

RICHMONT

Annual Report and Accounts 2026

Richemont is one of the world's leading luxury goods groups.

The Group's luxury goods interests encompass some of the most prestigious names in the industry, including Cartier, Van Cleef & Arpels, Piaget, Vacheron Constantin, Jaeger-LeCoultre, IWC Schaffhausen and Montblanc.

Each of our Maisons represents a proud tradition of style, quality and craftsmanship which Richemont is committed to preserving.

1	Chairman's review	71	Company financial statements
3	Financial review	80	Five-year record
9	Consolidated financial statements	82	Statutory information

Cautionary statement regarding forward-looking statements

This document contains forward-looking statements as that term is defined in the United States Private Securities Litigation Reform Act of 1995. Words such as 'may', 'should', 'estimate', 'project', 'plan', 'believe', 'expect', 'anticipate', 'intend', 'potential', 'goal', 'strategy', 'target', 'will', 'seek' and similar expressions may identify forward-looking statements. Such forward-looking statements are not guarantees of future performance. 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.

Chairman's review

Overview of results

Richemont delivered a solid performance for the financial year ended 31 March 2026. As we navigated through fast-evolving geopolitical and macroeconomic conditions, the Group maintained its long-term focus, prioritising Maisons' future growth prospects, whilst exercising discipline on costs and operational execution. Group sales reached € 22.4 billion for the year, an increase of 11% at constant exchange rates (+5% at actual rates) with growth across all business areas, regions and distribution channels. This was underpinned by strong local demand and the benefits of the Group's diversified regional footprint. These drivers remained evident in the fourth quarter, enabling the Group to maintain its momentum, with sales up by 13% at constant exchange rates.

All regions contributed to growth, led by double-digit performance at constant rates in the Americas throughout the year. Sales in Middle East & Africa were also up by double digits in the year despite the adverse effect of the conflict in the region in March. In Europe and Japan, sales grew by high single digits at constant rates against elevated comparatives in the prior year. Asia Pacific also grew by high single digits, including slight growth in China, Hong Kong and Macau combined, as sales improved from the summer.

Sales were up across all distribution channels in the year, led by double-digit growth in retail at constant rates. Overall, direct-to-client sales reached 77% of overall Group sales, a slight increase over the prior year.

All the Group's Jewellery Maisons - Buccellati, Cartier, Van Cleef & Arpels and Vhernier - experienced a strong dynamic fuelled by higher demand across all geographies. Combined sales reached € 16.5 billion, up by 8% or by 14% at constant exchange rates, resulting in further market share gains in both jewellery and watches. As they faced higher costs throughout the year, notably higher gold prices combined with unfavourable currency movements, Jewellery Maisons implemented measured price increases. In parallel, they demonstrated agility in managing their operating costs, all while continuing to build brand desirability and selectively expand their retail footprint. Led by strong top-line momentum, the Jewellery Maisons were therefore able to grow their operating profit to € 5 billion, reaching an operating margin of 30.5%.

The Group's Specialist Watchmakers reported sales of € 3.1 billion, down by 4% at actual exchange rates, but up modestly at constant rates, showing some encouraging signs after a challenging 24-month period for the watch market, underpinned by growth outside of China. This stabilisation was led by sequential improvement in the second half, particularly at A. Lange & Söhne, Jaeger-LeCoultre and Vacheron Constantin. The operating result came in at € 107 million, with gross margin impacted by external macroeconomic headwinds, in addition to a deleveraging effect from lower sales on fixed costs, partly offset by solid discipline in

operating costs. On 22 January 2026, Richemont and the Damiani Group, a prestigious, family-run Italian global luxury group, announced that we had signed an agreement for the Damiani Group to acquire full ownership of specialist watchmaker Baume & Mercier from Richemont in a private transaction. Together with the Damiani Group, we firmly believe that Baume & Mercier's long-term potential will be best realised as part of the Damiani Group, given the Maison's strong footprint in Italy, its predominantly multi-brand wholesale distribution model and its accessible positioning in the luxury watch segment. Closing is expected in the summer of 2026 and remains subject to certain conditions precedents.

Sales at our 'Other' business area reached € 2.7 billion, close to stable at actual rates and up by 3% at constant rates. This performance was supported by modest growth at Fashion & Accessories ('F&A') Maisons and improvement in the second half. Sales at constant rates were up in the Americas, Europe and Middle East & Africa, despite double-digit comparatives across those regions in the prior year. Of note, Peter Millar and Alaïa maintained their solid momentum, building on several years of growth. Overall, the Group's F&A Maisons posted a solid rise in sales in the ready-to-wear category for the year. Montblanc saw encouraging sequential improvement as the Maison progressed on its transformation. The operating result for the 'Other' business area amounted to a loss of € 96 million, marking a modest improvement. F&A Maisons maintained consistent and disciplined investments in their brand equity and desirability.

At Group level, operating profit came in at € 4.5 billion, including € 164 million of non-recurring costs. The strong sales momentum, combined with solid cost discipline, mitigated the decline in gross margin resulting from unfavourable currency movements and higher raw material costs, and to a lesser extent, additional US duties. Operating margin stood at 20.0%.

Profit for the year was up by 27% to € 3.5 billion, compared to € 2.8 billion in the prior year.

Finally, the Group maintained a strong net cash position, at € 8.5 billion at the end of March 2026, up € 0.2 billion versus a year before.

Dividend

Based on the performance of the year and net cash position of € 8.5 billion at the end of March 2026, the Board proposes to pay an ordinary dividend of CHF 3.30 per 1 'A' share/10 'B' shares, an increase of 10% over the prior year, as well as an additional special dividend of CHF 1.00 per 1 'A' share/10 'B' shares, subject to shareholder approval at the Annual General Meeting ('AGM') on 9 September 2026.

Annual General Meeting

As a reminder, in addition to all Board members having been re-elected for a further one-year term, all other items tabled at the AGM were adopted, including the Consolidated financial statements, the Non-Financial Report and the appointment of KPMG SA as the Company's auditor for a one-year term, succeeding PricewaterhouseCoopers.

Concluding remarks

In a persistently volatile geopolitical environment, the Group delivered strong growth and solid results, reflecting the resilience of its business model, the strength of its Maisons, the enduring agility and creativity of its teams and the benefits of its balanced regional footprint.

This performance continued to be driven by a clear long-term approach, centred on differentiation, strong brand identity and disciplined pricing. Buccellati's success since the acquisition illustrates this well, combining a distinctive heritage with creativity and craftsmanship. While each Maison operates within its own market sector dynamics, the success of many collections highlights the importance of nurturing strong creativity consistent with a clear and distinctive identity, supported by consistent execution over time.

Looking ahead, uncertainty is likely to persist, not least in relation to developments in the Middle East. Against this backdrop, the Group remains vigilant and will continue to rely on its long-term orientation and disciplined operating approach to enchant clients, maintain the desirability of its Maisons and deliver sustainable value over time for all stakeholders.

Our teams have once again demonstrated their ability to adapt, whilst remaining true to the Maisons' respective identities. I would like to thank them for their continued commitment and contribution to Richemont's performance.

Johann Rupert
Chairman

Compagnie Financière Richemont SA

Financial review

Any references to Hong Kong, Macau and Taiwan within this financial review are to Hong Kong SAR, China; Macau SAR, China; and Taiwan, China, respectively.

Sales

For the year ended 31 March 2026, sales increased by 5% at actual exchange rates to € 22 420 million. Excluding the unfavourable effects of foreign exchange rates, sales for the year were up by 11% with continued momentum in the fourth quarter at +13%.

Full year sales were higher than the prior year across all regions, led by the Americas and Middle East & Africa, both of which grew by double digits at constant exchange rates. In the **Americas**, sales were up by 8%, or by 17% at constant exchange rates, led by sustained domestic demand throughout the year and growth across all markets. Jewellery Maisons and Specialist Watchmakers both grew by double digits. Sales in the **Middle East and Africa** region were higher than the prior year by 6%, or by 13% at constant exchange rates. Double-digit growth in the first three quarters of the year was disrupted by the conflict in the region in March, leading to a decline in sales of 3% in Q4 at constant exchange rates. Sales in **Europe** were up by 7% compared to the prior year (+9% at constant exchange rates), reflecting growth across all major markets and distribution channels, supported by solid local demand and strong performance at the Jewellery Maisons. In **Asia Pacific**, sales returned to growth at +1% (+8% at constant exchange rates), led by strength in the South Korean, Australian and Singapore markets. Of note, sales in China, Hong Kong and Macau combined were up by low single digits at constant exchange rates for the year. Despite challenging comparatives in the prior year, sales in **Japan** grew by 2% (+9% at constant exchange rates), fuelled by strong local demand and double-digit growth in sales at the Jewellery Maisons.

Sales across all distribution channels were higher than the prior year. **Retail** sales, which represented 71% of total group sales, grew by 5% at actual exchange rates (+12% at constant exchange rates), reflecting strength across all regions. **Online retail** sales ended the year higher by 2%, or up by 8% at constant exchange rates. In both cases, growth was led by the Jewellery Maisons. In total, direct-to-client sales accounted for 77% of total group sales, slightly above prior year's levels. **Wholesale** sales, representing 23% of total sales, also ended the year higher than the prior year, by 4% or +9% at constant exchange rates.

Sales at the **Jewellery Maisons** were up by 8%, or by 14% at constant exchange rates, reflecting growth across all regions and all distribution channels. At constant exchange rates, the Jewellery Maisons recorded double-digit growth every quarter of the year under review. Sales by **Specialist Watchmakers** were 4% below the prior year at actual exchange rates. At constant rates though, sales were up by 1%, led by strength in the Americas and visible improvement at several Maisons in the second half. Sales at the **'Other'** business area were down by 2% at actual exchange rates, but up by 3% at constant exchange rates, with encouraging signs in the Americas and in Europe.

Further details on sales by region, distribution channel and business area are given under Review of Operations.

Gross profit

Gross profit amounted to € 14 438 million, up by 1%, corresponding to 64.4% of sales, down from 66.9% in the prior year. Adverse exchange rate movements, combined with higher raw material costs, and to a lesser extent, additional US customs duties, in particular in the second half of the year, were only partially offset by measured pricing adjustments and positive product mix effects.

Operating profit

Operating profit for the year grew by 1% to € 4 492 million, corresponding to 20.0% of sales. Excluding the unfavourable impact of foreign exchange rates, operating profit was up by 23%.

Supported by solid cost discipline across the Group, net operating expenses were overall maintained at a similar level to the prior year, up by only 1% (unchanged when accounting for the effect on non-recurring items in both periods). As a percentage of sales, they were down to 44.4% of sales, from 46.0% in the prior year, reflecting positive sales leverage.

Selling and Distribution expenses increased moderately, up by 2%, considering selective retail expansion, as well as salary inflation. As they grew at a slower rate than sales, they amounted to 25.6% of sales, down from 26.3% a year ago. Communication expenses were down by 5%, amounting to 8.9% of sales compared to 9.8% in the prior year. This largely reflected the Maisons' continued drive to efficiently allocate their spend, and to a lesser extent, the phasing of certain events.

Administrative and other expenses rose by 4%, the increase fully reflecting higher non-recurring costs than in the prior year. Non-recurring costs, included in Other expenses, amounted to € 164 million, compared to € 72 million in the prior year. They primarily reflected a € 99 million combined charge related to impairments of non-current assets, in addition to a write-down of € 59 million following the announced sale agreement of Baume & Mercier.

Profit for the year

Profit for the year from continuing operations stood at € 3 464 million, down by 8% compared to the prior year. This € 298 million variation was largely explained by the combined effect of a € 91 million increase in net finance costs to € 144 million, a € 73 million decrease in the share of equity-accounted investments, and a € 159 million rise in the tax charge.

Overall, net finance costs of € 144 million for the year included net foreign exchange losses on monetary items of € 534 million, partly offset by a € 374 million net gain arising from the Group's foreign exchange hedging programme. Fair value adjustments on the Group's investments in money market funds and segregated mandates resulted in a gain of € 109 million. Net interest expense amounted to € 93 million.

The Effective Tax Rate for the Group was 20.4%, reflecting the current geographical mix. This compared to a 16.5% rate in the prior year, which was reduced by non-cash accounting items.

As a result, profit for the year amounted to € 3 484 million, 27% higher than the € 2 750 million reported in the prior year, partly reflecting the non-recurrence of the € 1.0 billion YNAP write-down in discontinued operations.

Earnings per share reached € 5.909 on a diluted basis.

To comply with the South African practice of providing headline earnings per share ('HEPS') data, the relevant figure for the year ended 31 March 2026 was € 3 605 million (2025: € 3 726 million). Basic HEPS for the year were € 6.132 (2025: € 6.351), diluted HEPS for the year were € 6.114 (2025: € 6.327). Further details regarding earnings per share and HEPS, including an itemised reconciliation, can be found in note 29 of the Group's consolidated financial statements.

Cash flow

Cash flow generated from operating activities amounted to € 4 880 million, up from € 4 443 million in the prior year. This increase included a rise in operating profit adjusted for non-cash items, of which impairments and write-downs, coupled with higher cash inflows from foreign exchange derivatives. In the context of strong sales growth, the Maisons maintained solid management of trade working capital, with cash consumption broadly similar to the prior year.

Net investments in property, plant and equipment amounted to € 957 million, an 8% reduction compared to the prior year. Investments were primarily dedicated to enhancing the boutique network and reinforcing manufacturing capacities for both the Maisons and the Group's manufacturing entities.

The cash outflow from the disposal of subsidiary undertakings of € 640 million represented the net cash balances held by the YNAP entities on the date of disposal.

The 2025 dividend of CHF 3.00 per share (1 'A' share/10 'B' shares) was paid to shareholders, net of withholding tax, in September 2025. The total dividend cash outflow in the period amounted to € 1 888 million.

Proceeds from the exercise of share options by executives and other hedging activities during the period amounted to a net cash inflow of € 30 million. Additional treasury shares were acquired during the year, at a cost of € 186 million.

Balance sheet

Inventories amounted to € 9 715 million, 8% higher than at 31 March 2025, a moderate increase in the context of strong sales and higher raw material costs. Consequently, inventory rotation represented 17.1 months of cost of sales, down from 18.6 months in the prior year.

In connection with the sale of YNAP in April 2025, the Group acquired shares in LuxExperience BV, representing 36% of the outstanding share capital at closing. This investment is included within Equity-accounted investments.

The assets and liabilities of Baume & Mercier have been reclassified to Assets and Liabilities of disposal groups held for sale, following the agreement with the Damiani Group announced in January 2026.

In March 2026, the Group repaid a € 1.5 billion corporate bond, which was issued in 2018 and carried a 1% coupon. This had no impact on the Group's net cash position, as the decrease in liabilities was matched by an equivalent cash outflow.

The Group's net cash position rose by 3% to € 8 496 million at 31 March 2026, an increase of € 239 million. Net cash is comprised of cash and cash equivalents, investments in externally managed bond and money market funds as well as external borrowings, including corporate bonds.

Shareholders' equity represented 57% of total equity and liabilities compared to 54% in the prior year.

Proposed dividend

Considering the Group's annual performance and robust net cash position, the Board has proposed a dividend of CHF 3.30 per 'A' share/10 'B' shares and an additional special dividend of CHF 1.00 per 'A' share/10 'B' shares.

The dividend will be paid as follows:

	Gross dividend per 1 'A' share/ 10 'B' shares	Swiss withholding tax @ 35%	Net payable per 1 'A' share/ 10 'B' shares
Ordinary dividend	CHF 3.30	CHF 1.155	CHF 2.145
Special dividend	CHF 1.00	CHF 0.35	CHF 0.65

The dividends will be payable following the Annual General Meeting which is scheduled to take place in Geneva on Wednesday 9 September 2026.

The last day to trade Richemont 'A' shares on the Swiss Stock Exchange ('SIX') and the Johannesburg Stock Exchange ('JSE') cum-dividend will be Tuesday 15 September 2026. Both will trade ex-dividend from Wednesday 16 September 2026.

The dividends on the Richemont 'A' shares traded on SIX will be paid on Monday 21 September 2026 and is payable in Swiss francs. The dividends in respect of the Richemont 'A' shares traded on the JSE will be payable on Monday 28 September and is payable in South African rand. Further details regarding the latter dividend payments may be found in a separate announcement dated Friday 22 May 2026 on SENS, the JSE news service.

Review of operations

Sales by region

in €m	Movement at:				
	2026	2025	Constant exchange rates*	Actual exchange rates	2026 % of sales
Europe	5 264	4 898	+9%	+7%	24%
Asia Pacific	7 204	7 150	+8%	+1%	32%
Americas	5 680	5 236	+17%	+8%	25%
Japan	2 229	2 186	+9%	+2%	10%
Middle East & Africa	2 043	1 929	+13%	+6%	9%
	22 420	21 399	+11%	+5%	100%

* Movements at constant exchange rates are calculated by translating underlying sales in local currencies into euros in both the current year and the comparative year at the average exchange rates applicable for the financial year ended 31 March 2025.

The following comments on Group sales refer to year-on-year movements at constant exchange rates. Contributions to Group sales relate to sales at actual exchange rates. Unless otherwise stated, all comments below relate to sales of continuing operations.

Europe

In Europe, sales grew by 9%, supported by double-digit growth in local demand throughout the year and overall positive tourist spend. All major markets recorded higher sales, with growth in Italy, Germany and the United Kingdom of particular note. All business areas saw their sales increase, led by double-digit growth at the Jewellery Maisons. Sales were also up across all distribution channels. After a strong first half, the region saw its growth rate moderate in the second half, reflecting both higher comparatives in the prior-year period and lower tourist spend in the last quarter. Q4 came in at +5%.

Overall, Europe contributed 24% of Group sales, up from 23% in the prior year.

Asia Pacific

Sales in Asia Pacific were up by 8% for the year, led by double-digit growth at the Jewellery Maisons that more than offset lower sales at Specialist Watchmakers and 'Other' business areas. Sales in China, Hong Kong and Macau combined, grew by 3%, led by strong demand in Hong Kong, especially in the last nine months of the year. Growth was particularly strong in the South Korean market, with sales reaching almost € 1.4 billion. Elsewhere in the region, Australia and Singapore also continued to see robust growth. The region posted its highest quarterly growth rate of the year in Q4, with sales up by 14%.

The contribution of the region to total Group sales stood at 32%, versus 33% in the prior year.

Americas

Sales in the Americas were 17% higher compared to the prior year, with double-digit increases at both the Jewellery Maisons and the Specialist Watchmakers, in addition to mid-single digit growth at the 'Other' business area. All markets and all distribution channels recorded higher sales than the prior year. Strong local demand throughout the year led to double-digit growth every quarter, of which +18% in Q4.

The contribution of the region to Group sales was 25%, in line with prior year.

Japan

In Japan, sales increased by 9% over the prior year. Growth accelerated to double digits in the second half, with a remarkable +28% in Q4. Performance was driven by strong local demand, more than compensating for lower tourist spend. The activity was led by the Jewellery Maisons, while Specialist Watchmakers and 'Other' business areas were down compared to the prior year. Retail sales ended the year up by high single digits, accompanied by a notable increase in online retail sales.

The region's contribution remained stable, at 10% of overall Group sales.

Middle East & Africa

Sales in the Middle East & Africa region grew by 13% compared to the prior year, led by sustained local demand. All business areas reported higher sales, benefitting from double-digit growth at the Jewellery Maisons, combined with low-single digit growth at the Specialist Watchmakers and 'Other' business areas. All key markets posted robust increases for the year, led by the United Arab Emirates market. Sales in the fourth quarter declined by 3%, reflecting slower local demand and reduced tourist flows following the start of the conflict in the region in March.

The region contributed 9% of Group sales.

Sales by distribution channel

			Movement at:		
in €m	2026	2025	Constant exchange rates*	Actual exchange rates	2026 % of sales
Retail	15 847	15 040	+12%	+5%	71%
Online retail	1 382	1 355	+8%	+2%	6%
Wholesale and royalty income	5 191	5 004	+9%	+4%	23%
	22 420	21 399	+11%	+5%	100%

* Movements at constant exchange rates are calculated by translating underlying sales in local currencies into euros in both the current year and the comparative year at the average exchange rates applicable for the financial year ended 31 March 2025.

The following comments on Group sales refer to year-on-year movements at constant exchange rates. Contributions to Group sales relate to sales at actual rates. Unless otherwise stated, all comments below relate to sales of continuing operations.

Retail

The Retail distribution channel incorporates sales from the Group's directly operated stores.

Retail sales grew by 12% year-on-year, reflecting higher retail sales across all business areas and regions. Sales in the Americas and Middle East & Africa were higher by double digits, with other regions up by high single digits.

Retail continued to be by far the largest contributor to Group sales through 1 393 directly operated boutiques accounting for 71% of Group sales compared to 70% a year ago.

Online retail

Online retail sales grew by 8% compared to the prior year, with growth led by the Jewellery Maisons and, geographically, by the Americas and Japan.

Overall, the online retail channel contributed 6% of Group sales.

Wholesale

This distribution channel includes sales to mono-brand franchise partners, to third-party multi-brand retail partners, sales to agents as well as royalty income.

Wholesale sales were up by 9% over the prior year, supported by growth across all business areas and regions. The strongest performance came from the Jewellery Maisons, while the Specialist Watchmakers and 'Other' business area posted more moderate growth. Regionally, growth was mainly led by the Americas, Europe and Middle East & Africa.

For the year under review, the wholesale channel contributed 23% to Group sales compared to 24% in the prior year.

Sales and operating results by segment

Jewellery Maisons

in €m	2026	2025	Change
Sales	16 539	15 328	+8%
Operating result	5 037	4 896	+3%
Operating margin	30.5%	31.9%	-140 bps

Sales at the Group's four Jewellery Maisons - Buccellati, Cartier, Van Cleef & Arpels and Vhernier - increased to € 16.5 billion, up by 8% at actual exchange rates. At constant exchange rates, sales were up by 14% underpinned by strength across all Maisons, with broad-based double-digit growth across regions and distribution channels. The Jewellery Maisons also grew by double digits throughout the year against high comparatives, particularly in the second half. Sales were up by 16% in Q4 at constant exchange rates.

Both jewellery and watches posted sustained growth, fuelled by iconic product lines. Building on each Maison's singular brand equity, novelties for the year included several creative line extensions and new collections. Buccellati complemented its *Etoilee* line with coloured pieces and crafted haute couture bejewelled bags, while Cartier unveiled its *Love Unlimited* pieces, *Clash* coloured additions and new *Panthère* and *Santos* watch creations. Van Cleef & Arpels introduced several *Alhambra* novelties and launched the *Flowerlace* and *Fleurs d'Hawaï* jewellery lines. The Maisons also designed outstanding high jewellery collections and showcased them in curated events across several regions.

Jewellery Maisons continued to elevate the quality of their network, through selective expansion globally, optimisation in China and major network upgrades. Of note, Buccellati expanded its flagship boutique in Hong Kong and Cartier renovated its boutique in the Miami Design District. Significant openings included the Cartier boutique in Ginza 4 (Tokyo) while Van Cleef & Arpels strengthened its presence in Europe with new boutiques in Florence, Frankfurt and Hamburg. Vhernier continued to consolidate its foundations for future growth and finished the year with a net addition of two boutiques, of which its first one in Asia, at the Peninsula Hong Kong.

Strong top-line momentum, measured price increases and agility in managing costs mitigated the effect of unfavourable currency movements and higher production costs, notably gold. Consequently, Jewellery Maisons were able to grow their operating result to € 5.0 billion, up by 3% or by 20% at constant exchange rates. Operating margin stood at 30.5%.

Specialist Watchmakers

in €m	2026	2025	Change
Sales	3 149	3 283	-4%
Operating result	107	175	-39%
Operating margin	3.4%	5.3%	-190 bps

Sales at the Specialist Watchmakers, which comprise A. Lange & Söhne, Baume & Mercier, IWC Schaffhausen, Jaeger-LeCoultre, Panerai, Piaget, Roger Dubuis and Vacheron Constantin, were down by 4% versus the prior-year period at actual exchange rates. At constant rates, sales increased by 1% for the year, with strong growth in the Americas compensating for a decline in Asia Pacific and Japan. Sales through both the retail and wholesale channels slightly increased at constant rates, resulting in a stable direct-to-client share, at 60% of total sales. It is worth noting that Q4 sales were up by 2% at constant exchange rates, despite a double-digit decline in Middle East & Africa.

The Specialist Watchmakers Maisons reported mixed performances across the year, but notable improvement was visible at A. Lange & Söhne, Jaeger-LeCoultre and Vacheron Constantin in the second half. Solid growth of the Maisons' iconic collections was supported by key novelties, including the Jaeger-LeCoultre *Reverso Tribute* models, A. Lange & Söhne *1815 Tourbillon*, Vacheron Constantin 270th Anniversary *Traditionnelle* and *Patrimony* references, and the Piaget *Polo 79*, among others. Key events celebrating Maisons' distinct heritages took place during the year, among which Vacheron Constantin's anniversary celebrations across several markets, and Panerai's 'The Depths of Time' exhibitions that travelled to Florence, New York and Shanghai.

Overall, Specialist Watchmakers pursued selective openings, such as A. Lange & Söhne on Old Bond Street in London, and proceeded with targeted closures, primarily in China. Major renovation projects materialised in the year, of which the Jaeger-LeCoultre boutique in Costa Mesa, and the Piaget flagship on Place Vendôme in Paris.

The operating result reached € 107 million, compared to € 175 million in the prior year. The combined impact of unfavourable foreign currency movements, a rising gold price and, to a lesser extent, additional US duties, was partly contained by solid cost discipline throughout the year. Operating margin reached 3.4% of sales.

Other

in €m	2026	2025	Change
Sales	2 732	2 788	-2%
Operating result	(96)	(102)	+6%
Operating margin	-3.5%	-3.7%	+20 bps

‘Other’ includes the Group’s Fashion & Accessories (‘F&A’) Maisons, Watchfinder, the Group’s watch component manufacturing and real estate activities, amongst others.

Sales reached € 2.7 billion, down by 2% compared to the prior year. At constant exchange rates, sales were up by 3% supported by double-digit performance at Watchfinder and modest growth at F&A Maisons. Sales increased in the Americas, Europe and Middle East & Africa at constant exchange rates. The retail channel showed solid performance, while wholesale sales were broadly stable at constant exchange rates. Sales in the fourth quarter grew by 7% at constant exchange rates, with growth across most regions.

Sales at the F&A Maisons rose by 3% at constant exchange rates, with continued momentum at Peter Millar and Alaïa. Peter Millar benefited from its further expansion into a broader lifestyle proposition, while Alaïa’s growth was supported by increased global recognition and success of the Winter Spring 25 show and Summer Fall 25 *Archetypes* collections across categories. Gianvito Rossi continued to build traction, benefiting from growing desirability. Montblanc showed encouraging signs, with sequential improvement during the year as the Maison progressed on its transformation, driven by writing instruments and high-visibility brand initiatives. Overall, the F&A Maisons saw robust increases in the ready-to-wear category, in particular at Peter Millar, Alaïa and Chloé.

F&A Maisons enhanced their network through strategic retail openings in key cities while selectively optimising their distribution. Notable openings included flagship stores for Montblanc in Sydney and Alaïa in Beijing Sanlitun, the first boutique for Chloé in Australia and for Gianvito Rossi in Dallas.

The business area recorded a € 96 million loss overall, a modest improvement at actual and constant exchange rates. F&A Maisons maintained consistent and disciplined investments in their brand equity and desirability.

Corporate costs

in €m	2026	2025	Change
Corporate costs	(517)	(453)	+14%
Central support services	(316)	(313)	+1%
Other unallocated expenses, net	(201)	(140)	+44%

Corporate costs represent the costs of central management, marketing support and other central functions (collectively central support services), as well as other expenses and income that are not allocated to specific business areas. Most corporate costs are incurred in Switzerland. For the year under review, they represented 2% of Group sales and included € 134 million net one-time unallocated charges mainly related to impairments of goodwill and intangible assets in addition to a write-down associated with the announced sale agreement of Baume & Mercier (2025: € 51 million net one-time unallocated charges).

Nicolas Bos
Group Chief Executive Officer

Burkhardt Grund
Chief Finance Officer

Consolidated financial statements

Directors' Report

The Board of Directors of Compagnie Financière Richemont SA ('Richemont' or 'the Company') is pleased to submit its report on the activities of the Company, its subsidiaries and equity-accounted investments (together, 'the Group') for the year ended 31 March 2026. The consolidated financial statements on the following pages set out the financial position of the Group at 31 March 2026 and the results and cash flows of its operations for the year then ended. The financial statements of the Company are presented on pages 10 to 66.

Further information on the Group's activities during the year is given in the financial review on pages 3 to 8.

Consolidated financial statements

	Page		Page
Consolidated balance sheet	10	23. <i>Trade payables and other current liabilities</i>	44
Consolidated income statement	11	24. <i>Revenue</i>	45
Consolidated statement of comprehensive income	12	25. <i>Other operating (expense)/income</i>	46
Consolidated statement of changes in equity	13	26. <i>Operating profit</i>	46
Consolidated statement of cash flows	14	27. <i>Employee benefits expense</i>	46
Notes to the consolidated financial statements	15	28. <i>Finance costs and income</i>	47
1. <i>General information</i>	15	29. <i>Earnings per share</i>	47
2. <i>Summary of material accounting policies</i>	15	30. <i>Equity</i>	49
3. <i>Risk assessment</i>	16	31. <i>Dividends</i>	50
4. <i>Critical accounting estimates and assumptions</i>	16	32. <i>Share-based payments</i>	51
5. <i>Segment information</i>	17	33. <i>Cash flow from operating activities</i>	52
6. <i>Property, plant and equipment</i>	20	34. <i>Liabilities arising from financing activities</i>	53
7. <i>Goodwill</i>	22	35. <i>Financial instruments: fair values and risk management</i>	54
8. <i>Other intangible assets</i>	24	36. <i>Financial commitments and contingent liabilities</i>	60
9. <i>Leases</i>	25	37. <i>Related-party transactions</i>	60
10. <i>Investment property</i>	27	38. <i>Ultimate controlling party</i>	63
11. <i>Equity-accounted investments</i>	29	39. <i>Principal Group companies</i>	64
12. <i>Taxation</i>	32	40. <i>Events after the reporting date</i>	66
13. <i>Other non-current assets</i>	34	Report of the statutory auditor	67
14. <i>Inventories</i>	35		
15. <i>Trade receivables and other current assets</i>	35		
16. <i>Derivative financial instruments</i>	36		
17. <i>Assets and disposal group held for sale and discontinued operations</i>	37		
18. <i>Cash and cash equivalents</i>	38		
19. <i>Borrowings</i>	39		
20. <i>Employee benefit obligations</i>	40		
21. <i>Provisions</i>	43		
22. <i>Other long-term financial liabilities</i>	43		

Company financial statements

Compagnie Financière Richemont SA	71
Report of the statutory auditor	77

Consolidated balance sheet

at 31 March

	Notes	2026 €m	2025 €m
Assets			
Non-current assets			
Property, plant and equipment	6	4 538	4 049
Goodwill	7	746	819
Other intangible assets	8	682	730
Right of use assets	9	4 344	4 219
Investment property	10	213	222
Equity-accounted investments	11	1 015	667
Deferred income tax assets	12	979	1 047
Financial assets held at fair value through profit or loss	35	5	5
Financial assets held at fair value through other comprehensive income	35	521	296
Other non-current assets	13	646	620
		13 689	12 674
Current assets			
Inventories	14	9 715	9 013
Trade receivables and other current assets	15	1 907	1 897
Derivative financial instruments	16	77	38
Financial assets held at fair value through profit or loss	35	8 713	9 162
Assets of disposal group held for sale	17	–	616
Cash at bank and on hand	18	8 522	7 606
		28 934	28 332
Total assets		42 623	41 006
Equity and liabilities			
Equity attributable to owners of the parent company			
Share capital	30	352	352
Share premium		1 162	1 162
Treasury shares	30	(373)	(295)
Other reserves	30	5 386	5 016
Retained earnings	30	17 549	15 864
		24 076	22 099
Non-controlling interests	39	66	67
Total equity		24 142	22 166
Liabilities			
Non-current liabilities			
Borrowings	19	4 487	4 487
Lease liabilities	9	3 975	3 836
Deferred income tax liabilities	12	259	313
Employee benefit obligations	20	81	70
Provisions	21	124	120
Other long-term financial liabilities	22	214	239
		9 140	9 065
Current liabilities			
Trade payables and other current liabilities	23	3 086	3 079
Current income tax liabilities		853	869
Borrowings	19	3	1 502
Lease liabilities	9	769	767
Derivative financial instruments	16	108	74
Provisions	21	250	255
Liabilities of disposal group held for sale	17	23	707
Bank overdraft	18	4 249	2 522
		9 341	9 775
Total liabilities		18 481	18 840
Total equity and liabilities		42 623	41 006

Consolidated income statement

for the year ended 31 March

	Notes	2026 €m	2025 €m
Revenue	24	22 420	21 399
Cost of sales		(7 982)	(7 080)
Gross profit		14 438	14 319
Selling and distribution expenses		(5 731)	(5 631)
Communication expenses		(1 996)	(2 093)
Administrative expenses		(2 012)	(1 991)
Other operating expenses	25	(207)	(137)
Operating profit		4 492	4 467
Finance costs	28	(857)	(792)
Finance income	28	713	739
Share of post-tax results of equity-accounted investments	11	2	75
Profit before taxation		4 350	4 489
Taxation	12	(886)	(727)
Profit for the year from continuing operations		3 464	3 762
Profit/(loss) for the year from discontinued operations	17	20	(1 012)
Profit for the year		3 484	2 750
Profit attributable to:			
Owners of the parent company		3 484	2 751
– continuing operations		3 464	3 762
– discontinued operations		20	(1 011)
Non-controlling interests		–	(1)
		3 484	2 750
Earnings per 'A' share/10 'B' shares attributable to owners of the parent company during the year (expressed in € per share)			
From profit for the year			
Basic	29	5.926	4.689
Diluted	29	5.909	4.671
From continuing operations			
Basic	29	5.892	6.412
Diluted	29	5.875	6.388

Consolidated statement of comprehensive income

for the year ended 31 March

	Notes	2026 €m	2025 €m
Profit for the year		3 484	2 750
Other comprehensive income:			
Items that will never be reclassified to profit or loss			
Defined benefit plan actuarial losses	20	(1)	(10)
Tax on defined benefit plan actuarial losses		–	2
Fair value changes on financial assets held at fair value through other comprehensive income		34	8
		33	–
Items that are or may be reclassified subsequently to profit or loss			
Currency translation adjustments			
– movement in the year		435	371
– reclassification to profit or loss		(33)	–
Cash flow hedging – reclassification to profit or loss		4	4
Tax on cash flow hedging reclassified to profit or loss		(1)	(1)
Share of other comprehensive income of equity-accounted investments	11	2	(3)
		407	371
Other comprehensive income, net of tax		440	371
Total comprehensive income		3 924	3 121
Total comprehensive income attributable to:			
Owners of the parent company		3 924	3 121
– continuing operations		3 964	4 117
– discontinued operations		(40)	(996)
Non-controlling interests		–	–
		3 924	3 121

Consolidated statement of changes in equity

for the year ended 31 March

	Notes	Equity attributable to owners of the parent company					Non-controlling interests €m	Total equity €m
		Share capital €m	Share premium €m	Treasury shares €m	Other reserves €m	Retained earnings €m	Total €m	
Balance at 1 April 2024		352	1 162	(461)	4 689	14 779	20 521	20 635
Comprehensive income								
Profit for the period		–	–	–	–	2 751	2 751	2 750
Other comprehensive income		–	–	–	373	(3)	370	371
		–	–	–	373	2 748	3 121	3 121
Transactions with owners of the parent company recognised directly in equity								
Net changes in treasury shares	30	–	–	166	–	(107)	59	59
Employee share-based compensation	32	–	–	–	118	–	118	118
Tax on share-based compensation	12	–	–	–	(15)	–	(15)	(15)
Reclassification to retained earnings	30	–	–	–	(149)	149	–	–
Acquisition of non-controlling interests	40	–	–	–	–	5	5	(42)
Dividends paid	31	–	–	–	–	(1 710)	(1 710)	(1 710)
		–	–	166	(46)	(1 663)	(1 543)	(1 590)
Balance at 31 March 2025		352	1 162	(295)	5 016	15 864	22 099	22 166
Balance at 1 April 2025		352	1 162	(295)	5 016	15 864	22 099	22 166
Comprehensive income								
Profit for the period		–	–	–	–	3 484	3 484	3 484
Other comprehensive income		–	–	–	405	35	440	440
		–	–	–	405	3 519	3 924	3 924
Transactions with owners of the parent company recognised directly in equity								
Net changes in treasury shares	30	–	–	(78)	–	(77)	(155)	(155)
Employee share-based compensation	32	–	–	–	116	–	116	116
Tax on share-based compensation	12	–	–	–	(20)	–	(20)	(20)
Reclassification to retained earnings	30	–	–	–	(131)	131	–	–
Dividends paid	31	–	–	–	–	(1 888)	(1 888)	(1 889)
		–	–	(78)	(35)	(1 834)	(1 947)	(1 948)
Balance at 31 March 2026		352	1 162	(373)	5 386	17 549	24 076	24 142

Consolidated statement of cash flows

for the year ended 31 March

	Notes	2026 €m	2025 €m
Cash flows from operating activities			
Operating profit from continuing operations		4 492	4 467
Operating loss from discontinued operations	17	(5)	(1 033)
Adjustment for non-cash items	33	1 894	2 676
Changes in working capital	33	(514)	(693)
Cash flow generated from operations		5 867	5 417
Interest received		219	440
Interest paid		(301)	(488)
Dividends from equity-accounted investments	11	–	4
Income from other investments		8	7
Taxation paid		(913)	(937)
Net cash generated from operating activities		4 880	4 443
Cash flows from investing activities			
Acquisition of subsidiary undertakings and other businesses, net of cash acquired		(3)	(135)
Cash outflow on disposal of subsidiary undertakings		(640)	–
Acquisition of equity-accounted investments	11	–	(3)
Proceeds from disposal of equity-accounted investments		1	51
Acquisition of property, plant and equipment		(962)	(1 040)
Proceeds from disposal of property, plant and equipment		5	5
Payments capitalised as right of use assets		(41)	(14)
Acquisition of intangible assets		(77)	(126)
Proceeds from disposal of intangible assets		–	6
Acquisition of investment property	10	–	(187)
Investment in money market and externally managed funds		(19 794)	(20 000)
Proceeds from disposal of money market and externally managed funds		20 156	19 925
Acquisition of other non-current assets and investments		(246)	(56)
Proceeds from disposal of other non-current assets and investments		37	26
Net cash used in investing activities		(1 564)	(1 548)
Cash flows from financing activities			
Proceeds from borrowings	34	–	3
Repayment of borrowings	34	(1 506)	(20)
Dividends paid to owners of the parent entity	31	(1 888)	(1 710)
Dividends paid to non-controlling interests in a subsidiary		(1)	–
Acquisition of treasury shares	30	(186)	(104)
Proceeds from sale of treasury shares	30	30	162
Acquisition of non-controlling interests in a subsidiary	39	–	(71)
Lease payments – principal		(780)	(810)
Net cash used in financing activities		(4 331)	(2 550)
Net change in cash and cash equivalents			
		(1 015)	345
Cash and cash equivalents at the beginning of the year		5 293	4 906
Exchange gains/(losses) on cash and cash equivalents		(5)	42
Cash and cash equivalents at the end of the year	18	4 273	5 293

Notes to the consolidated financial statements

at 31 March 2026

1. General information

Compagnie Financière Richemont SA ('the Company'), its subsidiaries and equity-accounted investments (together 'Richemont' or 'the Group') is one of the world's leading luxury goods groups. The Group's interests encompass the manufacturing and distribution activities for some of the most prestigious names in the luxury industry including Buccellati, Cartier, Van Cleef & Arpels, Vhernier, A. Lange & Söhne, Baume & Mercier, IWC Schaffhausen, Jaeger-LeCoultre, Panerai, Piaget, Roger Dubuis, Vacheron Constantin, Alaïa, Chloé, Delvaux, Dunhill, G/FORE, Gianvito Rossi, Montblanc, Peter Millar, Purdey, Serapian and Watchfinder.

The Company is incorporated in Switzerland and registered in Bellevue, Geneva, Switzerland. Shares of the Company are listed and traded on the SIX Swiss Exchange and are included in the Swiss Market Index ('SMI') of leading stocks. The Company's 'A' shares are also listed on the Johannesburg Stock Exchange as a secondary listing. Corporate bonds issued by a subsidiary of the Company are listed on the Luxembourg Stock Exchange.

These consolidated financial statements have been approved by the Board of Directors of the Company ('the Board') for issue on 21 May 2026 and are subject to approval at the shareholders' general meeting due to be held on 9 September 2026.

2. Summary of material accounting policies

2.1. Basis of preparation

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

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

The policies set out in notes 2.2 to 2.7 have been consistently applied to the periods presented. Changes to IFRS effective for the financial year ending 31 March 2026 do not have a material impact on the Group consolidated financial statements.

2.2. Basis of consolidation

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

(a) Subsidiary undertaking

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

(b) Associates and joint ventures

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

2.3. Foreign currency translation

(a) Functional and presentation currency

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

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates on the transaction date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

(c) Group companies

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

The income, expenses and cash flows of foreign operations are translated to euro at the average exchange rates prevailing during the period. The average rates approximate actual rates at the transaction dates.

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

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

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

2.4. Impairment of non-financial assets

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

Notes to the consolidated financial statements

2. Summary of material accounting policies continued

2.4. Impairment of non-financial assets continued

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

2.5. Discontinued operations

On 7 October 2024, the Group announced that it had entered into a binding agreement for the sale of 100% of the share capital of YNAP to Mytheresa. Following the receipt of antitrust approvals, the transaction closed on 23 April 2025. Further details can be found in note 17.

2.6. Hyperinflationary economies

With effect from 1 June 2022, Türkiye is considered to be hyperinflationary. The application of hyperinflation accounting would not have resulted in a significant impact on the consolidated financial statements.

2.7. Other accounting policies

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

2.8. Climate-related risks

At the date of this report, the impact on the financial statements resulting from climate-related risks is not significant.

The Group employs a four-stage climate risk assessment methodology: 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 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. 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 Task Force on Climate-related Financial Disclosures (TCFD) framework. Climate change presents challenges to businesses globally, evidenced by increasing intensity and frequency of weather-related hazards, including heatwaves, droughts, and floods. 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.

The costs associated with specific initiatives undertaken during the year are included within cost of sales and the various expense line items within operating profit, as appropriate. Cash flow forecasts used for impairment testing take into account any known impacts arising from climate-related risks. The Group will continue to closely monitor developments in this area, and the financial impact thereof.

2.9. New standards and interpretations not yet adopted

Certain new accounting standards and amendments issued by the IASB and interpretations issued by the IFRS Interpretations Committee at 31 March 2026 are not yet effective and have not been applied in preparing these consolidated financial statements. Other than as disclosed below, none are expected to have a significant impact on the Group's consolidated financial statements.

IFRS 18, *Presentation and disclosure in financial statements* is applicable for reporting periods beginning on or after 1 January 2027 and introduces new requirements for presentation and disclosure in the financial statements. The presentation of the income statement will be amended and certain items of income and expense reclassified to operating profit, specifically foreign exchange gains and losses. The presentation of interest paid and received and dividends received in the cash flow statement will also be amended. Additional disclosures of management-defined performance measures, if any, will also be included in the notes to the consolidated financial statements.

3. Risk assessment

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

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

4. Critical accounting estimates and assumptions

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

4. Critical accounting estimates and assumptions continued

(a) Inventories

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

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

(b) Taxation

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

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

(c) Recoverable amount of CGUs for goodwill impairment testing

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

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

5. Segment information

(a) Information on reportable segments

Management has determined the operating segments based on the reports regularly reviewed by the Chief Operating Decision Maker

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

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

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

Other operating segments include Alaïa, Chloé, Delvaux, dunhill, G/FORE, Gianvito Rossi, Montblanc, Peter Millar, Purdey, Serapian, Watchfinder, investment property companies and other manufacturing entities. None of these segments meet the quantitative thresholds for determining reportable segments.

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

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

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

	2026 €m	2025 €m
Revenue by business area		
Jewellery Maisons	16 539	15 328
Specialist Watchmakers	3 149	3 283
Other	2 732	2 788
	22 420	21 399

Notes to the consolidated financial statements

5. Segment information continued

(a) Information on reportable segments continued

The operating result by business area is as follows:

	2026 €m	2025 €m
Operating result		
Jewellery Maisons	5 037	4 896
Specialist Watchmakers	107	175
Other	(96)	(102)
	5 048	4 969
Impact of valuation adjustments on acquisitions	(39)	(49)
Corporate costs	(517)	(453)
Operating profit	4 492	4 467
Finance costs	(857)	(792)
Finance income	713	739
Share of post-tax results of equity-accounted investments	2	75
Profit before taxation	4 350	4 489
Taxation	(886)	(727)
Profit for the year from continuing operations	3 464	3 762

	2026 €m	2025 €m
Depreciation and amortisation costs included within the segment operating results		
Jewellery Maisons	866	811
Specialist Watchmakers	288	295
Other	249	243
Unallocated	206	211
	1 609	1 560

In the year to 31 March 2026, impairment charges of € 2 million and € 8 million were included within the Specialist Watchmakers and Other business areas, respectively (2025: € 3 million within Specialist Watchmakers). A further impairment charge of € 89 million is included within unallocated corporate costs (2025: € 20 million).

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

	2026 €m	2025 €m
Segment assets		
Jewellery Maisons	7 130	6 267
Specialist Watchmakers	2 252	2 224
Other	1 246	1 398
	10 628	9 889
Total segment assets	10 628	9 889
Non-current assets	13 689	12 674
Current financial assets at fair value through profit or loss	8 713	9 162
Other current assets	994	1 021
Derivative financial instruments	77	38
Cash at bank and on hand	8 522	7 606
Assets of disposal groups held for sale	—	616
Total assets	42 623	41 006

5. Segment information continued

(a) Information on reportable segments continued

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

	2026 €m	2025 €m
Additions to non-current assets		
Property, plant and equipment, other intangible assets and investment property		
Jewellery Maisons	702	761
Specialist Watchmakers	168	141
Other	135	146
Unallocated	68	257
	1 073	1 305

(b) Information about geographical areas

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

	2026 €m	2025 €m
Europe	5 264	4 898
France	1 116	1 106
United Kingdom	848	808
Switzerland	717	693
Italy	768	646
Other Europe	1 815	1 645
Asia Pacific	7 204	7 150
China, including Hong Kong SAR, China, and Macau SAR, China	4 029	4 200
– of which mainland China	2 656	2 931
– of which Hong Kong SAR, China, and Macau SAR, China	1 373	1 269
South Korea	1 358	1 209
Other Asia	1 817	1 741
Americas	5 680	5 236
United States	4 875	4 498
Other Americas	805	738
Japan	2 229	2 186
Middle East & Africa	2 043	1 929
United Arab Emirates	1 428	1 325
Other Middle East & Africa	615	604
	22 420	21 399

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

Notes to the consolidated financial statements

5. Segment information continued

(b) Information about geographical areas continued

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

	2026 €m	2025 €m
Switzerland	2 599	2 265
France	2 095	1 954
United States	1 934	1 741
Italy	1 310	1 038
United Kingdom	566	592
Rest of the world	3 509	3 562
	12 013	11 152

Segment assets are allocated based on where the assets are located. In the case of equity-accounted investments, the allocation of the asset is determined by the location of the shareholding.

(c) Information about products

External sales by product are as follows:

	2026 €m	2025 €m
External sales by product		
Jewellery	12 206	11 476
Watches	7 157	6 815
Leather goods and accessories	1 002	1 088
Clothing	926	870
Writing instruments	415	427
Other	714	723
	22 420	21 399

(d) Major customers

No sole customer represented more than 10% of total revenue.

6. Property, plant and equipment

Accounting policy

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

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

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

6. Property, plant and equipment continued

	Land and buildings €m	Plant and machinery €m	Fixtures, fittings, tools and equipment €m	Assets under construction €m	Total €m
1 April 2024					
Cost	1 940	1 165	4 298	563	7 966
Depreciation	(828)	(859)	(2 642)	–	(4 329)
Net book value at 1 April 2024	1 112	306	1 656	563	3 637
Exchange adjustments	12	4	(9)	–	7
Acquisition through business combinations	10	3	3	–	16
Additions	86	84	398	471	1 039
Disposals	–	(1)	(8)	(5)	(14)
Depreciation charge	(65)	(67)	(501)	–	(633)
Impairment charge	–	–	(3)	–	(3)
Transfers and reclassifications	58	18	185	(261)	–
31 March 2025					
Cost	2 117	1 258	4 581	768	8 724
Depreciation	(904)	(911)	(2 860)	–	(4 675)
Net book value at 31 March 2025	1 213	347	1 721	768	4 049
	Land and buildings €m	Plant and machinery €m	Fixtures, fittings, tools and equipment €m	Assets under construction €m	Total €m
1 April 2025					
Cost	2 117	1 258	4 581	768	8 724
Depreciation	(904)	(911)	(2 860)	–	(4 675)
Net book value at 1 April 2025	1 213	347	1 721	768	4 049
Exchange adjustments	20	8	(58)	(11)	(41)
Additions	102	69	444	379	994
Disposals	(1)	(1)	(13)	(3)	(18)
Depreciation charge	(67)	(72)	(522)	–	(661)
Impairment charge	(1)	–	(8)	–	(9)
Transfers and reclassifications	350	240	220	(586)	224
31 March 2026					
Cost	2 627	1 541	4 782	547	9 497
Depreciation	(1 011)	(950)	(2 998)	–	(4 959)
Net book value at 31 March 2026	1 616	591	1 784	547	4 538

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

In the year to 31 March 2026, impairment charges of € 10 million are included within Other operating expenses (2025: € 3 million within Other operating expenses).

Committed capital expenditure not reflected in these consolidated financial statements amounted to € 266 million at 31 March 2026 (2025: € 278 million).

Notes to the consolidated financial statements

7. Goodwill

Accounting policy

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

	2026 €m	2025 €m
Carrying value at 1 April of prior year	819	759
Exchange adjustments	1	5
Goodwill arising on business combinations	–	76
Adjustment to goodwill arising from prior year business combination	–	(1)
Impairment charge	(74)	(20)
Carrying value at 31 March	746	819

The carrying value at 31 March 2026 includes cumulative impairment charges of € 174 million (2025: € 100 million).

Impairment testing for goodwill

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

	2026 €m	2025 €m
Jewellery Maisons	339	335
Specialist Watchmakers	125	121
Other Maisons	282	363
	746	819

Of the total balance, Cartier, Buccellati and Gianvito Rossi CGUs each have an allocation of goodwill which is considered significant when compared to the total goodwill balance.

The Cartier CGU, which is part of Jewellery Maisons, includes goodwill of € 154 million (2025: € 150 million). The discounted cash flow model on which the value-in-use calculation is based includes five years of cash flows and assumes conservative sales growth, based on management forecast, and a terminal growth rate of 2.0% (2025: 2.0%), with operating margins remaining stable over the period. The discount rate used is 9.1% (2025: 8.3%).

The Buccellati CGU, which is part of Jewellery Maisons, includes goodwill of € 107 million (2025: € 107 million). The discounted cash flow model on which the value-in-use calculation is based includes five years of cash flows and assumes sales growth of 11.7% CAGR (2025: 13.1%) and a terminal growth rate of 2.0% (2025: 2.0%), with operating margins increasing over the period to a level consistent with the Group's other Jewellery Maisons. The discount rate used is 9.1% (2025: 10.4%).

The Gianvito Rossi CGU, which is part of Other Maisons, includes goodwill of € 130 million (2025: € 130 million). The discounted cash flow model on which the fair value less cost of disposal calculation is based includes ten years of cash flows, reflecting the long-term nature of the investment and recent acquisition, and assumes sales growth of 10.1% CAGR (2025: 14.9%), based on management forecast and a terminal growth rate of 2.0% (2025: 2.0%), with operating margins increasing over the period to a level consistent with the Group's expectations. The discount rate used is 10.5% (2025: 11.8%). It is classified as Level 3 in the IFRS fair value hierarchy.

7. Goodwill continued

A reasonably possible change in key assumptions at 31 March 2026 used for the Cartier and Buccellati CGUs would not cause the carrying amount to exceed the recoverable amount. With respect to the Gianvito Rossi CGU, the estimated recoverable value exceeded the carrying value by € 16 million (2025: € 51 million). The following reasonably possible changes to key assumptions would lead to the recoverable value equalling the carrying amount:

	Key assumption 2026	Change	Key assumption 2025
Gianvito Rossi CGU			
Terminal growth	2.0%	-0.6 ppt	2.0%
Discount rate	10.5%	+0.3 ppt	11.8%
Revenue growth (CAGR)	10.1%	-0.3 ppt	14.9%
Long-term EBITDA margin (after lease payments)	27.0%	-2.6%	26.6%

Goodwill allocated to the Watchfinder CGU amounts to € 69 million (2025: € 86 million). The discounted cash flow model on which the fair value less cost of disposal calculation is based includes ten years of cash flows, based on the long-term nature of the investment and recent acquisition, and assumes sales growth of 13.1% CAGR (2025: 13.1%), based on management forecasts and a terminal growth rate of 2.0% (2025: 2.0%) based on expected long-term inflation rates, with operating margins expected to improve over the period to a level consistent with management's long-term expectations. The discount rate used is 11.3% (2025: 12.6%). It is classified as Level 3 in the IFRS fair value hierarchy. As a result of this test, the carrying amount of the CGU was found to exceed the recoverable amount and an impairment charge of € 14 million (2025: € 7 million) was recognised in relation to goodwill allocated to the Watchfinder CGU. This impairment charge is included within Other operating expenses (note 25).

Goodwill allocated to the Delvaux CGU at the beginning of the period amounted to € 60 million. The discounted cash flow model on which the fair value less cost of disposal calculation is based includes ten years of cash flows, based on the long-term nature of the investment and recent acquisition, and assumes sales growth of 11.7% CAGR (2025: 13.8%), based on management forecasts and a terminal growth rate of 2.0% (2025: 2.0%) based on expected long-term inflation rates, with operating margins expected to improve over the period to a level consistent with management's long-term expectations. The discount rate used is 10.2% (2025: 10.1%). It is classified as Level 3 in the IFRS fair value hierarchy. As a result of this test, the carrying amount of the CGU was found to exceed the recoverable amount and an impairment charge of € 60 million (2025: € 0 million) was recognised in relation to goodwill allocated to the Delvaux CGU with a further € 15 million (2025: € 0 million) recognised in relation to non-current assets. This impairment charge is included within Other operating expenses (note 25).

No other CGU has an allocation of goodwill which is significant in comparison with the total carrying amount. For the majority of the Group's CGUs, the recoverable value is calculated using value-in-use. For these CGUs, the discounted cash flow model used for impairment testing considers five years of cash flows and a long-term growth rate based on the long-term inflation rate. Sales growth projections are based on Maison strategic plans and growth rates which are fixed at the low end of the Group's past experience. EBITDA margins are assumed to remain stable compared to the margin achieved by the CGU in the current year unless there are Maison-specific reasons to assume otherwise.

At 31 March 2026, no additional goodwill impairments have been identified (2025: € 13 million arising from one CGU included within 'Specialist Watchmakers'). Additional non-current asset impairments totalling € 2 million and € 8 million have been identified arising from two CGUs included within 'Specialist Watchmakers' and one CGU included within 'Other' for segment reporting, respectively (note 5) (2025: € 3 million from two CGUs included within 'Specialist Watchmakers' for segment reporting). Impairment charges are included in Other operating expenses (note 25).

Notes to the consolidated financial statements

8. Other intangible assets

Accounting policy

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

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

The Group does not have any indefinite life intangible assets.

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

Leasehold rights represent premiums paid to parties other than the lessor, prior to implementation of IFRS 16, and are amortised over their expected useful lives or, if shorter, the lease period.

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

	Intellectual property related €m	Leasehold and distribution rights €m	Computer software and related licences €m	Development costs €m	Total €m
1 April 2024					
Cost	633	195	86	263	1 177
Amortisation	(148)	(163)	(64)	(122)	(497)
Net book value at 1 April 2024	485	32	22	141	680
Exchange adjustments	1	—	—	2	3
Acquisition through business combinations	82	—	—	—	82
Additions:					
– internally developed	—	—	—	60	60
– other	2	2	15	—	19
Disposals	—	—	—	(6)	(6)
Amortisation charge	(38)	(11)	(12)	(47)	(108)
31 March 2025					
Cost	702	181	97	268	1 248
Amortisation	(170)	(158)	(72)	(118)	(518)
Net book value at 31 March 2025	532	23	25	150	730

8. Other intangible assets continued

	Intellectual property related €m	Leasehold and distribution rights €m	Computer software and related licences €m	Development costs €m	Total €m
1 April 2025					
Cost	702	181	97	268	1 248
Amortisation	(170)	(158)	(72)	(118)	(518)
Net book value at 1 April 2025	532	23	25	150	730
Exchange adjustments	(3)	–	–	3	–
Additions:					
– internally developed	–	–	–	57	57
– other	2	4	13	3	22
Disposals	(1)	(1)	–	(5)	(7)
Amortisation charge	(37)	(9)	(10)	(49)	(105)
Impairments	(15)	–	–	–	(15)
31 March 2026					
Cost	679	165	101	317	1 262
Amortisation	(201)	(148)	(73)	(158)	(580)
Net book value at 31 March 2026	478	17	28	159	682

Amortisation of € 50 million (2025: € 48 million) is included in Cost of sales; € 10 million (2025: € 12 million) is included in Selling and distribution expenses; € 8 million (2025: € 9 million) is included in Administration expenses; and € 37 million (2025: € 39 million) is included in Other operating expenses.

In the year to 31 March 2026, impairment charges of € 15 million are included within Other operating expenses (2025: € 0 million) (note 7).

9. Leases

Accounting policy

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

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

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

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

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

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

Notes to the consolidated financial statements

9. Leases continued

Right of use assets are as follows:

	Land and buildings €m	Other assets €m	Total €m
1 April 2024			
Gross value	6 747	49	6 796
Depreciation	(2 840)	(24)	(2 864)
Net book value at 1 April 2024	3 907	25	3 932
Exchange adjustments	(3)	1	(2)
Acquisition through business combinations	9	1	10
Additions	813	9	822
Depreciation charge	(808)	(10)	(818)
Remeasurement	275	–	275
31 March 2025			
Gross value	7 424	56	7 480
Depreciation	(3 231)	(30)	(3 261)
Net book value at 31 March 2025	4 193	26	4 219
	Land and buildings €m	Other assets €m	Total €m
1 April 2025			
Gross value	7 424	56	7 480
Depreciation	(3 231)	(30)	(3 261)
Net book value at 1 April 2025	4 193	26	4 219
Exchange adjustments	(142)	–	(142)
Additions	837	13	850
Depreciation charge	(830)	(12)	(842)
Impairment charge	(1)	–	(1)
Remeasurement	260	–	260
31 March 2026			
Gross value	7 839	62	7 901
Depreciation	(3 522)	(35)	(3 557)
Net book value at 31 March 2026	4 317	27	4 344

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

Impairment charges of € 1 million are included in other operating expenses (2025: € 0 million).

Total lease liabilities are as follows:

	2026 €m	2025 €m
Non-current lease liabilities	(3 975)	(3 836)
Current lease liabilities	(769)	(767)
	(4 744)	(4 603)

9. Leases continued

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

	2026 Carrying value €m	2026 Contractual cash flows €m	2025 Carrying value €m	2025 Contractual cash flows €m
Less than one year	(769)	(898)	(767)	(886)
Between 1-2 years	(658)	(768)	(653)	(755)
Between 2-3 years	(559)	(652)	(551)	(637)
Between 3-4 years	(485)	(563)	(466)	(538)
Between 4-5 years	(445)	(510)	(387)	(447)
More than 5 years	(1 828)	(2 120)	(1 779)	(2 049)
	(4 744)	(5 511)	(4 603)	(5 312)

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

	2026 €m	2025 €m
Short-term leases	94	100
Low-value asset leases	13	15
Variable lease expense	769	728
Other	5	3
	881	846

Interest charges recognised during the period amounted to € 137 million (2025: € 120 million) (note 28).

Certain boutique leases contain a variable element, based most commonly on percentage of sales, which links rental payments to boutique revenue. Cash outflows arising from variable rental contracts for the period amounted to € 744 million (2025: € 712 million), which represented 41% of the total rental payments made (2025: 41%). Variable rentals are not reflected in the lease liabilities above. In addition, some lease agreements contain extension clauses, which would allow the Group to extend the lease for a specific additional period. Cash flows under such clauses are generally included in the lease liabilities above if the lease terms of the extended period are specified in the original lease agreement.

The total cash outflow for leases for the period amounted to € 1 810 million (2025: € 1 741 million).

At 31 March 2026, the Group had commitments totalling € 629 million for lease agreements which had not yet commenced (2025: € 712 million).

10. Investment property

Accounting policy

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

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

Notes to the consolidated financial statements

10. Investment property continued

	€m
1 April 2024	
Cost	38
Depreciation	(6)
Net book value at 1 April 2024	32
Exchange adjustments	4
Additions	187
Depreciation	(1)
31 March 2025	
Cost	229
Depreciation	(7)
Net book value at 31 March 2025	222
	€m
1 April 2025	
Cost	229
Depreciation	(7)
Net book value at 1 April 2025	222
Exchange adjustments	(8)
Depreciation	(1)
31 March 2026	
Cost	221
Depreciation	(8)
Net book value at 31 March 2026	213

The Group owns three investment properties; two located in the United Kingdom and one in Denmark.

Independent valuers performed market valuations on the Group's properties at 31 March 2026. The property valuers, who are external to the Group, hold appropriate recognised professional qualifications and have recent experience in the location and category of properties being valued. The fair value of the properties was determined using the income approach considering recent market transactions, supported by market knowledge and the current and future rental income potential arising from the existing leases.

The fair value is considered as Level 3 in the fair value hierarchy as described in IFRS. The most significant inputs considered in the valuation were the capitalisation rates ranging between 2.00% and 4.38% and the current and future level of rental income per square metre. The fair value of the Group's investment properties was determined to be not significantly different from the carrying values at 31 March 2026 and 2025.

Investment properties with a net book value of € 31 million are pledged as security for long-term liabilities at 31 March 2026 (2025: € 32 million).

There was no committed capital expenditure on investment properties which is not reflected in the balance sheet (2025: € 0 million).

The Group leases out its investment properties. Rental income of € 5 million was received in the year to 31 March 2026 and included as other operating income (2025: € 5 million). Repairs and maintenance expenses of € 2 million (2025: € 1 million) related to income-generating properties are included as other operating expenses.

11. Equity-accounted investments

Accounting policy

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

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

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

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

	2026 €m	2025 €m
Balance at 1 April of prior year	667	656
Exchange adjustments	1	1
Acquisition of equity-accounted investments (note 17)	344	3
Disposal of equity-accounted investments	(1)	(61)
Dividend received	–	(4)
Share of post-tax results	2	75
Share of other comprehensive income	2	(3)
Balance at 31 March	1 015	667

The carrying value of equity-accounted investments at 31 March 2026 includes goodwill of € 43 million (2025: € 42 million).

The Group's principal equity-accounted investments at 31 March 2026 were as follows:

		2026 interest held (%)	2025 interest held (%)	Country of incorporation	Country of operation
Associates					
Kering Eyewear SpA	Eyewear manufacturer/distributor	30	30	Italy	Worldwide
LuxExperience B.V.	Luxury online retail	36	–	Netherlands	Worldwide
Rouages SA	Watch component manufacturer	35	35	Switzerland	Switzerland
Schwab-Feller AG	Watch component manufacturer	20	20	Switzerland	Switzerland
Monnin SA	Watch component manufacturer	35	35	Switzerland	Switzerland
Incabloc SA	Watch component manufacturer	33	33	Switzerland	Switzerland
Gall'Oro Srl	Jewellery manufacturer	30	30	Italy	Italy
Stilnovo Srl	Jewellery manufacturer	30	30	Italy	Italy
Joint ventures					
MDA SAS	Leather goods manufacturer	50	50	France	France
Gem Atelier Idar-Oberstein GmbH	Jewellery component manufacturer	34	–	Germany	Germany
New Bond Street JV Jersey Unit Trust	Investment property entity	48	48	United Kingdom	United Kingdom

Notes to the consolidated financial statements

11. Equity-accounted investments continued

(a) Kering Eyewear SpA

The summarised financial information and reconciliation to the amounts recognised in the Group statement of financial position and profit or loss in respect of the Group's share of results of its associated undertaking, Kering Eyewear, is as follows:

	2026 €m	2025 €m
Revenue	1 592	1 583
Operating profit for the period	252	277
Group's share of net profit (loss)	42	48
Adjustments to align accounting policies	1	–
Amount recognised in profit	43	48
Group's share of other comprehensive income	3	(3)
Amount recognised in total comprehensive income	46	45
	2026 €m	2025 €m
Group's share of net assets	632	587
Goodwill	32	32
Carrying amount of equity-accounted investment	664	619

The results of Kering Eyewear are consolidated into the financial statements of its listed parent company, Kering S.A. The financial year end of Kering Eyewear is 31 December, which is the latest publicly available results at the date of preparation of these consolidated financial statements. The information above reflects the results and financial position of Kering Eyewear at that date, which are prepared in accordance with IFRS (as endorsed by the EU). These amounts are adjusted for fair value adjustments at acquisition and differences in accounting policy, where relevant. No dividends were received from Kering Eyewear during the period.

(b) LuxExperience B.V.

The summarised financial information and reconciliation to the amounts recognised in the Group statement of financial position and profit or loss in respect of the Group's share of results of its associated undertaking, LuxExperience, is as follows:

	2026 € m
Revenue	1 816
Loss from continuing operations	(119)
Loss from discontinued operations	(7)
	(126)
Other comprehensive income	(3)
Total comprehensive loss	(129)
Group's share of net profit	(46)
Adjustments to align accounting policies	–
Amount recognised in profit	(46)
Group's share of other comprehensive income	(1)
Amount recognised in total comprehensive income	(47)

11. Equity-accounted investments continued

(b) LuxExperience B.V. continued

	2026 € m
Current assets	1 697
Non-current assets	528
Current liabilities	(799)
Non-current liabilities	(155)
Net assets	1 271
Group's share of net assets	297
Goodwill	—
Carrying amount of equity-accounted investment	297

Following the sale of YNAP (note 17), Richemont owns 36% of the share capital of LuxExperience and holds a seat on the entity's Supervisory Board. The financial year end of LuxExperience is 30 June. The information above reflects the results and financial position as at 31 December 2025 and is prepared in accordance with IFRS (as endorsed in the EU). These amounts are adjusted for fair value adjustments at acquisition and differences in accounting policy, where relevant. No dividends were received from LuxExperience during the period.

The fair value of the Group's interest in LuxExperience, which is listed on the New York Stock Exchange, is € 345 million. As this valuation is based on the quoted share price on that date, it is classified as Level 1 in the fair value hierarchy.

(c) Other equity-accounted investments

No other equity-accounted investment is considered individually significant to the Group. The summarised financial information is provided on an aggregate basis, and reflects the amounts presented in the financial statements of the equity-accounted investments, adjusted for differences in accounting policies, where relevant:

	Associates		Joint ventures		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Profit/(loss) for the year	15	34	(1)	16	14	50
Other comprehensive income	—	—	—	—	—	—
Total comprehensive income	15	34	(1)	16	14	50
Group's share of net profit/(loss) at individual % owned	5	12	—	15	5	27
Amount recognised in profit	5	12	—	15	5	27
Carrying amount at 31 March	54	48	—	—	54	48

Notes to the consolidated financial statements

12. Taxation

Accounting policy

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

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

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

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

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

12.1. Deferred income tax

	Losses carried forward €m	Inventories €m	Employee benefits €m	Non-current assets €m	Other €m	Total €m
At 1 April 2024	12	652	96	157	226	1 143
Exchange adjustments	—	(7)	2	(4)	(2)	(11)
Charge/(credit) to income statement	1	116	6	18	14	155
Charge/(credit) to equity or other comprehensive income	—	—	(15)	—	—	(15)
Acquisition through business combinations	3	3	—	3	—	9
Other movements	(2)	—	—	—	3	1
Gross deferred tax asset at 31 March 2025	14	764	89	174	241	1 282
At 1 April 2024	—	(130)	—	(248)	(142)	(520)
Exchange adjustments	—	(2)	—	2	—	—
Charge/(credit) to income statement	—	2	1	21	(24)	—
Acquisition through business combinations	—	(3)	—	(26)	—	(29)
Other movements	—	—	—	—	1	1
Gross deferred tax liability at 31 March 2025	—	(133)	1	(251)	(165)	(548)
Net deferred tax asset/(liability) at 31 March 2025	14	631	90	(77)	76	734

Recognised in the balance sheet as:

Deferred income tax assets	1 047
Deferred income tax liabilities	(313)
	734

12. Taxation continued

12.1. Deferred income tax continued

	Losses carried forward €m	Inventories €m	Employee benefits €m	Non-current assets €m	Other €m	Total €m
At 1 April 2025	14	764	89	174	241	1 282
Exchange adjustments	–	(31)	1	(38)	(8)	(76)
Charge/(credit) to income statement	7	9	5	(8)	(5)	8
Charge/(credit) to equity or other comprehensive income	–	–	(20)	–	–	(20)
Other movements	(1)	–	2	66	(71)	(4)
Gross deferred tax asset at 31 March 2026	20	742	77	194	157	1 190
At 1 April 2025	–	(133)	1	(251)	(165)	(548)
Exchange adjustments	–	(4)	–	33	–	29
Charge/(credit) to income statement	–	4	–	44	(5)	43
Other movements	–	(12)	(1)	(52)	71	6
Gross deferred tax liability at 31 March 2026	–	(145)	–	(226)	(99)	(470)
Net deferred tax asset/(liability) at 31 March 2026	20	597	77	(32)	58	720
Recognised in the balance sheet as:						
Deferred income tax assets						979
Deferred income tax liabilities						(259)
						720

€ 336 million of net deferred tax assets and € 315 million of deferred tax liabilities are expected to be recovered after more than twelve months (2025: € 505 million and € 400 million, respectively).

Unrecognised deferred tax assets and liabilities

Deferred tax assets are recognised for losses carried forward when it is considered likely that the losses will be utilised against future taxable profits, based on estimated future profitability in the relevant tax jurisdiction. The Group has not recognised a deferred tax asset in respect of tax losses of € 11 441 million (2025: € 11 395 million). The majority of these losses relate to transactions in previous years, often with no impact on the Group's consolidated profit or loss as reported under IFRS. € 1 577 million of the unrecognised tax losses can be carried forward in the applicable jurisdiction of the reporting entity with no expiry dates (2025: € 1 635 million). The remainder of the unrecognised tax losses have maximum expiration dates of between five and seventeen years.

Additionally, the Group has not recognised deferred tax liabilities in relation to unremitted earnings from its subsidiaries which are not expected to be distributed in the foreseeable future, amounting to € 361 million (2025: € 329 million).

12.2. Taxation charge

Taxation charge for the year:

	2026 €m	2025 €m
Taxation charge		
Current tax	937	882
Deferred tax (credit)/charge	(51)	(155)
	886	727

The average effective tax rate is calculated in respect of profit before taxation but excluding the share of post-tax results of equity-accounted investments. The rates for the years ended 31 March 2026 and 2025 were 20.4% and 16.5%, respectively.

Notes to the consolidated financial statements

12. Taxation continued

12.2. Taxation charge continued

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

	2026 €m	2025 €m
Profit before taxation	4 350	4 489
Share of post-tax results of equity-accounted investments	(2)	(75)
Adjusted profit before taxation	4 348	4 414
Tax on adjusted profit calculated at statutory tax rate	608	618
Difference in tax rates	215	(21)
Non-taxable income	(9)	(6)
Non-deductible expenses net of other permanent differences	10	22
Utilisation and recognition of prior year tax losses	(16)	(7)
Non-recognition of current year tax losses	36	27
Withholding and other income taxes	47	87
Prior year adjustments	(5)	7
Taxation charge	886	727

The statutory tax rate applied of 14% (2025: 14%) reflects the average rate applicable to the main Swiss-based operating companies.

The impact from the difference in tax rates for the year ended 31 March 2026 is due to the introduction of corporate tax in certain jurisdictions together with a shift in the geographical profit mix.

During the period the Group has applied the temporary exception from accounting for deferred taxes arising from legislation enacted to implement Pillar Two rules, in accordance with IAS 12.

13. Other non-current assets

Accounting policy

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

	2026 €m	2025 €m
Maisons' collections	446	417
Lease deposits	146	151
Loans and receivables	25	23
Other assets	29	29
	646	620

At 31 March 2026, non-current loans and receivables included a receivable due from an equity-accounted investment of € 14 million (2025: € 11 million).

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

14. Inventories

Accounting policy

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Cost is determined using either a weighted average or specific identification basis depending on the nature of the inventory. The cost of finished goods and work in progress comprises raw materials, direct labour, related production overheads and, where applicable, duties and taxes.

	2026 €m	2025 €m
Raw materials and work in progress	3 768	3 660
Finished goods	6 886	6 293
Gross inventory	10 654	9 953
Provision for inventories	(939)	(940)
	9 715	9 013

The cost of inventories recognised as an expense and included in Cost of sales amounted to € 7 486 million (2025: € 6 459 million).

The Group reversed € 136 million (2025: € 88 million) of previous inventory write-downs during the year as the goods were sold at an amount in excess of the written-down value. The amount reversed has been credited to Cost of sales.

The Group recognised € 338 million (2025: € 303 million) of write-down of inventories within Cost of sales.

Out of the total balance, € 1 014 million is expected to be recovered in more than twelve months (2025: € 947 million).

15. Trade receivables and other current assets

Accounting policy

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

	2026 €m	2025 €m
Trade receivables	935	895
Provision for impairment	(22)	(19)
Trade receivables – net	913	876
Other receivables	521	526
Current financial assets	1 434	1 402
Sales return asset	46	45
Current income tax asset	30	57
Prepayments	158	156
Other non-financial receivables	239	237
	1 907	1 897

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

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

Other non-financial receivables include VAT and sales tax receivables.

Notes to the consolidated financial statements

15. Trade receivables and other current assets continued

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

	2026 €m	2025 €m
Balance at 1 April of prior year	(19)	(17)
Provision charged to profit or loss	(13)	(13)
Utilisation of provision	2	2
Reversal of unutilised provision	8	9
Balance at 31 March	(22)	(19)

At 31 March 2026, trade and other receivables of € 23 million (2025: € 21 million) were impaired.

Receivables past due but not impaired:

	2026 €m	2025 €m
Less than 3 months	71	65
Between 3-6 months	11	8
More than 6 months	21	40
	103	113

16. Derivative financial instruments

The Group uses currency forwards, being commitments to purchase or sell foreign currencies. All derivative financial instruments are held at fair value through profit and loss.

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

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

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

	Nominal amount		Fair value assets		Fair value liabilities	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Currency forwards	7 431	8 364	77	38	(108)	(74)

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

	Less than 6 months		Between 6-12 months		More than 12 months	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Currency forwards	5 099	5 948	2 332	2 416	—	—

Nominal amount

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

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

17. Assets and disposal group held for sale and discontinued operations

(a) Disposal of YNAP

On 23 April 2025, the sale of YNAP to Mytheresa was successfully completed. In exchange for the Group's shares in YNAP and an additional cash contribution to YNAP in order to settle outstanding financial debt and to ensure a net cash position of € 555 million, Richemont received 49 741 342 shares in Mytheresa, which was renamed LuxExperience B.V. on 1 May 2025, a company registered in the Netherlands, and which is listed on the New York Stock Exchange. This investment represents 36% of the share capital post issuance of the consideration shares and is classified as an equity-accounted investment, with an initial value of € 344 million. No goodwill is recognised within the value of this equity-accounted investment.

The results of the discontinued operations included in profit for the year are set out below.

	2026 €m	2025 €m
Revenue	82	1 879
Expenses	(94)	(1 958)
Profit/(loss) on remeasurement of net assets held for sale	12	(954)
Cost of disposal	(5)	–
Operating loss	(5)	(1 033)
Reclassification of currency translation adjustments	33	–
Finance costs	(8)	–
Finance income	–	5
Gain/(loss) before taxation	20	(1 028)
Taxation on ordinary activities of the disposal group	–	16
Gain/(loss) for the year from discontinued operations	20	(1 012)

The cumulative (income) expense recognised in other comprehensive income in relation to the disposal group is as follows:

	2026 €m	2025 €m
Currency translation adjustments	27	(15)
Cumulative expense/(income) recognised in Other Comprehensive Income	27	(15)

Cash flows generated from/(used in) discontinued operations are as follows:

	2026 €m	2025 €m
Net cash used in operating activities	(5)	(326)
Net cash used in investing activities	–	(53)
Net cash generated from financing activities	420	327
	415	(52)

(b) Disposal of Baume & Mercier

In January 2026, the Group announced the sale of the Maison Baume & Mercier to the Damiani Group. The assets and liabilities covered by the proposed transaction, which were included within Specialist Watchmakers in the segmental information (note 5), were classified as held for sale at 31 March 2026. The net assets of the disposal group were written down to fair value less costs to sell, resulting in a charge of € 59 million, recorded within Other operating expenses (note 25). The transaction is expected to conclude in summer 2026, subject to certain conditions precedent.

Notes to the consolidated financial statements

17. Assets and disposal group held for sale and discontinued operations continued

(b) Disposal of Baume & Mercier continued

The major classes of assets and liabilities of the Baume & Mercier disposal group are presented below. Assets and liabilities held for sale in the comparative year relate to YNAP.

	2026 €m	2025 €m
Inventories	—	293
Trade and other receivables	—	114
Cash and cash equivalents	—	209
	—	616
Provisions	(23)	(61)
Deferred tax liabilities	—	(50)
Current tax liabilities	—	(1)
Lease liabilities	—	(189)
Trade and other payables	—	(406)
Bank overdrafts	—	—
	(23)	(707)

18. Cash and cash equivalents

	2026 €m	2025 €m
Cash at bank and on hand	8 522	7 606
Bank overdrafts	(4 249)	(2 522)
Cash at bank and on hand within assets of disposal groups held for sale (note 17)	—	209
	4 273	5 293

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

The effective interest rate on cash at bank was 1.5% (2025: 3.4%). The effective interest rate on bank overdrafts was 1.8% (2025: 4.2%).

19. Borrowings

Accounting policy

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

	2026 €m	2025 €m
Non-current		
Corporate bonds	4 460	4 455
Secured bank borrowings	22	20
Unsecured bank borrowings	5	12
	4 487	4 487
Current		
Corporate bonds	–	1 497
Secured bank borrowings	3	3
Unsecured bank borrowings	–	2
	3	1 502
Total borrowings	4 490	5 989

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

	2026 €m	2025 €m
Euro	4 472	5 966
Danish krone	13	14
Other	5	9
	4 490	5 989

The Group's borrowings are subject to interest rates as follows:

	2026 €m	2025 €m
Fixed rate borrowings	4 485	5 982
Floating rate borrowings	5	7
	4 490	5 989

The fair values of borrowings other than the corporate bonds are not significantly different to the carrying value.

The following corporate bonds, which are listed on the Luxembourg Stock Exchange, have been issued by a subsidiary of the Group based in Luxembourg, Richemont International Holding SA. The 1.00% € 1 500 million bond issued at 98.784% was reimbursed in March 2026.

	2026 €m	2025 €m
1.00% € 1 500 million bond maturing in 2026 issued at 98.784%	–	1 497
0.75% € 500 million bond maturing in 2028 issued at 99.884%	499	498
1.50% € 1 250 million bond maturing in 2030 issued at 98.701%	1 243	1 241
1.125% € 850 million bond maturing in 2032 issued at 99.732%	847	848
2.00% € 1 000 million bond maturing in 2038 issued at 97.805%	984	982
2.00% € 250 million bond maturing in 2038 issued at 98.557%	247	247
1.625% € 650 million bond maturing in 2040 issued at 98.387%	640	639
	4 460	5 952

Revolving credit facility

The Group maintains the € 2 billion syndicated revolving credit facility with its strategic bank partners maturing 2031, originally entered into on 5 April 2024. No drawdowns were made on this facility during the period.

Notes to the consolidated financial statements

20. Employee benefit obligations

Accounting policy

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

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

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

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

Switzerland

The Group's largest retirement plan – Fondation de Prévoyance Richemont ('RISA Foundation') – is in Switzerland, covering over 90% of the Group's defined benefit retirement obligations and assets. The Group expects to contribute € 119 million in the year ended 31 March 2027 (year ended March 2026: € 116 million).

Each employee has a personal retirement account which receives contributions in line with the Foundation rules, based on a percentage of salary. The Foundation Board determines the level of interest to apply to retirement accounts each year. At retirement, employees can receive their retirement account as a lump sum or as a lifetime pension. The weighted average duration of the expected benefit payments is 13 years.

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

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

Other plans

The Group sponsors several other retirement plans, a mixture of defined benefit and defined contribution plans, in some countries where the Group operates. The Group also operates a worldwide Long Service Award scheme, which is accounted for as a defined benefit plan and included within this category. The Group expects to contribute € 17 million in the year ended 31 March 2027 (year ended March 2026: € 18 million) to the defined benefit plans.

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

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Present value of funded obligations	(2 768)	(2 552)	(220)	(201)	(2 988)	(2 753)
Fair value of plan assets	3 053	2 763	224	214	3 277	2 977
Net funded obligations	285	211	4	13	289	224
Present value of unfunded obligations	–	–	(85)	(83)	(85)	(83)
Amount not recognised due to asset limit	(285)	(211)	–	–	(285)	(211)
	–	–	(81)	(70)	(81)	(70)

20. Employee benefit obligations continued

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Expense charged in:						
Cost of sales	53	52	5	6	58	58
Net operating expenses	66	49	23	16	89	65
	119	101	28	22	147	123

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

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

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Balance at 1 April of prior year	2 763	2 508	214	204	2 977	2 712
Exchange differences	87	45	(2)	(1)	85	44
Interest on plan assets	35	43	7	6	42	49
Actual return on plan assets less interest on plan assets	106	70	(1)	2	105	72
Contributions paid by employer	116	111	18	16	134	127
Contributions paid by plan participants	88	84	—	—	88	84
Benefits paid	(139)	(96)	(14)	(13)	(153)	(109)
Administrative expenses	(3)	(2)	—	—	(3)	(2)
Reclassification	—	—	2	—	2	—
Balance at 31 March	3 053	2 763	224	214	3 277	2 977

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

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Balance at 1 April of prior year	(2 552)	(2 223)	(284)	(266)	(2 836)	(2 489)
Exchange differences	(80)	(39)	2	—	(78)	(39)
Current service cost (employer part)	(117)	(100)	(22)	(20)	(139)	(120)
Contributions by plan participants	(88)	(84)	—	—	(88)	(84)
Interest on benefit obligations	(31)	(36)	(8)	(7)	(39)	(43)
Actuarial (losses)/gains	(39)	(166)	(2)	—	(41)	(166)
Past service cost	—	—	(5)	(2)	(5)	(2)
Liabilities acquired in a business combination	—	—	—	(2)	—	(2)
Benefits paid	139	96	14	13	153	109
Balance at 31 March	(2 768)	(2 552)	(305)	(284)	(3 073)	(2 836)

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

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Balance at 1 April of prior year	(211)	(285)	—	—	(211)	(285)
Change in surplus/(deficit)	(64)	84	—	—	(64)	84
Interest on asset limit	(3)	(5)	—	—	(3)	(5)
Exchange differences	(7)	(5)	—	—	(7)	(5)
Balance at 31 March	(285)	(211)	—	—	(285)	(211)

Notes to the consolidated financial statements

20. Employee benefit obligations continued

The fair value of the major categories of plan assets are as follows:

	Switzerland		Rest of the world		Total	
	2026 €m	2025 €m	2026 €m	2025 €m	2026 €m	2025 €m
Equities	1 128	975	50	32	1 178	1 007
Debt securities	942	848	163	146	1 105	994
Property	674	642	1	1	675	643
Cash	18	92	3	2	21	94
Other assets	291	206	7	33	298	239
	3 053	2 763	224	214	3 277	2 977

The plan assets are held primarily within instruments with quoted market prices in active markets except for the property, private equity and other assets.

The RISA Foundation owns a property valued at € 40 million (2025: € 39 million) which the Group currently leases from the RISA Foundation. With the exception of this holding, the plans do not invest directly in property occupied by the Group or in financial securities issued by the Group.

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

	Switzerland		Rest of the world	
	2026	2025	2026	2025
Discount rate	1.3%	1.2%	3.8%	3.6%
Interest credit rate	1.5%	1.5%	—	—
Future pension increases	—	—	2.0%	2.0%
Life expectancy of 60-year-old	27.9	28.1	various	various

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

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

- Discount rate – A decrease of 0.5% per annum would increase obligations by € 173 million (2025: € 179 million), although this is also likely to have an impact on the Foundation's assets.
- Interest credit rate – A decrease of 0.5% per annum would lead to a € 99 million (2025: € 99 million) decrease in obligations.
- Life expectancy – A one-year increase would increase obligations by € 31 million (2025: € 31 million).

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

For the Group's other arrangements, a fall in the average discount rate of 0.5% per annum would increase the obligations by approximately € 8 million (2025: € 8 million).

21. Provisions

	Warranties and sales-related €m	Employee benefits €m	Other €m	Total €m
At 1 April 2025	234	94	47	375
Charged/(credited) to profit or loss:				
– additional provisions	352	38	57	447
– unused amounts reversed	(34)	(28)	(12)	(74)
Net charge	318	10	45	373
Reclassification	14	–	(2)	12
Utilised during the year	(316)	(20)	(46)	(382)
Exchange adjustments	(5)	–	1	(4)
At 31 March 2026	245	84	45	374

	2026 €m	2025 €m
Total provisions at 31 March		
– non-current	124	120
– current	250	255
	374	375

Warranties and sales-related provisions

Group companies establish provisions for potential sales returns and warranties provided on certain products. Based on past experience, a provision of € 245 million (2025: € 234 million) has been recognised for expected sales returns and warranty claims. It is expected that € 171 million (2025: € 173 million) of this provision will be used within the following twelve months and that the remaining € 74 million (2025: € 61 million), which relates solely to potential warranty claims, will be utilised over the remainder of the expected warranty period of the products.

Employee benefits provisions

These include obligations arising under the Group's long-term incentive plans and the social security costs on the Group's share option, Restricted Share Unit ('RSU') and Performance Share Unit ('PSU') plans, as well as provisions related to other benefits provided to Group employees. An amount of € 44 million (2025: € 42 million) is expected to be utilised in the coming twelve months. The remainder will be utilised in the next two to five years.

Other provisions

Other provisions include provisions for certain legal claims brought against the Group during the ordinary course of business and provisions for the Group's obligations arising from committed restructuring activities. Restructuring provisions include employee termination payments and are recognised when a detailed, formal plan has been established and communicated to those parties directly affected by the plan. Provisions for legal claims represent management's best estimate of the likely outcome of the claim at the balance sheet date. It is not expected that the outcomes of legal claims will give rise to any material losses beyond the amounts provided at 31 March 2026. The Group's restructuring provision is expected to be utilised in the coming year.

22. Other long-term financial liabilities

	2026 €m	2025 €m
Other lease liabilities	32	33
Other long-term financial liabilities	150	165
Deferred consideration	32	41
	214	239

Other long-term financial liabilities include the put option liability arising from the acquisition of Gianvito Rossi.

Notes to the consolidated financial statements

22. Other long-term financial liabilities continued

Deferred considerations are partly contingent on future performance. The fair value of the contingent consideration is estimated by calculating the present value of future expected cash flows, based on latest forecasts and budgets where relevant, as well as expected performance against pre-defined operational KPIs and a discount rate which reflects the risk profile of the investment. It is updated at each reporting date. As the valuation is based on unobservable inputs, it is classified as Level 3 in the fair value hierarchy. Movements in the balance during the year are as follows:

	2026 €m	2025 €m
Balance at 1 April of prior year	41	20
Increase resulting from business combinations during the year	–	21
Changes in fair value of contingent consideration	(4)	–
Unwinding of discount rate	1	–
Balance at 31 March	38	41
Recognised in the balance sheet at:		
Non-current liabilities	32	41
Current liabilities	6	–
	38	41

23. Trade payables and other current liabilities

	2026 €m	2025 €m
Trade payables	705	739
Other payables	1 273	1 172
Accruals	816	875
Current financial liabilities	2 794	2 786
Other current non-financial liabilities	292	293
	3 086	3 079

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

Other payables are mainly composed of short-term employee benefits, including incentive payables, as well as customer deposits, other short-term lease liabilities and payables to equity-accounted investments.

24. Revenue

Accounting policy

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

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

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

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

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

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

	2026 €m	2025 €m
Revenue from contracts with customers	22 344	21 325
Royalty income	76	74
	22 420	21 399

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

	Asia €m	Europe €m	Americas €m	Japan €m	Middle East & Africa €m	Total €m
Year to 31 March 2026						
Jewellery Maisons	5 561	3 518	3 957	1 858	1 645	16 539
Specialist Watchmakers	1 255	772	621	242	259	3 149
Other	388	974	1 102	129	139	2 732
	7 204	5 264	5 680	2 229	2 043	22 420
	Asia €m	Europe €m	Americas €m	Japan €m	Middle East & Africa €m	Total €m
Year to 31 March 2025						
Jewellery Maisons	5 282	3 195	3 577	1 758	1 516	15 328
Specialist Watchmakers	1 430	748	556	280	269	3 283
Other	438	955	1 103	148	144	2 788
	7 150	4 898	5 236	2 186	1 929	21 399

Notes to the consolidated financial statements

25. Other operating (expense)/income

	2026 €m	2025 €m
Royalty expenses	—	(12)
Investment property rental income	5	5
Investment property costs	(4)	(3)
Amortisation of assets acquired in business combinations	(44)	(55)
Impairment of goodwill (note 7)	(74)	(20)
Impairment of intangible assets acquired in business combinations (note 8)	(15)	—
Write-down of net assets of disposal group held for sale (note 17)	(59)	—
Other expenses	(16)	(52)
	(207)	(137)

Royalty expenses were reclassified to Selling and distribution expenses during the period.

26. Operating profit

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

	2026 €m	2025 €m
Depreciation of property, plant and equipment (note 6)	661	633
Impairment of property, plant and equipment (note 6)	9	3
Amortisation of other intangible assets (note 8)	105	108
Impairment of other intangible assets (note 8)	15	—
Impairment of goodwill (note 7)	74	20
Depreciation of right of use assets (note 9)	842	818
Impairment of right of use assets (note 9)	1	—
Variable lease expense (note 9)	769	728
Sub-lease rental income (non-investment property)	(5)	(5)
Research and development costs	102	85
Loss on disposal of property, plant and equipment	11	9
Loss on disposal of other intangible assets	6	7
Restructuring charges	3	1

27. Employee benefits expense

Accounting policies

Termination benefits

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

Incentive plans

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

	2026 €m	2025 €m
Wages and salaries, including termination benefits of € 44 million (2025: € 39 million)	3 544	3 400
Social security costs	588	552
Share-based compensation expense (note 32)	116	117
Long-term employee benefits	(7)	7
Pension costs – defined contribution plans	85	84
Pension costs – defined benefit plans (note 20)	147	123
	4 473	4 283

28. Finance costs and income

	2026 €m	2025 €m
Finance costs		
Interest expense:		
– bank borrowings and overdrafts	(73)	(268)
– corporate bonds	(95)	(95)
– other financial expenses	(18)	(18)
– lease liabilities	(137)	(120)
Net foreign exchange losses on monetary items	(534)	(220)
Mark-to-market adjustment in respect of hedging activities	–	(71)
	(857)	(792)
Finance income		
Interest income:		
– from financial assets at amortised cost (including bank and other deposits)	131	364
– from financial assets held at fair value through profit or loss	90	82
– other financial income	9	14
Net gain in fair value of financial instruments at fair value through profit or loss	109	279
Mark-to-market adjustment in respect of hedging activities	374	–
	713	739
Net finance costs	(144)	(53)

29. Earnings per share

29.1. Basic

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

	2026	2025
Profit from continuing operations attributable to owners of the parent company (€ millions)	3 464	3 762
Profit/(loss) from discontinued operations attributable to owners of the parent company (€ millions)	20	(1 011)
Total attributable to owners of the parent company (€ millions)	3 484	2 751
Weighted average number of shares in issue (millions)	587.9	586.7
Basic earnings per 'A' share/10 'B' shares from continuing operations	5.892	6.412
Basic earnings per 'A' share/10 'B' shares from discontinued operations	0.034	(1.723)
Total basic earnings per 'A' share/10 'B' shares	5.926	4.689

29.2. Diluted

Diluted earnings per 'A' share/10 'B' shares is calculated adjusting the weighted average number of shares outstanding, which assumes conversion of all dilutive potential shares. The Group has two categories of dilutive potential shares: share options and RSUs. These instruments allow the holder to potentially acquire a share of the Company at a price lower than market value.

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

For the year ended 31 March 2026, all instruments are dilutive and so none are excluded from the calculation below (2025: all instruments were dilutive). For the calculation of the loss per share from discontinued operations in the prior year, none of the Group's potential shares are considered dilutive.

Notes to the consolidated financial statements

29. Earnings per share continued

29.2. Diluted continued

	2026	2025
Profit from continuing operations attributable to owners of the parent company (€ millions)	3 464	3 762
Profit/(loss) from discontinued operations attributable to owners of the parent company (€ millions)	20	(1 011)
Total profit attributable to owners of the parent company (€ millions)	3 484	2 751
Weighted average number of shares in issue (millions)	587.9	586.7
Adjustment for dilutive potential shares (millions): share options	0.4	0.5
Adjustment for dilutive potential shares (millions): RSUs	1.3	1.7
Weighted average number of shares for diluted earnings per share (millions)	589.6	588.9
Diluted earnings per 'A' share/10 'B' shares from continuing operations	5.875	6.388
Diluted earnings per 'A' share/10 'B' shares from discontinued operations	0.034	(1.723)
Total diluted earnings per 'A' share/10 'B' shares	5.909	4.671

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

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

	2026 €m	2025 €m
Profit attributable to owners of the parent company	3 484	2 751
Loss on disposal of non-current assets	17	16
Compensation from third parties for non-current assets	(4)	(6)
Impairment of non-current assets	99	23
Write-down of assets held for sale	47	954
Gain on disposal of equity-accounted investments	—	(9)
Currency exchange (gains)/losses reclassified from currency translation adjustment reserve	(33)	—
Total tax effect of adjustments	(5)	(3)
Headline earnings	3 605	3 726

	2026 millions	2025 millions
Weighted average number of shares:		
– Basic	587.9	586.7
– Diluted	589.6	588.9
	€ per share	€ per share
Headline earnings per 'A' share/10 'B' shares:		
– Basic	6.132	6.351
– Diluted	6.114	6.327

30. Equity

30.1. Share capital

Accounting policy

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

	2026 €m	2025 €m
Authorised, issued and fully paid		
537 582 089 'A' registered shares with a par value of CHF 1.00 each	320	320
537 582 089 'B' registered shares with a par value of CHF 0.10 each	32	32
	352	352

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

30.2. Treasury shares

Accounting policy

The cost of treasury shares held at each reporting date is deducted from shareholders' equity. Gains or losses arising on the disposal of treasury shares are recognised within retained earnings directly in shareholders' equity. Treasury shares denominated in CHF are translated to EUR on consolidation using the historic exchange rate.

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

	Number of treasury shares		Carrying value	
	2026 millions	2025 millions	2026 €m	2025 €m
Balance at 1 April of prior year	3.4	6.0	295	461
Purchased	1.1	0.7	186	104
Sold	(1.5)	(3.3)	(108)	(270)
Balance at 31 March	3.0	3.4	373	295

No shares are pledged at 31 March 2026 (2025: 0 shares).

During the year under review the Group purchased 1.1 million treasury shares for a total cash outflow of € 186 million (2025: 0.7 million treasury shares acquired for a total cash outflow of € 104 million).

In the same period the Group delivered 0.3 million treasury shares for proceeds of € 30 million, in settlement of options exercised in the period and traded options exercised in previous periods (2025: 1.9 million shares for proceeds of € 162 million) and 1.2 million shares in settlement of RSUs and PSUs (2025: 1.4 million). The cost of the 1.5 million shares (2025: 3.3 million) delivered during the year was € 108 million (2025: € 270 million). The loss incurred on shares sold during the year amounted to € 77 million (2025: loss of € 107 million) which was recognised directly in retained earnings.

The market value of the 3.0 million shares (2025: 3.4 million) held by the Group at the year end, based on the closing price at 31 March 2026 of CHF 138.55 (2025: CHF 152.95), amounted to € 452 million (2025: € 529 million).

30.3. Other reserves

Accounting policy

Other reserves include the cumulative translation adjustment reserve, the hedge reserve and the share-based payments reserve. The cumulative expense charged to the share-based payments reserve for RSUs and PSUs is reclassified to retained earnings upon vesting. For share options, the cumulative expense is reclassified to retained earnings when the options are exercised.

Notes to the consolidated financial statements

30. Equity continued

30.3. Other reserves continued

	Hedge reserve €m	Share-based payments reserve €m	Cumulative translation adjustment reserve €m	Total €m
Balance at 1 April 2024	(22)	281	4 430	4 689
Other comprehensive income:				
– Hedge reserve recycled to profit and loss, net of tax	3	–	–	3
– Currency translation adjustments	–	–	370	370
Equity-based compensation expense	–	118	–	118
Tax on equity-based compensation expense	–	(15)	–	(15)
Reclassification to retained earnings	–	(149)	–	(149)
Balance at 31 March 2025	(19)	235	4 800	5 016
Other comprehensive income:				
– Hedge reserve recycled to profit and loss, net of tax	3	–	–	3
– Currency translation adjustments	–	–	402	402
Equity-based compensation expense	–	116	–	116
Tax on equity-based compensation expense	–	(20)	–	(20)
Reclassification to retained earnings	–	(131)	–	(131)
Balance at 31 March 2026	(16)	200	5 202	5 386

30.4. Retained earnings

	2026 €m	2025 €m
Balance at 1 April of prior year	15 864	14 779
Profit for the year	3 484	2 751
Other comprehensive income:		
– defined benefit plan actuarial gains/(losses)	(1)	(10)
– tax on defined benefit plan actuarial gains/(losses)	–	2
– fair value changes on assets held at FVTOCI	34	8
– share of other comprehensive income of associates, net of tax	2	(3)
Dividends paid (note 31)	(1 888)	(1 710)
Changes in non-controlling interests	–	5
Reclassification from share-based payments reserve	131	149
Loss on sale of treasury shares	(77)	(107)
Balance at 31 March	17 549	15 864

31. Dividends

Accounting policy

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

In September 2025 a dividend of CHF 3.00 per 'A' share and CHF 0.30 per 'B' share was paid (September 2024: CHF 2.750 and CHF 0.275, respectively).

32. Share-based payments

Accounting policy

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

Restricted Stock Units

The Group has a share-based compensation plan under which executives are awarded RSUs. Awards under this plan vest over periods of three to five years from the date of grant. The executive must remain in the Group's employment until vesting. On vesting, the executive will receive an 'A' share in the Company. Awards granted to senior executives are also subject to performance conditions which may reduce the number of shares vesting (PSUs). Executives are not entitled to dividends during the vesting period.

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

	2026	2025
Balance at 1 April of prior year	2 845 043	3 359 839
Granted	869 727	996 747
Distributed	(1 195 421)	(1 360 077)
Lapsed	(130 968)	(151 466)
Balance at 31 March	2 388 381	2 845 043

The per unit fair values of RSUs and PSUs granted in June 2025 were CHF 144.61. The significant inputs to the model were the share price of CHF 153.55 at the grant date and dividend yield of 1.95%.

RSUs and PSUs may lapse if the executive leaves the Group during the vesting period. PSUs may also lapse if the related performance conditions are not met. In the year ended 31 March 2026, 23 362 PSUs lapsed as a result of performance conditions not met during the vesting period (2025: 1 746).

Equity-settled share option plan

Previously, the Group also had a long-term share-based compensation plan whereby executives were awarded options to acquire Richemont 'A' shares at the market price on the date of grant. Awards under the share option plan vest over periods of three to five years and have expiry dates, the date after which unexercised options expire, of nine years from the date of grant. The executive must remain in the Group's employment until vesting. No awards have been made under this plan since the year ended 31 March 2021.

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

	Weighted average exercise price in CHF per share			
	2026 in CHF	2025 in CHF	2026 number of options	2025 number of options
Balance at 1 April of prior year	83.32	82.36	1 243 419	2 254 095
Exercised	79.65	81.25	(354 164)	(996 263)
Expired	75.84	—	(264)	—
Lapsed	76.72	76.54	(3 183)	(14 413)
Balance at 31 March	84.81	83.32	885 808	1 243 419

Of the total options outstanding at 31 March 2026, options in respect of 885 808 shares (2025: 1 084 580 shares) had vested and were exercisable.

The weighted average share price at the date of exercise for options exercised during the year was CHF 146.71 (2025: CHF 154.42).

Notes to the consolidated financial statements

32. Share-based payments continued

Equity-settled share option plan continued

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

	Exercise price	Number of options	Weighted average remaining contractual life
31 March 2026	CHF 80.20	83 342	0.2 years
	CHF 92.00	391 353	1.2 years
	CHF 82.86	179 082	2.3 years
	CHF 75.84	232 031	3.7 years
31 March 2025	CHF 56.55	69 434	0.2 years
	CHF 80.20	126 199	1.2 years
	CHF 92.00	539 342	2.2 years
	CHF 82.86	195 120	3.3 years
	CHF 75.84	313 324	4.7 years

Share-based compensation expense

The amount recognised in profit or loss before social security and taxes for equity-settled share-based compensation transactions was € 116 million (2025: € 118 million of which € 1 million was included within Results from discontinued operations).

The fair value of PSUs awarded to members of the Senior Executive Committee ('SEC') is fixed on the date of approval of SEC remuneration by the shareholders of the Company. The award date value in June 2024 and September 2024 of CHF 140.42 and CHF 109.13, respectively, per PSU was revalued following the annual general meeting ('AGM') in September 2025 at CHF 142.37 per PSU. The estimated fair value of PSUs awarded to members of the SEC in the year ended 31 March 2026 is based on the valuation at the award date of June 2025. Changes in the fair value of these PSUs between the award date and 31 March 2026 are not significant to the Group. The final fair value will be fixed in September 2026 following approval by shareholders.

33. Cash flow from operating activities

	2026 €m	2025 €m
Depreciation of property, plant and equipment	661	633
Depreciation of right of use assets	842	818
Depreciation of investment property	1	1
Amortisation of other intangible assets	105	108
Impairment of property, plant and equipment	9	3
Impairment of right of use assets	1	–
Impairment of goodwill	74	20
Impairment of other intangible assets	15	–
Loss on disposal of property, plant and equipment	11	9
Loss on disposal of intangible assets	7	7
Profit on lease remeasurement	(12)	(13)
Increase in non-current provisions	6	22
Increase/(decrease) in retirement benefit obligations	11	(4)
Loss on write-down of net assets transferred to held for sale	47	954
Other non-cash items	116	118
Adjustments for non-cash items	1 894	2 676
Increase in inventories	(876)	(920)
(Increase)/decrease in trade receivables	(77)	44
Decrease/(increase) in other current assets	36	(7)
Increase in current liabilities	42	125
(Increase)/decrease in assets and liabilities of disposal groups held for sale	(2)	136
(Decrease)/increase in non-current liabilities	(3)	3
Decrease/(increase) in derivative financial instruments	366	(74)
Changes in working capital	(514)	(693)

34. Liabilities arising from financing activities

	Corporate bonds €m	Fixed and floating rate borrowings €m	Lease liabilities €m	Total €m
At 1 April 2024	5 945	34	4 288	10 267
Acquisition through business combinations	—	20	10	30
Additions to lease liabilities	—	—	805	805
Amortised interest costs	7	—	122	129
Remeasurement of lease liabilities	—	—	264	264
Exchange adjustments	—	—	(1)	(1)
Non-cash movements	7	20	1 200	1 227
Proceeds from borrowings	—	3	—	3
Repayment of borrowings	—	(20)	—	(20)
Lease incentives received after commencement date	—	—	3	3
Interest element of lease payments	—	—	(120)	(120)
Capital element of lease payments	—	—	(768)	(768)
Net cash received/(paid)	—	(17)	(885)	(902)
At 31 March 2025	5 952	37	4 603	10 592
Total liabilities arising from financing activities at 31 March:				
– current	1 497	5	767	2 269
– non-current	4 455	32	3 836	8 323
At 31 March 2025	5 952	37	4 603	10 592

	Corporate bonds €m	Fixed and floating rate borrowings €m	Lease liabilities €m	Total €m
At 1 April 2025	5 952	37	4 603	10 592
Acquisition through business combinations	—	—	1	1
Additions to lease liabilities	—	—	807	807
Amortised interest costs	8	—	138	146
Remeasurement of lease liabilities	—	—	245	245
Exchange adjustments	—	(1)	(156)	(157)
Non-cash movements	8	(1)	1 035	1 042
Proceeds from borrowings	—	—	—	—
Repayment of borrowings	(1 500)	(6)	—	(1 506)
Lease incentives received after commencement date	—	—	19	19
Interest element of lease payments	—	—	(136)	(136)
Capital element of lease payments	—	—	(777)	(777)
Net cash received/(paid)	(1 500)	(6)	(894)	(2 400)
At 31 March 2026	4 460	30	4 744	9 234
Total liabilities arising from financing activities at 31 March:				
– current	—	3	769	772
– non-current	4 460	27	3 975	8 462
At 31 March 2026	4 460	30	4 744	9 234

Notes to the consolidated financial statements

35. Financial instruments: fair values and risk management

Accounting policy

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

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

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

(b) Financial assets at amortised cost

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

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

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

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

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

35.1. Fair value estimation

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

	Carrying amount					Fair value			
	Fair value through profit or loss €m	Fair value through OCI (equity) €m	Assets at amortised cost €m	Liabilities at amortised cost €m	Total €m	Level 1 €m	Level 2 €m	Level 3 €m	Total €m
31 March 2026									
Financial assets measured at fair value									
Listed investments	–	521	–	–	521	521			521
Unlisted investments	5	–	–	–	5		–	5	5
Non-current assets measured at fair value	5	521	–	–	526				
Investments in externally managed funds	7 750	–	–	–	7 750	7 750			7 750
Investments in money market funds	963	–	–	–	963		963		963
Derivative financial instruments	77	–	–	–	77		77		77
Current assets measured at fair value	8 790	–	–	–	8 790				
	8 795	521	–	–	9 316				
Financial assets not measured at fair value									
Non-current loans and receivables (note 13)	–	–	25	–	25				
Non-current lease deposits (note 13)	–	–	146	–	146				
Trade and other receivables (note 15)	–	–	1 434	–	1 434				
Cash at bank and on hand	–	–	8 522	–	8 522				
	–	–	10 127	–	10 127				
Financial liabilities measured at fair value									
Derivative financial instruments	(108)	–	–	–	(108)		(108)		(108)
Financial liabilities not measured at fair value									
Borrowings (note 19)	–	–	–	(4 490)	(4 490)	(3 895)			(3 895)
Lease liabilities (note 9)	–	–	–	(4 744)	(4 744)				
Other non-current financial liabilities	–	–	–	(214)	(214)				
Trade and other payables (note 23)	–	–	–	(2 794)	(2 794)				
Bank overdrafts	–	–	–	(4 249)	(4 249)				
	(108)	–	–	(16 491)	(16 491)				

35. Financial instruments: fair values and risk management continued

35.1. Fair value estimation continued

Financial assets held at FVTOCI relate to the Group's investments in listed companies.

	Carrying amount				Fair value				
	Fair value through profit or loss €m	Fair value through OCI (equity) €m	Assets at amortised cost €m	Liabilities at amortised cost €m	Total €m	Level 1 €m	Level 2 €m	Level 3 €m	Total €m
31 March 2025									
Financial assets measured at fair value									
Listed investments	–	296	–	–	296	296			296
Unlisted investments	5	–	–	–	5		–	5	5
Non-current assets measured at fair value	5	296	–	–	301				
Investments in externally managed funds	7 726	–	–	–	7 726	7 726			7 726
Investments in money market funds	1 436	–	–	–	1 436		1 436		1 436
Derivative financial instruments	38	–	–	–	38		38		38
Current assets measured at fair value	9 200	–	–	–	9 200				
	9 205	296	–	–	9 501				
Financial assets not measured at fair value									
Non-current loans and receivables (note 13)	–	–	23	–	23				
Non-current lease deposits (note 13)	–	–	151	–	151				
Trade and other receivables (note 15)	–	–	1 402	–	1 402				
Cash at bank and on hand	–	–	7 606	–	7 606				
	–	–	9 182	–	9 182				
Financial liabilities measured at fair value									
Derivative financial instruments	(74)	–	–	–	(74)		(74)		(74)
Financial liabilities not measured at fair value									
Borrowings (note 19)	–	–	–	(5 989)	(5 989)	(5 415)			(5 415)
Lease liabilities (note 9)	–	–	–	(4 603)	(4 603)				
Other non-current financial liabilities	–	–	–	(239)	(239)				
Trade and other payables (note 23)	–	–	–	(2 786)	(2 786)				
Bank overdrafts	–	–	–	(2 522)	(2 522)				
	(74)	–	–	(16 139)	(16 139)				

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

Valuation techniques

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

The euro, Swiss franc and US dollar-denominated externally managed funds are mandated to invest in Sovereign, Supranational & Agency ('SSA') bonds. The weighted average rating is AA+ and the weighted average maturity is 186 days.

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

Specific valuation techniques used for Level 2 financial instruments include:

- currency forwards are measured based on observable spot exchange rates, the term interest rates of the respective currencies and the currency basis spread between the respective currencies.

The nominal value of the investments in money market funds approximates the fair value, as the maximum average life is 120 days (2025: 120 days) and the maximum weighted average maturity is 60 days (2025: 60 days). These instruments are included in Level 2.

Notes to the consolidated financial statements

35. Financial instruments: fair values and risk management continued

35.1. Fair value estimation continued

Level 3 financial instruments consist of various small investments in unlisted equities. Movements in Level 3 financial instruments during the period are set out below:

	€m
At 1 April 2025	5
Exchange adjustments	–
At 31 March 2026	5

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

35.2. Financial risk factors

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

Financial risk management is carried out by a central treasury department ('Group Treasury') under policies approved by the Board. Group Treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. The Board has approved formal written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, use of derivative and non-derivative financial instruments, and investing excess liquidity and related counterparty exposure (note 35.2(b)).

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

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

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

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

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

The sensitivity analysis presented in the following tables shows the pre-tax increase/(decrease) in profit or loss that would result from the noted percentage change in listed exchange rates, all other factors remaining constant. There is no impact in other comprehensive income. The analysis is performed on the same basis as for 2025.

	Change in rate		Profit/(loss)	
	2026 %	2025 %	2026 €m	2025 €m
USD strengthening vs CHF	10%	14%	444	528
JPY strengthening vs CHF	10%	8%	(44)	(48)
HKD strengthening vs CHF	10%	7%	(35)	(62)
SGD strengthening vs CHF	10%	5%	(91)	(52)
CHF strengthening vs EUR	10%	15%	(248)	(609)
AED strengthening vs CHF	10%	8%	(42)	(52)
CNY strengthening vs EUR	10%	6%	(86)	(58)
CNY strengthening vs CHF	10%	7%	13	13
AUD strengthening vs CHF	10%	9%	(13)	(13)
USD strengthening vs EUR	10%	15%	36	35
JPY strengthening vs EUR	10%	10%	30	12

	Change in rate		Profit/(loss)	
	2026 %	2025 %	2026 €m	2025 €m
USD weakening vs CHF	10%	14%	(444)	(528)
JPY weakening vs CHF	10%	8%	44	48
HKD weakening vs CHF	10%	7%	35	62
SGD weakening vs CHF	10%	5%	91	52
CHF weakening vs EUR	10%	15%	248	609
AED weakening vs CHF	10%	8%	42	52
CNY weakening vs EUR	10%	6%	86	58
CNY weakening vs CHF	10%	7%	(13)	(13)
AUD weakening vs CHF	10%	9%	13	13
USD weakening vs EUR	10%	15%	(36)	(35)
JPY weakening vs EUR	10%	10%	(30)	(12)

35. Financial instruments: fair values and risk management continued

35.2. Financial risk factors continued

(a)(ii) Market risk: price risk

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

- Commodity price risk

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

- Marketable securities' price risk

The Group is exposed to marketable securities' price risk in respect of investments in AAA rated money market and externally managed funds with a weighted average rating of AA and its investments in listed entities. These are classified in the consolidated statement of financial position as financial assets held at fair value through profit or loss, or at FVTOCI in the case of the Group's investment in listed companies.

The price risk associated with the investments in AAA rated money market funds and AA rated externally managed funds held by the Group at 31 March 2026 and 2025 is considered to be minimal, due to the high credit quality of the underlying investments. A 1% increase/(decrease) in the share price of the Group's listed investments would increase/(decrease) other comprehensive income for the year by € 5 million, respectively (2025: € 3 million).

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

- Fair value interest rate risk

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

The Group records its fixed rate borrowings at amortised cost using the effective interest method. Therefore, a change in interest rates at 31 March 2026 would not affect the profit for the year.

- Cash flow interest rate risk

The Group is also exposed to future cash flow fluctuation risk due to changes in variable market interest rates. The cash flow risk associated with net cash is such that an (decrease)/increase of 100 basis points in interest rates at the reporting date would have impacted profit for the year by (minus)/plus € 1 million (2025: plus/(minus) € 9 million), all other variables remaining constant. The analysis is performed on the same basis as for 2025.

(b) Credit risk

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

At 31 March 2026, the Group had € 8 713 million invested in money market and externally managed funds denominated in various currencies, including EUR, CHF and USD (2025: € 9 162 million) and € 8 522 million held as cash at bank (2025: € 7 606 million).

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate level of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, Group Treasury aims to maintain flexibility in funding by keeping committed and uncommitted credit lines available. Liquidity management also takes into account the € 2 billion syndicated revolving credit facility (note 19).

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

Notes to the consolidated financial statements

35. Financial instruments: fair values and risk management continued

35.2. Financial risk factors continued

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

	Contractual cash flows					
	Carrying amount €m	Total €m	6 months or less €m	Between 6-12 months €m	Between 1-3 years €m	More than 3 years €m
31 March 2026						
Non-derivative financial liabilities						
Borrowings	4 490	5 147	24	47	647	4 429
Other non-current financial liabilities	214	234	—	—	56	178
Trade and other payables (note 23)	2 794	2 794	2 794	—	—	—
Bank overdrafts	4 249	4 249	4 249	—	—	—
	11 747	12 424	7 067	47	703	4 607
Derivative financial liabilities						
Currency forwards	108	6 037	3 931	2 106	—	—
	108	6 037	3 931	2 106	—	—

	Contractual cash flows					
	Carrying amount €m	Total €m	6 months or less €m	Between 6-12 months €m	Between 1-3 years €m	More than 3 years €m
31 March 2025						
Non-derivative financial liabilities						
Borrowings	5 989	6 740	1	1 588	144	5 007
Other non-current financial liabilities	239	264	—	—	56	208
Trade and other payables (note 23)	2 786	2 786	2 786	—	—	—
Bank overdrafts	2 522	2 522	2 522	—	—	—
	11 536	12 312	5 309	1 588	200	5 215
Derivative financial liabilities						
Currency forwards	74	6 270	5 037	1 233	—	—
	74	6 270	5 037	1 233	—	—

35.3. Accounting for derivative financial instruments and hedging activities

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

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

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

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

35. Financial instruments: fair values and risk management continued

35.4. Offsetting financial assets and financial liabilities

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

	Gross amount of recognised asset/ (liability) subject to set-off €m	Gross amount of set-off €m	Net amount presented €m	Related amounts not set-off €m	Total €m
31 March 2026					
Trade receivables	75	(23)	52	–	52
Cash at bank and on hand	8 522	–	8 522	(4 247)	4 275
Derivative assets	77	–	77	(48)	29
	8 674	(23)	8 651	(4 295)	4 356
Trade payables	(140)	23	(117)	–	(117)
Bank overdrafts	(4 249)	–	(4 249)	4 247	(2)
Derivative liabilities	(108)	–	(108)	48	(60)
	(4 497)	23	(4 474)	4 295	(179)

	Gross amount of recognised asset/ (liability) subject to set-off €m	Gross amount of set-off €m	Net amount presented €m	Related amounts not set-off €m	Total €m
31 March 2025					
Trade receivables	71	(18)	53	–	53
Cash at bank and on hand	7 606	–	7 606	(2 519)	5 087
Derivative assets	38	–	38	(33)	5
	7 715	(18)	7 697	(2 552)	5 145
Trade payables	(105)	18	(87)	–	(87)
Bank overdrafts	(2 522)	–	(2 522)	2 519	(3)
Derivative liabilities	(74)	–	(74)	33	(41)
	(2 701)	18	(2 683)	2 552	(131)

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

Notes to the consolidated financial statements

35. Financial instruments: fair values and risk management continued

35.5. Capital risk management

The Board's policy is to maintain a strong capital base to maintain investor, creditor and market confidence and to sustain future development of the business, maintaining a balance between business returns and a secure capital position. The Board monitors the return of capital to shareholders, which the Group defines as total equity excluding non-controlling interests, and the level of dividends to shareholders, as well as the net cash position of the Group. At 31 March 2026, the net cash position of the Group was € 8 496 million (2025: € 8 257 million) and is calculated as follows:

	2026 €m	2025 €m
Net cash		
Cash at bank and on hand	8 522	7 606
Investments in externally managed and money market funds	8 713	9 162
Borrowings	(4 490)	(5 989)
Bank overdraft	(4 249)	(2 522)
	8 496	8 257

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

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

36. Financial commitments and contingent liabilities

At 31 March 2026, the Group had contingent liabilities in respect of bank and other guarantees and other matters arising in the ordinary course of business from which no material losses are anticipated. Details of the Group's commitments in respect of financial derivatives are given in note 16 and in respect of property, plant and equipment in note 6. The Group has commitments of € 33 million with respect to its short-term leases (2025: € 36 million).

As part of the disposal of YNAP (note 17), the Group provided a six-year € 100 million revolving credit facility to YNAP, from which no amounts have been drawn-down as at the reporting date.

37. Related-party transactions

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

Besides the Group's ultimate controlling party (note 38), Compagnie Financière Rupert, the Board of Directors and the SEC ('key management'), the Group has identified the following other related parties:

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

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

37. Related-party transactions continued

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

	2026 €m	2025 €m
Goods and services bought from and other transactions with its equity-accounted investments		
DPS Beaune SAS – purchase of finished goods	–	(4)
Gall’Oro S.R.L. – purchase of components	(5)	–
Incabloc SA – purchase of watch components	(2)	(2)
Kering Eyewear SpA – purchase of finished goods	(33)	(29)
LuxExperience B.V. – purchase of services	(1)	–
MDA SAS – purchase of finished goods	(8)	(11)
Monnin SA – purchase of watch components	(1)	(1)
Rouages SA – purchase of watch components	(7)	(4)
Schwab-Feller AG – purchase of watch components	(3)	(3)
Stilnovo S.R.L. – purchase of components	(3)	–
Watches & Jewellery Initiative 2030 – membership fees	(1)	–
Watches & Wonders Foundation – purchase of services	(31)	(23)
Goods and services sold to and other transactions with equity-accounted investments		
Kering Eyewear SpA – royalties and sales of finished goods	39	37
LuxExperience B.V. – sales of finished goods	40	–
Payables outstanding at 31 March		
Kering Eyewear SpA – trading	(1)	(5)
MDA SAS – trading	–	(1)
Watches & Wonders Foundation – trading	–	(2)
Receivables outstanding at 31 March		
Kering Eyewear SpA – trading	16	13
LuxExperience B.V. – trading	3	–
MDA SAS – trading	6	5
Watches & Wonders Foundation – prepayments	24	21
Loan receivables outstanding at 31 March		
Gem Atelier Idar-Oderstein GmbH	3	–
Monnin SA	7	7
Watches & Wonders Foundation	1	1
Aura Blockchain Consortium	3	3

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

	2026 €m	2025 €m
Services bought from and other transactions with entities under common control		
Entities under common control of the Rupert family’s interests	(7)	(7)
Services provided to and other transactions with entities under common control		
Other entities under common control of the Rupert family’s interests	–	–
Receivables outstanding at 31 March		
Entities under common control of the Rupert family’s interests	–	–
Payables outstanding at 31 March		
Entities under common control of the Rupert family’s interests	(2)	(1)

Notes to the consolidated financial statements

37. Related-party transactions continued

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

The Group has paid € 0.8 million (2025: € 0.8 million) during the year ended 31 March 2026 for the lease of a property owned by its post-employment benefit foundation in Switzerland, a related party. At 31 March 2026, the Group had no payables outstanding towards the Swiss post-employment benefit foundation (2025: € 14 million). This outstanding amount was settled shortly after the prior year balance sheet date.

During the year, the Group donated € 3 million (2025: € 2 million) to Laureus Sport for Good Foundation.

(c) Individuals

Sales of finished goods to related parties amounted to € 2 million (2025: less than € 1 million).

(d) Key management compensation

Key management comprises the Board of Directors of Compagnie Financière Richemont SA and the Senior Executive Committee.

	2026 €m	2025 €m
Salaries and short-term employee benefits	20	18
Short-term incentives	13	10
Long-term benefits	—	2
Post-employment benefits	1	1
Share-based compensation expense	15	18
Employer social security	5	5
	54	54

At 31 March 2026, current liabilities amounting to € 10 million were recorded in relation to amounts due to members of key management (2025: € 14 million).

Performance Share Unit plan

Executives are entitled to receive awards under the Group's PSU plan, which vest over periods of three to five years from the date of grant. On vesting, the executive will receive a share in the Company. Awards granted to senior executives are subject to performance conditions which may reduce the number of shares vesting. Executives are not entitled to dividends during the vesting period. At 31 March 2026, 300 266 PSUs were held by members of key management (2025: 533 479 PSUs). A total of 100 702 PSUs were awarded to members of key management during the year ended 31 March 2026 (2025: 101 865 PSUs).

Share option plan

The Group previously operated a long-term share-based compensation plan whereby executives were awarded options to acquire Richemont 'A' shares at the market price on the date of grant. No awards under the share option plan have been made to persons serving as non-executive directors. At 31 March 2026, 118 661 share options were held by members of key management (2025: 323 822 share options). These options will expire on or before November 2029.

Share ownership

At 31 March 2026, Compagnie Financière Rupert, a Swiss partnership limited by shares, held 6 418 850 Richemont 'A' shares (2025: 6 418 850 'A' shares) and 537 582 089 Richemont 'B' registered shares (2025: 537 582 089 'B' shares), representing 10.18% of the Company's capital (2025: 10.18%) and 50.60% of its voting rights (2025: 50.60% voting rights). Mr Johann Rupert, Chairman of Richemont, is the General Managing Partner of Compagnie Financière Rupert. Mr Anton Rupert, non-executive director of the company, is a partner of Compagnie Financière Rupert.

Parties associated with Mr Johann Rupert and Compagnie Financière Rupert held a further 2 921 335 'A' shares at 31 March 2026 (2025: 2 921 335), representing 0.27% of the Company's voting rights (2025: 0.27% voting rights).

Mr Josua Malherbe, a non-executive director, does not hold any 'A' shares. Members of Mr Malherbe's family have acquired and currently hold 13 149 'A' shares at 31 March 2026 (2025: 13 149 'A' shares).

Other directors and members of the SEC own a total of 219 099 Richemont 'A' shares at 31 March 2026 (2025: 108 826 'A' shares).

Following the decision of the AGM on 10 September 2025 to pay dividends of CHF 3.00 per 'A' registered share and CHF 0.30 per 'B' registered share, dividends of CHF 189 667 569 were paid to shareholders who were members of the Board or the SEC, or parties closely linked to them, at the date the dividend was paid.

37. Related-party transactions continued

(d) Key management compensation continued

Loans to members of governing bodies

As at 31 March 2026, there were no loans or other credits outstanding to any current or former executive or non-executive directors, or members of the SEC (2025: none). The Group policy is not to extend loans to directors or members of the SEC. There were also no non-business-related loans or credits granted to relatives of any executive or non-executive director, or member of the SEC (2025: none).

38. Ultimate controlling party

The directors regard Compagnie Financière Rupert, Bellevue, Geneva, Switzerland to be the Group's controlling party, as 50.60% of the voting rights of the Company are held by that entity.

Notes to the consolidated financial statements

39. Principal Group companies

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

Country of incorporation	Location	Name of company	Effective interest	Share capital (currency 000's)
Subsidiary undertakings				
Australia	Sydney	Richemont Australia Pty Limited	100.0%	AUD 4 500
Belgium	Brussels	Delvaux Créateur SA	100.0%	€ 78 705
	Brussels	Delvaux Design Coordination et Finance SA	100.0%	€ 145 915
	Brussels	DLX Holdings S.A.	100.0%	€ 166 079
Brazil	São Paulo	RLG do Brasil Distribuição e Varejo Ltda.	100.0%	BRL 607 977
Canada	Ottawa	Richemont Canada Inc.	100.0%	CAD 25 000
China	Shanghai	Richemont Consultancy (Hainan) Co. Ltd.	100.0%	CNY 5 000
	Shanghai	Richemont Commercial Company Limited	100.0%	CNY 2 982 700
France	Paris	Azzedine Alaïa SAS	100.0%	€ 75 250
	Paris	Cartier et Compagnie	100.0%	€ 194 000
	Paris	Cartier Joaillerie International SAS	100.0%	€ 81 356
	Paris	Chloé	100.0%	€ 7 941
	Paris	Les Ateliers VCA	100.0%	€ 719 370
	Paris	Montblanc France	100.0%	€ 325
	Paris	Richemont Holding France	100.0%	€ 1 700 250
	Paris	RLG Property France SAS	100.0%	€ 173 491
	Paris	Société Cartier	100.0%	€ 30 000
Germany	Glashütte	Lange Uhren GmbH	100.0%	€ 550
	Hamburg	Montblanc Deutschland GmbH	100.0%	€ 103
	Hamburg	Montblanc International GmbH	100.0%	€ 1 775
	Hamburg	Montblanc International Holding GmbH	100.0%	€ 4 099
	Hamburg	Montblanc-Simplo GmbH	100.0%	€ 1 724
	Munich	Richemont Northern Europe GmbH	100.0%	€ 13 070
Hong Kong SAR, China	Hong Kong	Richemont Asia Pacific Limited	100.0%	HK\$ 4 162 500
India	New Delhi	Richemont India Private Limited	100.0%	INR 2 463
Italy	Milan	Buccellati Holding Italia S.p.A.	100.0%	€ 22 941
	San Mauro Pascoli	Gianvito Rossi S.r.l.	70.0%	€ 2 000
	Vicenza	Miles Manifattura S.p.A.	85.0%	€ 2 000
	Milan	Montblanc Italia S.r.l.	100.0%	€ 47
	Florence	Pelletteria Richemont Firenze S.r.l.	100.0%	€ 400
	Milan	PGI S.p.A.	100.0%	€ 520
	Milan	Richemont Italia Holding S.p.A.	100.0%	€ 100 000
	Milan	Richemont Italia S.p.A.	100.0%	€ 10 000
	Milan	Vhernier S.p.A.	100.0%	€ 7 000
Japan	Tokyo	Richemont Japan LLC	100.0%	JPY 250 000
Jersey	St Helier	Richemont Employee Benefits Limited	100.0%	CHF –
	St Helier	Richemont Luxury Group Limited	100.0%	CHF 4 722 900
	St Helier	Gemlux Life Limited	100.0%	€ 8 000
	St Helier	RLG Property Ltd.	100.0%	€ 288 979
	St Helier	RLG Real Estate Partners LP	100.0%	€ 380 324

39. Principal Group companies continued

Country of incorporation	Location	Name of company	Effective interest	Share capital (currency 000's)
Luxembourg	Luxembourg	Richemont International Holding S.A.	100.0%	€ 603 435
	Luxembourg	RLG Property Holdings 2 S.à r.l.	100.0%	€ 1 041
Macau	Macau	RLG Macau Ltd	100.0%	MOP 25
Malaysia	Kuala Lumpur	Richemont Luxury (Malaysia) SDN BHD	100.0%	MYR 1 000
Mexico	Mexico City	Richemont de México, S.A. de C.V.	100.0%	MXN 597 757
Monaco	Monte Carlo	RLG Monaco	100.0%	€ 10 239
Netherlands	Amsterdam	Cartier Europe B.V.	100.0%	€ 203
	Amsterdam	Watchfinder Europe B.V.	100.0%	€ 50
	Amsterdam	RLG Europe B.V.	100.0%	€ 17 700
Saudi Arabia	Riyadh	Richemont Saudi Arabia LLC	75.0%	SAR 26 667
Singapore	Singapore	Richemont Luxury (Singapore) Pte Ltd.	100.0%	SGD 100 000
South Africa	Bryanston	RLG Africa (PTY) Ltd	100.0%	ZAR 4 000
South Korea	Seoul	Richemont Korea Limited	100.0%	KRW 5 887 560
Spain	Madrid	Montblanc Iberia, S.L.	100.0%	€ 1 000
	Madrid	Richemont Iberia, S.L.	100.0%	€ 6 005
Switzerland	Villars-sur-Glâne	Richemont International SA	100.0%	CHF 1 007 500
	Villars-sur-Glâne	Richemont Suisse SA	100.0%	CHF 4 850
	Delémont	Varinor SA	100.0%	CHF 28 900
	Villars-sur-Glâne	Watchfinder Switzerland SA	100.0%	CHF 100
Thailand	Bangkok	Richemont Luxury (Thailand) Limited	100.0%	THB 729 000
Türkiye	Istanbul	Richemont İstanbul Lüks Eşya Dağıtım A.Ş.	100.0%	TRY 2 453 959
United Arab Emirates	Dubai	Richemont (Dubai) FZE	100.0%	AED 9 000
	Dubai	RLG Retail (L.L.C.)	100.0%	AED 5 000
United Kingdom	London	Alfred Dunhill Limited	100.0%	£ 828 315
	London	Cartier Limited	100.0%	£ 206 692
	London	Richemont UK Limited	100.0%	£ 15 776
	London	James Purdey & Sons Limited	100.0%	£ 96 403
	London	Peter Millar UK Limited	100.0%	£ 14 400
	London	Richemont Holdings (UK) Limited	100.0%	£ 629 761
	London	Watchfinder.co.uk Limited	100.0%	£ 26 012
United States of America	Wilmington	Peter Millar Inc.	100.0%	US\$ 122 465
	Wilmington	Richemont North America Holdings Inc.	100.0%	US\$ 318 631
	Wilmington	Richemont North America Inc.	100.0%	US\$ 175 241
	New York	GGR Americas Corp.	70.0%	US\$ 10
	New York	Watchfinder North America Inc.	100.0%	US\$ 50
Vietnam	Ho Chi Minh City	Richemont Luxury (Vietnam) LLC	100.0%	VND 216 400 000

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

Notes to the consolidated financial statements

39. Principal Group companies continued

Non-controlling interests in subsidiaries

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

Balance sheet

	2026 €m	2025 €m
Non-current assets	534	567
Current assets	268	226
Non-current liabilities	(97)	(110)
Current liabilities	(70)	(77)
Intra-Group balances	(168)	(156)
	467	450
Carrying amount of non-controlling interests	(66)	(67)

Statement of comprehensive income

	2026 €m	2025 €m
Revenue	425	405
Profit/(loss)	(1)	(12)
Profit/(loss) allocated to non-controlling interests	—	(1)

Cash flow statement

	2026 €m	2025 €m
Cash flows from operating activities	49	19
Cash flows from investing activities	(8)	(21)
Cash flows from financing activities	4	(13)

40. Events after the reporting date

Dividend

An ordinary dividend of CHF 3.30 per 'A' share/10 'B' shares and an additional special dividend of CHF 1.00 per 'A' share/10 'B' shares are proposed for approval at the AGM of the Company, to be held on 9 September 2026. These consolidated financial statements do not reflect these dividends payable, which will be accounted for as an appropriation of retained earnings to be effected during the following year.



Report of the Statutory Auditor

To the General Meeting of Compagnie Financière Richemont SA, Bellevue

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Compagnie Financière Richemont SA and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 March 2026, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 10 to 66) give a true and fair view of the consolidated financial position of the Group as at 31 March 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities, as well as those of the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

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

Key Audit Matter



Finished goods inventory provision

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



Finished goods inventory provision

Key Audit Matter

As of 31 March 2026, the gross value of inventories amounts to EUR 10 654 million of which EUR 6 886 million represent finished goods.

The finished goods inventory provision is assessed at the individual Maison headquarters. These provisions are based on estimates made by management taking into consideration various factors including historical experience, estimated future demand, discontinuations and product development. Finished goods are also subject to provisions due to damage.

The key assumptions underlying these estimates are the determination of the finished good product life cycle and the corresponding provision rate per product life cycle by Maison.

The Maison provision rules and final provision values are assessed for consistency and approved by Group management.

Consequently, we focused on the estimation of the provision for finished goods due to the degree of subjectivity and estimation uncertainty involved in this process.

Our response

The following are the primary procedures we performed to address this key audit matter:

- We obtained an understanding of management's process, methods, assumptions and data used for determining finished goods inventory provisions.
- We evaluated the design and implementation of the relevant internal controls.
- We challenged the appropriateness of the key assumptions used by management to assess and estimate the finished goods provision by analysing Maisons' sales forecasts and historical performance.
- We evaluated the consistency of the finished goods inventory provision rate by performing a retrospective review of the accuracy of the provisions and provision rates applied in prior periods.
- We assessed the mathematical accuracy of the calculation considering the key assumptions determined by Maisons' management.
- Finally, we assessed the appropriateness of disclosures in relation to the finished goods inventory provision in the consolidated financial statements.

For further information on finished goods inventory provisions, refer to the following:

- Note 4 "Critical accounting estimates and assumptions"
- Note 14 "Inventories"

Other Matter

The consolidated financial statements of the Group for the year ended 31 March 2025, were audited by another statutory auditor who expressed an unmodified opinion on those consolidated financial statements on 15 May 2025.



Other Information

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

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Consolidated Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.



- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

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

KPMG SA

Michael Blume
Licensed Audit Expert
Auditor in Charge

Isabelle Allen
Licensed Audit Expert

Geneva, 21 May 2026

Compagnie Financière Richemont SA

Company financial statements

Income statement

for the year ended 31 March

	Notes	2026 CHFm	2025 CHFm
Operating income			
Dividend income		1 875.2	1 600.3
		1 875.2	1 600.3
Operating expense			
General expenses	3	15.2	25.5
		15.2	25.5
Operating profit		1 860.0	1 574.8
Non-operating income/(expense)			
Financial income	4	29.7	44.3
Financial expenses	4	(12.7)	(1.6)
		17.0	42.7
Profit before taxes		1 877.0	1 617.5
Direct taxes		(2.0)	(5.2)
Profit for the year		1 875.0	1 612.3

Company financial statements

Balance sheet

at 31 March

	Notes	2026 CHFm	2025 CHFm
Current assets			
Cash and cash equivalents		391.0	667.5
Short-term receivables from Group companies		7.4	9.8
Other short-term receivables		0.7	0.5
		399.1	677.8
Non-current assets			
Loans receivable from Group companies		80.4	88.5
Investments	5	8 427.6	8 032.2
		8 508.0	8 120.7
Total assets		8 907.1	8 798.5
Current liabilities			
Accounts payable to Group companies		2.1	2.8
Other short-term liabilities		0.8	2.9
		2.9	5.7
Shareholders' equity	6		
Share capital		591.3	591.3
Legal capital reserves:			
– Reserves from capital contributions		1 108.3	1 119.6
– Other capital reserves		22.7	11.4
Legal retained earnings:			
– Legal retained earnings		121.1	121.1
– Reserve for own shares		355.1	285.5
Available retained earnings:			
– Profit brought forward		4 830.7	5 051.6
– Profit for the year		1 875.0	1 612.3
		8 904.2	8 792.8
Total equity and liabilities		8 907.1	8 798.5

Compagnie Financière Richemont SA

Notes to the Company financial statements

at 31 March 2026

Note 1 – General

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

Basis of preparation of the financial statements

The financial statements represent the financial position of Compagnie Financière Richemont SA at 31 March 2026 and the results of its operations for the year then ended, prepared in accordance with the Swiss Code of Obligations. Where not prescribed by law, the significant accounting and valuation principles applied are described below.

Note 2 – Significant accounting policies

Current accounts receivable from Group companies

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

Investments

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

Foreign currency translation

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

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

Note 3 – General expenses

General expenses include personnel costs of CHF 4.1 million (2025: CHF 4.5 million).

Note 4 – Financial income/Financial expenses

Financial expenses include CHF 8.1 million of exchange losses incurred on loans receivable from a Group company. In 2025, financial expenses included CHF 1.6 million of exchange losses incurred on loans receivable from a Group company.

Note 5 – Investments

Company	Domicile	Purpose	% capital/voting rights	2026 CHFm	2025 CHFm
Richemont International Holding SA	Luxembourg	Investment holding company	100%	7 038.3	6 642.9
Richemont International SA	Switzerland	Operating company	100%	1 158.2	1 158.2
Richemont Luxury Group Ltd	Jersey	Investment holding company	100%	231.0	231.0
Richemont Securities SA	Switzerland	Former depository/issuer of Richemont South African Depository Receipts	100%	0.1	0.1
				8 427.6	8 032.2

A list of significant direct and indirect subsidiaries can be found in note 39 to the consolidated financial statements.

Notes to the Company financial statements continued

Note 6 – Shareholders' equity

	Share capital CHFm	Reserves from capital contributions CHFm	Other capital reserves CHFm	Legal retained earnings CHFm	Reserve for own shares CHFm	Profit brought forward CHFm	Profit for the year CHFm	Total Equity CHFm
At 1 April 2024	591.3	1 119.6	11.4	117.6	467.2	4 215.9	2 271.8	8 794.8
Allocation of previous year's profit	–	–	–	–	–	2 271.8	(2 271.8)	–
Dividend paid	–	–	–	–	–	(1 614.3)	–	(1 614.3)
Transfer to statutory legal reserve	–	–	–	3.5	–	(3.5)	–	–
Net transfer (to)/from reserve for own shares	–	–	–	–	(181.7)	181.7	–	–
Profit for the year	–	–	–	–	–	–	1 612.3	1 612.3
Balance at 31 March 2025	591.3	1 119.6	11.4	121.1	285.5	5 051.6	1 612.3	8 792.8
Allocation to other capital reserves	–	(11.3)	11.3	–	–	–	–	–
Allocation of previous year's profit	–	–	–	–	–	1 612.3	(1 612.3)	–
Dividend paid	–	–	–	–	–	(1 763.6)	–	(1 763.6)
Net transfer (to)/from reserve for own shares	–	–	–	–	69.6	(69.6)	–	–
Profit for the year	–	–	–	–	–	–	1 875.0	1 875.0
Balance at 31 March 2026	591.3	1 108.3	22.7	121.1	355.1	4 830.7	1 875.0	8 904.2

6.1. Share capital

	Number of shares	2026 CHFm	Number of shares	2025 CHFm
‘A’ registered shares with a par value of CHF 1.00 each, fully paid				
Balance at 1 April and at 31 March	537 582 089	537.6	537 582 089	537.6
‘B’ registered shares with a par value of CHF 0.10 each, fully paid				
Balance at 1 April and at 31 March	537 582 089	53.7	537 582 089	53.7
		591.3		591.3

6.2. Legal retained earnings

Legal retained earnings of CHF 121.1 million (2025: CHF 121.1 million) are not available for distribution.

6.3. Reserve for own shares

The reserve is created in respect of Richemont ‘A’ shares purchased by Richemont Employee Benefits Limited (‘REBL’), a subsidiary company.

	Number of shares	Amount CHFm
Balance at 1 April 2024	6 041 512	467.2
Shares purchased	715 000	101.9
Shares delivered to executives under long-term incentive plans	(2 266 674)	(199.7)
Shares delivered to a third party through exercise of call options	(1 033 361)	(83.9)
Balance at 31 March 2025	3 456 477	285.5
Shares purchased	1 120 000	173.9
Shares delivered to executives under long-term incentive plans	(1 556 685)	(104.3)
Balance at 31 March 2026	3 019 792	355.1

During the year REBL purchased 1 120 000 ‘A’ shares on the open market (2025: 715 000 ‘A’ shares).

During the year, 1 556 685 shares (2025: 2 266 674 ‘A’ shares) were delivered to executives under Richemont long-term incentive plans by REBL. During 2025 a further 1 033 361 ‘A’ shares were sold to a third party following the exercise of over-the-counter call options linked to the hedging programme.

At 31 March 2026, following these transactions, REBL held 3 019 792 Richemont ‘A’ shares (2025: 3 456 477 ‘A’ shares) with a cost of CHF 355.1 million (2025: CHF 285.5 million). In terms of the reserve for own shares established in respect of purchased shares, a net amount of CHF 69.6 million has been transferred to the reserve (2025: CHF 181.7 million from the reserve) during the year.

During the years ended 31 March 2026 and 31 March 2025, Restricted Stock Units (‘RSUs’) and Performance Stock Units (‘PSUs’) were granted under the Richemont long-term incentive plan to certain executives resident in the US, of which 34 099, respectively, 80 315, were granted by the Company. Each RSU/PSU entitles the executive to receive one Richemont ‘A’ share. These securities were valued at a price of CHF 144.61, respectively, CHF 140.42, at the date of grant, vest over two, respectively, three years and expire on 31 July 2027 and July 2028, respectively, 31 July 2027, 31 July 2028 and 31 July 2029.

In order to hedge the obligations in respect of these options, the Company has entered into an arrangement to purchase, from REBL, an equivalent number of call options on the same terms and conditions as those granted to executives.

6.4. Available earnings

	2026 CHFm	2025 CHFm
Balance at 1 April	6 663.9	6 487.7
Dividend paid	(1 763.6)	(1 614.3)
Transfer to statutory legal reserve	–	(3.5)
Net transfer from/(to) reserve for own shares	(69.6)	181.7
Profit brought forward	4 830.7	5 051.6
Profit for the year	1 875.0	1 612.3
Balance to be carried forward	6 705.7	6 663.9

Note 7 – Commitments and contingencies

At 31 March 2026, the Company had issued guarantees in favour of Group companies for credit facilities up to a maximum of CHF 4 346.2 million (2025: CHF 5 996.9 million).

The Company’s subsidiary, Richemont International Holding SA, and the Company maintain the CHF 1.9 billion (€ 2 billion) syndicated revolving credit facility with their strategic bank partners maturing 2031, originally entered into on 5 April 2024. Any drawdowns made by Richemont International Holding SA are guaranteed by the Company. No drawdowns were made on this facility during the period.

The directors believe that there are no other contingent liabilities.

Note 8 – Significant shareholders

Compagnie Financière Rupert

At 31 March 2026, Compagnie Financière Rupert, a Swiss partnership limited by shares held 6 418 850 Richemont ‘A’ shares and 537 582 089 Richemont ‘B’ shares (2025: 6 418 850 ‘A’ shares and 537 582 089 ‘B’ shares), representing 10.18% of the Company’s capital (2025: 10.18%) and 50.60% of its voting rights (2025: 50.60%). Mr Johann Rupert, Chairman of Richemont, is the General Managing Partner of Compagnie Financière Rupert. Mr Anton Rupert, non-executive director of the Company, is a partner of Compagnie Financière Rupert.

Parties associated with Mr Johann Rupert and Compagnie Financière Rupert held a further 2 921 335 ‘A’ shares at 31 March 2026 (2025: 2 921 335 ‘A’ shares) representing 0.27% of the Company’s voting rights (2025: 0.27%).

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

At 31 March 2026

	CHFm
Available earnings	
Balance at 1 April 2025	6 663.9
Dividend paid	(1 763.6)
Net transfer to reserve for own shares	(69.6)
Net profit	1 875.0
Balance at 31 March 2026	6 705.7
Proposal of the Board of Directors for appropriation of available earnings at 31 March 2026	
Distribution of dividends	(2 542.8)
Balance to be carried forward	4 162.9

Proposed appropriation

The proposed dividends payable to Richemont shareholders comprise an ordinary dividend of CHF 3.30 per Richemont share plus a special dividend of CHF 1.00 per Richemont share. This is equivalent to respectively CHF 3.30 and CHF 1.00 per 'A' registered share in the Company and respectively CHF 0.33 and CHF 0.10 per 'B' registered share in the Company. It will be payable to Richemont shareholders in September 2026, free of charges but subject to Swiss withholding tax at 35%, at the banks designated as paying agents. This represents a total dividend payable of approximately CHF 2 543 million, subject to a waiver by Richemont Employee Benefits Limited, a wholly owned subsidiary, of its entitlement to receive dividends on an estimated 3 million 'A' shares held in treasury.

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

The Board of Directors

Geneva, 21 May 2026



Report of the Statutory Auditor

To the General Meeting of Compagnie Financière Richemont SA, Bellevue

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Compagnie Financière Richemont SA (the Company), which comprise the balance sheet as at 31 March 2026, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 71 to 75) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

Other Matter

The financial statements for the year ended 31 March 2025, were audited by another statutory auditor who expressed an unmodified opinion on those financial statements on 15 May 2025.



Other Information

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

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG SA

Michael Blume
Licensed Audit Expert
Auditor in Charge

Isabelle Allen
Licensed Audit Expert

Geneva, 21 May 2026

Five-year record

	2022 re-presented*	2023	2024	2025	2026
	€m	€m	€m	€m	€m
Summary income statement					
Sales	16 748	19 953	20 616	21 399	22 420
Cost of sales	(5 572)	(6 237)	(6 580)	(7 080)	(7 982)
Gross profit	11 176	13 716	14 036	14 319	14 438
Net operating expenses	(7 423)	(8 685)	(9 242)	(9 852)	(9 946)
Operating profit	3 753	5 031	4 794	4 467	4 492
Net finance (costs)/income	(841)	(314)	(178)	(53)	(144)
Share of post-tax results of equity-accounted investments	31	41	39	75	2
Profit before taxation	2 943	4 758	4 655	4 489	4 350
Taxation	(494)	(847)	(837)	(727)	(886)
Profit for the year from continuing operations	2 449	3 911	3 818	3 762	3 464
Loss for the year from discontinued operations	(370)	(3 610)	(1 463)	(1 012)	20
Profit for the year	2 079	301	2 355	2 750	3 484
Gross profit margin	66.7%	68.7%	68.1%	66.9%	64.4%
Operating profit margin	22.4%	25.2%	23.3%	20.9%	20.0%
Sales by business area					
Jewellery Maisons	11 083	13 427	14 242	15 328	16 539
Specialist Watchmakers	3 435	3 875	3 767	3 283	3 149
Other	2 230	2 651	2 607	2 788	2 732
	16 748	19 953	20 616	21 399	22 420
Sales by geographic region					
Europe	3 351	4 371	4 442	4 898	5 264
Asia Pacific	7 487	7 937	8 220	7 150	7 204
Americas	3 528	4 467	4 530	5 236	5 680
Japan	1 118	1 616	1 751	2 186	2 229
Middle East & Africa	1 264	1 562	1 673	1 929	2 043
	16 748	19 953	20 616	21 399	22 420
Sales by distribution channel					
Retail	11 057	13 497	14 228	15 040	15 847
Wholesale and royalty income	4 539	5 162	5 176	5 004	5 191
Online retail	1 152	1 294	1 212	1 355	1 382
	16 748	19 953	20 616	21 399	22 420
Sales by product line					
Jewellery	8 293	10 036	10 704	11 476	12 206
Watches	6 045	6 983	7 001	6 815	7 157
Leather goods	829	963	1 025	1 088	1 002
Writing instruments	415	456	435	427	415
Clothing and other	1 166	1 515	1 451	1 593	1 640
	16 748	19 953	20 616	21 399	22 420

* 2022 comparatives have been re-presented as YNAP results are presented as ‘Discontinued operations’ and following the reclassification of Watchfinder&Co. to the ‘Other’ business area.

Five-year record continued

	2022 re-presented*	2023	2024	2025	2026
Operating results from continuing operations	€m	€m	€m	€m	€m
Jewellery Maisons	3 799	4 684	4 713	4 896	5 037
Specialist Watchmakers	593	738	572	175	107
Online Distributors	—	—	—	—	—
Other	(46)	59	(43)	(102)	(96)
Operating contribution	4 346	5 481	5 242	4 969	5 048
Elimination of internal transactions	—	—	—	—	—
Impact of valuation adjustments on acquisition	(27)	(23)	(31)	(49)	(39)
Unallocated corporate costs	(566)	(427)	(417)	(453)	(517)
Operating profit from continuing operations	3 753	5 031	4 794	4 467	4 492
Free cash flow	2022	2023	2024	2025	2026
Operating profit from continuing operations	3 753	5 031	4 794	4 467	4 492
Operating profit/(loss) from discontinued operations	(363)	(3 639)	(1 435)	(1 033)	(5)
Depreciation, amortisation and other non-cash items	1 703	5 092	2 859	2 676	1 894
Lease-related payments	(696)	(770)	(860)	(934)	(917)
Changes in working capital	81	(1 167)	(651)	(693)	(514)
Other operating activities	(38)	(10)	61	87	63
Taxation paid	(434)	(734)	(834)	(937)	(913)
Net acquisition of non-current assets	(999)	(1 009)	(1 058)	(1 386)	(1 284)
Free cash flow	3 007	2 794	2 876	2 247	2 816
Net cash	2022	2023	2024	2025	2026
Cash at bank and on hand	9 877	10 936	10 710	7 606	8 522
Investments in externally managed and money market funds	6 632	7 401	8 784	9 162	8 713
Borrowings	(5 949)	(5 955)	(5 979)	(5 989)	(4 490)
Bank overdrafts	(5 309)	(5 833)	(6 065)	(2 522)	(4 249)
	5 251	6 549	7 450	8 257	8 496
Per share information (IFRS)	2022	2023	2024	2025	2026
Diluted earnings per share from continuing operations	€ 4.237	€ 6.778	€ 6.588	€ 6.388	€ 5.875
Headline earnings per share	€ 3.762	€ 6.691	€ 6.398	€ 6.351	€ 6.132
	2022	2023	2024	2025	2026
Ordinary dividend per share	CHF 2.25	CHF 2.50	CHF 2.75	CHF 3.00	CHF 3.30
Special dividend per share	CHF 1.00	CHF 1.00	—	—	CHF 1.00
Closing market price:					
Highest price	CHF 144.75	CHF 149.35	CHF 161.10	CHF 187.55	CHF 180.00
Lowest price	CHF 92.10	CHF 90.28	CHF 102.95	CHF 112.80	CHF 120.60
Exchange rates	2022	2023	2024	2025	2026
Average rates					
€ : CHF	1.0675	0.9937	0.9603	0.9516	0.9296
€ : CNY	7.4599	7.1314	7.7722	7.7472	8.2310
€ : JPY	130.50	140.85	156.71	163.65	174.75
€ : US\$	1.1624	1.0414	1.0844	1.0736	1.1593
	2022	2023	2024	2025	2026
Switzerland	7 974	8 706	9 218	9 416	9 772
Rest of the world	23 310	25 253	27 899	29 480	29 829
Average number of employees from continuing operations	31 284	33 959	37 117	38 896	39 601
Average number of employees from discontinued operations	4 569	4 254	3 874	3 231	—

* 2022 comparatives have been re-presented as YNAP results are presented as 'discontinued operations' and following the reclassification of Watchfinder&Co. to the 'Other' business area.

Statutory information

Compagnie Financière Richemont SA

Registered office

50 chemin de la Chênaie
CP 30, 1293 Bellevue
Geneva
Switzerland
Tel: +41 (0) 22 721 3500
Internet: www.richemont.com

Registrar

Computershare Schweiz AG
P.O. Box, 4601 Olten
Switzerland
Tel: +41 (0) 62 205 7700
Email: share.register@computershare.com

Auditor

KPMG SA
Esplanade de Pont-Rouge 6
P.O. Box 1571
1211 Geneva
Switzerland

Secretariat contact

Swen H. Grundmann
Director of Corporate Affairs and
Company Secretary
Tel: +41 (0) 22 721 3500
Email: secretariat@cfrinfo.net

Investor and Media contacts

Alessandra Girolami
Group Investor Relations Director

James Fraser
Investor Relations Executive

Edward Walsh
Corporate Communications Director

Tel: +41 (0) 22 721 3003 (investor relations)
Email: investor.relations@cfrinfo.net

Tel: +41 (0) 22 721 3507 (press enquiries)
Email: pressoffice@cfrinfo.net

Richemont 'A' shares issued by Compagnie Financière Richemont SA are listed on the SIX Swiss Exchange, Richemont's primary listing (Reuters 'CFR.S'/Bloomberg 'CFR:SW'/ISIN CH0210483332). They are included in the Swiss Market Index ('SMI') of leading stocks and the MSCI Switzerland IMI ESG Leaders Index. The 'A' shares are also listed on the Johannesburg Stock Exchange, Richemont's secondary listing ('CFRJ.J'/Bloomberg 'CFR:SJ'/ISIN CH0210483332).

