chain
	– Governance
	  – Transparency and Integrity – Speak Up Platform
	  – Trust of Clients and Stakeholders

Employee-related issues	– Sustainability Approach
	  – Richemont's Sustainability Framework – Standards of Business Conduct and Policies/ ESG Risk Management
	  – Materiality Assessment
	– Social
	– Governance

Respect for human rights	– Sustainability Approach
	  – Richemont's Sustainability Framework
	  – Materiality Assessment
	– Supply Chain
	– Governance
	  – Transparency and Integrity – Speak Up Platform

Combating corruption	– Sustainability Approach
	  – Richemont's Sustainability Framework – Standards of Business Conduct and Policies/ ESG Risk Management
	  – Materiality Assessment
	– Supply Chain
	– Governance
	  – Transparency and Integrity

Due Diligence and Transparency Ordinance – Compliance Disclosure Correlation Table

This correlation table aims to help readers easily identify, across the various sections of the 2026 Non-Financial Report, the disclosures pertaining to Richemont's compliance with its due diligence obligations under Art. 964j-l of the Swiss Code of Obligations (CO) and the Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO).

Swiss CO and DDTrO Requirements			Richemont's Non-Financial Report 2026 Chapters
Management System	Existence of a due diligence management system	Art. 964k CO	– Supply Chain – Due Diligence and Risk Management
	Internal documented procedures		

	Allocation of internal responsibilities		– Sustainability Approach
			  – Richemont's Sustainability Framework – Governance and Management
			– Supply Chain
			  – Governance and Accountability

	Oversight by senior management		

Supply Chain Policies	Existence and content of Richemont's supply chain policies on minerals and metals and on child labour	Art. 964k CO
		Arts. 10 and 11 DDTrO
			– Sustainability Approach
			  – Richemont's Sustainability Framework – Standards of Business Conduct and Policies
			– Supply Chain
			  – Standards, Policies and Certifications

Supply Chain Traceability	Description of Richemont's supply chain traceability system	Art. 964k CO Arts. 12 and 13 DDTrO	– Supply Chain – Due Diligence and Risk Management – Supply Chains Risk Management

Risk Identification & Assessment	Identification of supply chain risks	Art. 964k CO
		Art. 15 DDTrO
			– Sustainability Approach
			  – Richemont's Sustainability Framework – ESG Risk Management
			  – Materiality Assessment
			– Supply Chain
			  – Due Diligence and Risk Management

	Risk assessment methodology		

Reporting Procedure	Grievance mechanism	Art. 14 DDTrO	– Sustainability Approach
			  – Stakeholder Engagement
			– Supply Chain
			  – Due Diligence and Risk Management – Engagement and Performance Monitoring
			– Governance
			  – Transparency and Integrity – Speak Up Platform

	Documentation and handling of complaints		

Risk Prevention and Mitigation Measures	Risk preventive measures	Art. 964k CO
		Art. 15 DDTrO
			– Sustainability Approach
			  – Richemont's Sustainability Framework – ESG Risk Management
			  – Stakeholder Engagement
			– Supply Chain
			  – Standards, Policies and Certifications
			  – Due Diligence and Risk Management – Engagement and Performance Monitoring

	Risk mitigation measures	Art. 15 DDTrO	

Effectiveness Review	Periodic review of effectiveness of preventive and mitigation measures	Art. 964k CO
		Art. 15 DDTrO
			– Supply Chain
			  – Standards, Policies and Certifications
			  – Due Diligence and Risk Management – Supply Chains Risk Management/Engagement and Performance Monitoring

Task Force on Climate-Related Financial Disclosures (TCFD) Index

The below summarises how this report complies with the Swiss Ordinance on Climate Disclosures, following the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD version of June 2017) and its annex implementing the recommendations (version of October 2021).

Governance		Richemont's Non-Financial Report 2026 Chapters
1	Describe the Board's oversight of climate-related risks and opportunities.	– Sustainability Approach – Richemont's Sustainability Framework – Governance and Management
2	Describe management's role in assessing and managing climate-related risks and opportunities.	– Sustainability Approach – Richemont's Sustainability Framework – Governance and Management
Strategy		
3	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	– Environment – Climate Change – Climate Strategy – Risks and Opportunities in the Short, Medium and Long Term
4	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning.	– Environment – Climate Change – Climate Strategy – Risks and Opportunities in the Short, Medium and Long Term
5	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2-degree Celsius or lower scenario.	– Environment – Climate Change – Climate Strategy – Group Strategy Resilience and Climate Scenarios
Risk management		
6	Describe the organisation's processes for identifying and assessing climate-related risks.	– Sustainability Approach – Richemont's Sustainability Framework – ESG Risk Management – Materiality Assessment – Environment – Climate Change – Climate Risk Management/Climate Strategy – Risks and Opportunities in the Short, Medium and Long Term
7	Describe the organisation's processes for managing climate-related risks.	– Environment – Climate Change – Climate Risk Management
8	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	– Sustainability Approach – Richemont's Sustainability Framework – ESG Risk Management – Environment – Environmental Management – Governance, Accountability, and Risk Management – Climate Change – Climate Risk Management
Metrics and targets		
9	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk process.	– Environment – Climate Change
10	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3, greenhouse gas (GHG) emissions and the related risks.	– Environment – Climate Change – GHG Emissions Performance – Environmental Data Set
11	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	– Environment – Climate Change – GHG Emissions Performance – Science Based Targets and FY26 Performance
Additional requirement pursuant to Art. 3 para. 3 lit. a of the Swiss Ordinance on Climate Disclosures		
12	A transition plan that is comparable with the Swiss climate goals.	– Environment – Climate Change – Climate Strategy – Transition Plan – Switzerland

Glossary

ACT	Academy of Commercial Talents
AI	Artificial Intelligence
Art.	Article(s)
APAC	Asia Pacific
BREEAM	Building Research Establishment Environmental Assessment Methodology
CAHRAs	Conflict Affected and High-Risk Areas
CCC	Chemical Competence Center
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CGWG	Coloured Gemstones Working Group
CIBJO	Confédération International de la Bijouterie, Joaillerie, Orfèvrerie des Diamants, Perles et Pierres
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO_2e	Carbon dioxide equivalent
CoC	Chain of Custody
CoP	Code of Practices
CSO	Chief Sustainability Officer
CY	Calendar Year
EACs	Energy Attribute Certificates
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
ETVJ	École Technique de la Vallée de Joux
FH	Federation of the Swiss Watch Industry
FY	Financial Year
G&SC	Governance and Sustainability Committee
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GSC	Gold Sourcing Committee
GWh	Gigawatt hours
H&S	Health and Safety
HR	Human Resources
ICFA	International Crocodilian Farmers Association
ILO	International Labour Organization
IP	Intellectual Property
IPCC	Intergovernmental Panel on Climate Change
$ktCO_2e$	kilo-tonnes of Carbon dioxide equivalent
KPCS	Kimberley Process Certification Scheme
KPI	Key Performance Indicator
kWh	kilowatt hours
KYC	Know Your Counterparty
L&D	Learning and Development
LEED	Leadership in Energy and Environmental Design
LWG	Leather Working Group
MWh	Megawatt hours
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PIPL	Personal Information Protection Law (China)
PRSL	Product Restricted Substance List
RJC	Responsible Jewellery Council
ROA	Risk and Opportunity Assessment
SBTs	Science Based Targets
SBTi	Science Based Targets initiative
SCoC	Supplier Code of Conduct
SEC	Senior Executive Committee
SméO	Sol, Matériaux, Energie et Eau
SMETA	Sedex Members Ethical Trade Audit
SNBS	Standard Nachhaltiges Bauen Schweiz
SSCC	Stone Supply Chain Committee
TCFD	Task Force on Climate-related Financial Disclosures
tCO_2e	Tonnes of Carbon dioxide equivalent
TRACIT	Transnational Alliance to Combat Illicit Trade
UFBJOP	Union Française de la Bijouterie, Joaillerie, Orfèvrerie, des Pierres et des Perles
UN	United Nations
UNGC	United Nations Global Compact
UNICEF	United Nations Children's Fund
WDC	World Diamond Council
WRI	World Resources Institute

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