

LVMH 2015
—
ANNUAL REPORT



GROUP

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WHO WE ARE

A creative universe of men and women passionate about their profession and driven by the desire to innovate and achieve. A globally unrivalled group of powerfully evocative brands and great names that are synonymous with the history of luxury. A natural alliance between art and craftsmanship, dominated by creativity, virtuosity and quality. A remarkable economic success story with more than 125,000 employees worldwide and global leadership in the manufacture and distribution of luxury goods. A global vision dedicated to serving the needs of every customer. The successful marriage of cultures grounded in tradition and elegance with the most advanced product presentation, industrial organization and management techniques. A singular mix of talent, daring and thoroughness in the quest for excellence. A unique enterprise that stands out in its sector.

Our philosophy:
PASSIONATE ABOUT CREATIVITY.

THE VALUES OF LVMH

Innovation and creativity

Because our future success will come from the desire that our new products elicit while respecting the roots of our Maisons.

Excellence of products and service

Because we embody what is most noble and quality-endowed in the artisan world.

Entrepreneurship

Because this is the key to our ability to react and our motivation to manage our businesses as startups.



AFFIRMING OUR VALUES AND OUR VISION FOR THE GROUP

LVMH THRIVES ON CREATION, ON TALENTED MEN AND WOMEN AND ON THEIR DESIRE FOR EXCELLENCE. OPENNESS TO OTHERS, TO THE WORLD AND ALL ITS CULTURES HAS ENABLED OUR MAISONS TO GROW AND, IN SOME CASES, SPAN CENTURIES. MOVING FORWARD DOES NOT MEAN FORGETTING. AT THE SCALE OF OUR BUSINESS, AT EACH STAGE OF ITS DEVELOPMENT, WE WILL CONTINUE TO HONOR THIS EXCEPTIONAL HUMAN HERITAGE, EMBODYING THE ROBUST VALUES WE SHARE WITH OUR CUSTOMERS, SUPPLIERS AND SHAREHOLDERS. IN FRANCE AND WORLDWIDE, THERE ARE NOW MORE THAN 125,000 OF US, AND EACH AND EVERY ONE CONTRIBUTED TO THE ACHIEVEMENTS OF 2015. BUT HAPPY AS WE ARE WITH THE GROUP'S EXCELLENT RESULTS, THE VIOLENCE OF THE TERRORIST ATTACKS PERPETRATED IN PARIS AND OTHER CITIES AROUND THE WORLD HAS BEEN SEARED INTO OUR MEMORIES.

Against a backdrop of economic uncertainty and geopolitical turmoil, LVMH made progress in 2015, achieving yet another record year thanks to the energy and responsiveness of our teams, the power of our brands, and the creativity and vision of excellence cultivated at every level of our Group. In a mixed global environment, with some of our Maisons exposed to adverse cyclical changes, particularly in Asia, all of our business groups contributed to revenue growth and all, without exception, significantly improved their results. Hennessy turned in a strong performance, with the number of cases shipped topping the six million mark, Louis Vuitton maintained its uninterrupted growth, Fendi and Bvlgari forged further ahead, Parfums Christian Dior won new market share, Sephora reinforced its leading position as it continues brilliantly to invent the beauty experience of tomorrow... These are just a few of the accomplishments that can make our employees proud.

A NEW BEDROCK

2015 also marks the first year anniversary of Fondation Louis Vuitton, an expression of our passion for art, culture and freedom that also embodies, in the magnificent building by Frank Gehry, our desire and our long-term commitment to make contemporary creative work accessible to a vast audience. Beyond even the

prodigious act of creation that brought it to life, ushering Parisian architecture into the twenty-first century, I see it as a new bedrock which conveys our values and our vision for the Group.

Handing down the craft is another passion – I would even say a responsibility – of ours. The *Institut des Métiers d'Excellence* (IME), an initiative aimed at young people which we launched in July 2014, strives to preserve the know-how of our craftspeople by training the next generation. In only its second year of existence, the IME is already making strides, as it expands the range of professions taught. The courses it offers, designed in partnership with leading trade schools, are showing a great deal of promise. In leatherworking, the entire class of 2014 received hands on training at Louis Vuitton's workshops and went on to win a prestigious apprenticeship award, *Meilleur Apprenti de France*. Eventually, we hope that the IME will embody the excellence of all our crafts, projecting them into the future.

BRANDS SCALING NEW HEIGHTS, HIGHLY ENGAGED TEAMS

Our strategy stems from a deeply held ambition for LVMH. Our principal goal is to develop our Maisons over the long term and consolidate our leadership position. We own exceptional brands: they are emblematic, powerful, and scaling new heights. And that is an incomparable asset. Our employees at our Maisons and subsidiaries around the world are highly engaged, which is just as essential because the men and women who make up the Group are the ones who, through their diverse skills and creativity, make our brands ever more desirable. In their quest for excellence, they perpetuate the quality of their products, carrying them into the future with their enterprising mindset and market insights.

We are number one in the world in our competitive environment. This position makes us proud, but it also means we have to be extremely vigilant. Everyone knows that it is even more challenging to stay in first place than it is to get there. Complacency is, in my opinion, the arch-enemy of creativity and excellence. The greatest accomplishments come when we set ambitious goals for ourselves and always strive to surpass our own limits. We achieve the best performance by remaining alert, always determined to improve on what we create for our brands. To stay number one we have to keep moving forward, and LVMH owes its success to our employees taking on board this core idea of our entrepreneurial philosophy.

POWERFUL NEW STRATEGIC LEVERS

If there was ever a time for vigilance, it is now. Numerous factors of uncertainty have continued to prevail at the beginning of 2016. The agility that we have managed to preserve while growing, and the responsiveness of our organization, are now more crucial than ever. But aside from cyclical fluctuations, our market environment presents deeper challenges such as the diversification of our customers and their needs, the ever increasing emphasis on product quality and creativity as

well as our brands' corporate social responsibility, and the explosion of all things digital. All of these trends represent powerful new strategic levers that our Maisons can use in a changing, wide open world that is brimming with growth opportunities.

Although we will approach the coming months with the prudence warranted by a mixed economic outlook, we are also moving forward with confidence. The Group's managers can draw on the fundamentals of our solid financial position, family spirit and enterprising mindset, as well as our commitment to long-term value creation. On that basis, and to meet that goal, we will continue to invest for the future, selectively but resolutely, in innovation, new geographic locations, expanded manufacturing capacities, store renovations and openings.

A WIDE ARRAY OF PROJECTS IN STORE FOR 2016

2016 will feature a wide array of product launches and promising developments. In addition to other creative projects underway at the Group, Louis Vuitton will continue to enrich its flagship leather goods lines and will open a fragrance-creation laboratory in Grasse, marking the launch of its first perfume. To support its future growth, Hennessy recently began construction on a new ultra modern, environmentally friendly site. Following the trail blazed by Hublot, which doubled the capacity of its watchmaking facility in 2015, Bvlgari will open a new jewelry workshop in Valenza, Italy to support its quest for excellence and its robust growth. DFS will continue expanding into the world's most sought after travel destinations, with a new location in Cambodia near the spectacular ruins of Angkor and its first European store in the historic Fondaco dei Tedeschi building at the heart of Venice.

A highlight of 2016 for our Group will be our third *Journées Particulières* event, in May. Over the course of a weekend, at the exceptional locations offered by our Maisons, seamstresses, perfume bottle finishers, watchmakers, jewelers, cellar masters, malletiers, leather craftspeople and others will be sharing their passion for excellence with a wide audience. By highlighting the richness of our heritage, the diversity and nobility of our craftsmanship, and the virtuosity of our artisans, we will be affirming our timeless values and our vision for the Group.

Bernard Arnault

Chairman and Chief Executive Officer





FONDATION LOUIS VUITTON: A NEW SYMBOL OF FRANCE'S CULTURAL CALLING

THROUGHOUT 2015, FONDATION LOUIS VUITTON'S EVER-EXPANDING INITIATIVES AND ARTS-RELATED PROGRAMS MET WITH POPULAR AND CRITICAL SUCCESS. THE FONDATION OPENED IN OCTOBER 2014, AND HAS SINCE WELCOMED MORE THAN 1.5 MILLION VISITORS.



Thomas Schutte - Mann im Matsch.

The Fondation's first artistic statement was the building itself, designed by American architect Frank Gehry and widely acclaimed for its contribution to the Parisian, French, and international cultural landscapes of the twenty-first century. Since then, the Fondation's collection and programs have anchored it firmly in the history of twentieth and twenty-first century art. They have succeeded in bringing modern art and design to the broadest possible audience. The opening exhibition and the presentation of a first set of commissioned works have launched a spirited dialogue between Frank Gehry's architecture and the work of some of the world's most important artists, such as Olafur Eliasson, Ellsworth Kelly, Cerith Wyn Evans, Adrián Villar Rojas, Bertrand Lavier, Maurizio Cattelan, Iza Genzken, Annette Messager, Wolfgang Tillmans, Tacita Dean, Mona Hatoum, Nam June Paik, Giuseppe Penone, Sigmar Polke, Gerhard Richter, Alberto Giacometti, Jean-Michel Basquiat, Mohamed Bourouissa, Gilbert & George, Andreas Gursky, Richard Prince, Andy Warhol, Cyprien Gaillard and Douglas Gordon. Temporary shows such as "Frank Gehry: The Fondation", "Olafur Eliasson: Contact" and "Keys to a Passion" have garnered rave reviews.

Alongside those temporary exhibitions, Fondation Louis Vuitton has hosted numerous crossover events, combining performance art, poetry and film. Throughout the year, the Fondation has offered outstanding music programming:

master classes, recitals by young artists, and concerts. These included the Moscow Virtuosi, Seiji Ozawa, Lang Lang, Kraftwerk and Kanye West.

2016 opened with the exhibition "Bentu: Chinese artists in a time of turbulence and transformation", offering an unprecedented overview of the contemporary art world in China. In the spring, the Fondation will continue its exploration of art and creativity in China with an exhibition of Yang Fudong's video works. Later in the spring, the enormous glass sails surrounding the building will be transformed by the colors of a special, temporary piece by French artist Daniel Buren. In the fall, the Fondation will present the groundbreaking exhibition "Icons of Modern Art. The Shchukin Collection, Hermitage Museum – Pushkin Museum". This show will be France's highest-profile event on the official program for the France-Russia Year of Cultural Tourism 2016-2017, and will honor the significant role of Sergei Shchukin, a visionary Russian collector of modern art in the early twentieth century. For the first time and on an unprecedented scale, the centerpiece works of a major modern art collection will be presented at Fondation Louis Vuitton. This historic event marks a new stage of artistic development for the Fondation, raising its profile on the international stage and bringing to life the vision of Bernard Arnault and Frank Gehry: "To design, in Paris, a magnificent vessel symbolizing the cultural calling of France."



Concert by Lang Lang at Fondation Louis Vuitton, on October 28, 2014.



Gilbert & George, Class War, Gateway, 1986 – Pop and Music Exhibition, 2015.



CULTIVATING A CLOSE RELATIONSHIP WITH OUR CUSTOMERS AND OUR MARKETS

Growth is slowing, the world is changing: does this mean new challenges for the luxury sector?

The strong progress of our brands shows that there are still excellent growth opportunities in the luxury sector. As long as we can be proactive and cultivate close relationships with our markets, all of the changes that are currently happening are opportunities. The lifestyles of new generations are influencing society as a whole, in terms of mobility, new modes of consumption, the search for experiences, new concepts of service, a sensitivity to ecological and social values, the omnipresence of digital media, and more. To stand still while our customers change would mean being left behind. Without losing sight of their values, our brands need to adapt constantly, to stay desirable and fresh. Another change is that the world has become smaller and more accessible, with information from around the world available in real-time and people travelling much more. Purchases by travelers are intimately tied to the experience of discovering the world, and they expand our market, although they are also subject to exchange rates and security concerns. Local customers are also a source of growth and opportunity, as long as we combine product innovation, personalized service and entertaining events to build deep and enduring relationships.

Can digital be about more than just online shopping?

Luxury customers are highly connected, and for them the digital world means much more than easy online shopping. The Internet and social networks have become new media where they can get information and customized services, catch up with friends, form opinions and have fun. Mobile devices fill a multitude of formerly separate roles, and they allow consumers to make purchases anytime and anywhere: really a new way of life. For luxury brands, customers' emotional engagement is very impor-



Antonio Belloni
Group Managing Director

tant. Our passion for excellence and creativity in our stores therefore has to carry over into the digital world, so that the experience can be just as high-quality whether the point of contact is physical or digital. Moreover, digitization can enrich the relationship: with Sephora's mobile terminals, sales representatives can offer each customer a bespoke experience; Louis Vuitton's LV Pass app will soon be able to adapt to every user's centers

of interest. Every Maison builds its digital identity in accordance with its vision of excellence, but the Group is increasingly a driving force for innovation and sharing best practices.

Brands are providing more information about their role as corporate citizens. Is this a response to new expectations?

Our customers and our employees grow more attuned to these issues every day. There is a real desire to be associated with companies that have a positive influence on society. Our commitments to employment, supporting young people and improving our environmental profile are the heart of our long-term strategy. By teaching the younger generations, we hope to pass on and sustain the artisanal skills and knowledge that are our core strengths: that is the mission of the Institut des Métiers d'Excellence and the reason for our contribution to the ESSEC international business school's recently-endowed chair in *Savoir-faire d'Exception* ("Exceptional know-how"). The LVMH Prize for Young Fashion Designers supports young talent. Lastly, there are several important environmental protection aspects. Our Maisons use rare, natural materials. In that sense, our supply chains, production sites and stores offer opportunities for improvement. The LIFE program, in place since 2013, has structured our Maisons' actions around a shared commitment. We are always innovating, we have set up an internal price for carbon usage to set in motion a virtuous circle and support the goals of COP21.

PERFORMANCE AND RESPONSIBILITY: A BUSINESS MODEL IN THE SERVICE OF EXCELLENCE

Forged over generations by alliances between Maisons – weaving together their traditions of excellence and creative passion – LVMH has built its leading position on a unique portfolio of iconic brands. These Maisons derive their energy from their exceptional heritage, innovative mindset, and receptive outlook. The Group supports their development in a spirit of entrepreneurship, long-term vision, and respect for the source of their strength and uniqueness.

As ambassadors of an authentic *art de vivre*, it is our responsibility to set the right example in every aspect of our business, from product design to the experience that customers have throughout their relationships with our brands; from investment choices to social and environmental initiatives. Because what we do requires a diverse range of talent, we are committed to training teams that embody excellence. Because passing on skills is an integral part of our culture, we want to use that to promote social inclusion and employment. Because our crafts make the most of nature at its purest and most beautiful, we see preserving the environment as a strategic imperative.

The values and actions encompassed by our sustainable development attitude emerge from a tradition that dates back to the origins of our Maisons and forms an integral part of our heritage. Our long-term success depends not only on the Group's solid business model and profitable growth strategy, but also on our unwavering commitment to creativity, excellence and sustainability in all of our development and corporate citizenship goals.

HUMAN RESOURCES POLICY To encourage all our employees to reach their full career potential and achieve their aspirations, to develop diversity and the wealth of human resources at our companies in all the countries where we operate, and encourage initiatives in these areas. Outside our own company, to contribute to the knowledge and preservation of our crafts and our know-how as artisans and designers.

ECONOMIC PERFORMANCE To combine economic growth, sustainability and commitments to creativity and excellence. To apply our creative passion to the *art de vivre* to which our customers aspire. To strengthen our position as a global leader, and to be the benchmark in the management and development of high-quality brands.

ENVIRONMENT To work together to preserve the planet's resources, to design and develop products that are compatible with environmental concerns, to report on our policies and projects and the progress achieved in meeting our objectives. To contribute to environmental protection above and beyond the factors directly related to our operations, by entering into active partnerships with cooperating business groups, local authorities and associations.

CITIZENSHIP To implement a patronage program for the widest possible public benefit, the components of which reflect and transmit our fundamental values. To provide active support for major causes, humanitarian projects and public health programs, and develop initiatives in support of art and young people.



THE BOARD OF DIRECTORS IS THE STRATEGIC BODY OF THE COMPANY WHICH IS PRIMARILY RESPONSIBLE FOR ENHANCING THE COMPANY'S VALUE AND PROTECTING ITS CORPORATE INTERESTS. ITS MAIN MISSIONS ARE THE ADOPTION OF OVERALL STRATEGIC ORIENTATIONS AND THE OVERSIGHT OF THEIR IMPLEMENTATION, THE VERIFICATION OF THE TRUTHFULNESS AND RELIABILITY OF INFORMATION CONCERNING THE COMPANY AND THE GROUP, AND THE OVERALL PROTECTION OF THE GROUP'S ASSETS.

The Board of Directors has a Charter which notably specifies the rules governing its membership, duties, procedures and responsibilities. It has nine independent Directors who are free of any interest with regard to the Company.

BOARD OF DIRECTORS

Over the course of the 2015 fiscal year, the Board of Directors met four times as convened by its Chairman. The Board approved the parent company and consolidated financial statements and expressed its opinions on subjects including the Group's major strategic guidelines and decisions, its budget, the compensation of company officers, and the establishment of performance share plans. It also approved amendments to various regulated agreements, including with related companies or with companies in which certain Directors hold executive management positions. It also conducted an evaluation of its capacity to meet the expectations of shareholders by reviewing its membership, its organization and its procedures, and modified its Charter as well as the internal rules and regulations of the Nominations and Compensation Committee.

PERFORMANCE AUDIT COMMITTEE

The Performance Audit Committee, which currently consists of three members, all independent, appointed by the Board of Directors, met five times in 2015.

Besides reviewing the annual and interim parent company and consolidated financial statements, in connection with a detailed analysis of changes

in the Group's activities and scope of consolidation, the Committee mainly looked at internal control and the management of major risks at certain Group subsidiaries; the Group's policy on insurance; the impact of exchange rates and the policy for writing down brands and goodwill; matters of brand and goodwill valuation and current tax issues. The Committee also oversaw the selection process for the Statutory Auditors whose appointments will expire in 2016.

NOMINATIONS AND COMPENSATION COMMITTEE

The Nominations and Compensation Committee, which currently consists of three members, all independent, appointed by the Board of Directors, met three times in 2015. It issued proposals on the fixed and variable remuneration of the Chairman and Chief Executive Officer and the Group Managing Director, as well as on the awarding of performance shares to those same persons and on their obligation to hold onto a portion of the awarded shares if they vest, and issued opinions on the compensation, performance shares, and benefits in kind granted by the Company and its subsidiaries to certain Directors. It issued an opinion on the renewal of the Director appointments expiring in 2015 and on the amendment of the Charter of the Board of Directors and the internal rules and regulations of the Nominations and Compensation Committee.

Further information can be found in the 2015 Reference Document.

EXECUTIVE COMMITTEE



Bernard Arnault
Chairman and Chief Executive Officer



Antonio Belloni
Group Managing Director



Nicolas Bazire
Development and Acquisitions



Michael Burke
Louis Vuitton



Chantal Gaemperle
Human Resources and Synergies



Jean-Jacques Guiony
Finance



Christopher de Lapuente
Sephora and Beauty



Christophe Navarre
Wines and Spirits



Daniel Piette
Investment Funds



Pierre-Yves Roussel
Fashion Group



Philippe Schaus
DFS



Jean-Baptiste Voisin
Strategy

BOARD OF DIRECTORS⁽¹⁾

Bernard Arnault
Chairman
and Chief Executive Officer

Pierre Godé
Vice-Chairman

Antonio Belloni
Group Managing Director

Antoine Arnault

Delphine Arnault

Nicolas Bazire

Bernadette Chirac⁽²⁾

Nicholas Clive Worms⁽²⁾⁽³⁾

Charles de Croisset⁽²⁾⁽³⁾⁽⁴⁾

Diego Della Valle⁽²⁾

Albert Frère⁽²⁾⁽⁴⁾

Marie-Josée Kravis⁽²⁾

Lord Powell of Bayswater

Marie-Laure Sauty de Chalon⁽²⁾

Yves-Thibault de Silguy⁽²⁾⁽³⁾⁽⁴⁾

Francesco Trapani

Hubert Védrine⁽²⁾

ADVISORY BOARD MEMBERS

Paolo Bulgari

Patrick Houël

Felix G. Rohatyn

GENERAL SECRETARY

Marc-Antoine Jamet

STATUTORY AUDITORS

DELOITTE & ASSOCIÉS
represented by Thierry Benoit
and Guillaume Troussicot

ERNST & YOUNG et Autres
represented by Jeanne Boillet
and Gilles Cohen

⁽¹⁾ At December 31, 2015.

⁽²⁾ Independent Director.

⁽³⁾ Members of the Performance Audit Committee.

⁽⁴⁾ Member of the Nominations and Compensation Committee.

LVMH IS ACTIVE IN SIX BUSINESS GROUPS



WINES & SPIRITS

The LVMH Wines & Spirits business group focuses its growth on the high-end segments of the market. The world leader in champagne, LVMH also produces still and sparkling wines from the world's most famous wine-growing regions. The Group is also the world leader in cognac with Hennessy and is expanding its presence in the luxury spirits segment in addition to its historical business. The portfolio of brands is served by a powerful international distribution network.



FASHION & LEATHER GOODS

Louis Vuitton, Fendi, Donna Karan, Loewe, Marc Jacobs, Céline, Kenzo, Givenchy, Thomas Pink, Pucci, Berluti, Rossimoda and Edun are the brands that form the Fashion & Leather Goods business group. This outstanding group of brands from both sides of the Atlantic has 1,566 stores throughout the world. LVMH supports the growth of these brands by providing them with shared resources, while at the same time respecting their identity and their creative positioning. In 2013, the business group welcomed Loro Piana, a paragon of excellence, renowned for its devotion to quality and the finest materials.



PERFUMES & COSMETICS

LVMH, a major player in the perfumes, make-up and skincare sector, relies primarily on a portfolio of brands representing French companies with an international presence: Christian Dior, Guerlain, Givenchy and Kenzo. The Group also supports the development of high-potential brands: Benefit and Fresh, two rapidly-growing American brands; Acqua di Parma, whose perfumes symbolize Italian elegance; Parfums Loewe, one of the leaders in the Spanish market; and Make Up For Ever, a firm favorite of professional make-up artists which has recorded outstanding growth by opening its doors to the general public.



WATCHES & JEWELRY

Counted among the most dynamic brands on the market, the LVMH Watches & Jewelry Maisons operate in two segments: high-quality watchmaking on the one hand and jewelry and fine jewelry on the other. A quest for excellence, creativity and innovation guide the Maisons in this area every day. The watchmaking side capitalizes on the complementary positioning of its Maisons: TAG Heuer's international stature, Hublot's strong dynamic of innovation, Zenith's age-old savoir-faire and Dior's creativity. In jewelry and fine jewelry, Bvlgari, Chaumet, Fred and De Beers employ their bold creativity and perfectly mastered savoir-faire to constantly surprise their customers and offer them the objects of their desire.



SELECTIVE RETAILING

The LVMH Selective Retailing companies operate in Europe, North America, Asia and the Middle East. Their businesses are conducted in two segments: retailing designed for customers who are international travelers ("travel retail"), with DFS and Starboard Cruise Services, major players in their markets; and the selective retailing concepts represented by Sephora, the most innovative company in the beauty segment, and Le Bon Marché Rive Gauche, a department store with a unique atmosphere located in Paris.



OTHER ACTIVITIES

Being ambassadors for culture and a certain *art de vivre* is the raison d'être of the Maisons in this business group. That approach is part of the quest for excellence pursued by each of these Maisons: from the Les Echos group, which includes key business and cultural press titles, to Royal Van Lent, which markets custom-designed yachts under the Feadship name, and Cheval Blanc, which is developing a collection of exceptional hotels.

RECORD REVENUE AND OPERATING PROFIT IN 2015

60

PRESTIGIOUS BRANDS

70

COUNTRIES

125,346

EMPLOYEES

3,860

STORES WORLDWIDE

€35.7 bn

REVENUE

€6.6 bn

PROFIT FROM RECURRING OPERATIONS

€3.6 bn

NET PROFIT GROUP SHARE

€3.7 bn

FREE CASH FLOW

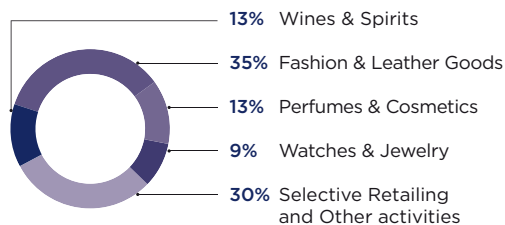
REVENUE
(EUR millions)

2015	35,664
2014	30,638
2013	29,016

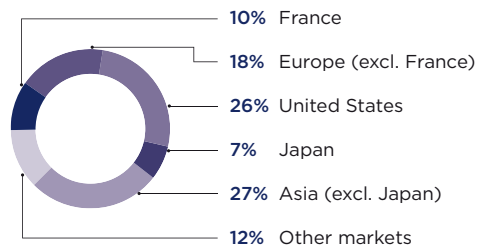
PROFIT FROM RECURRING OPERATIONS
(EUR millions)

2015	6,605
2014	5,715
2013	6,017

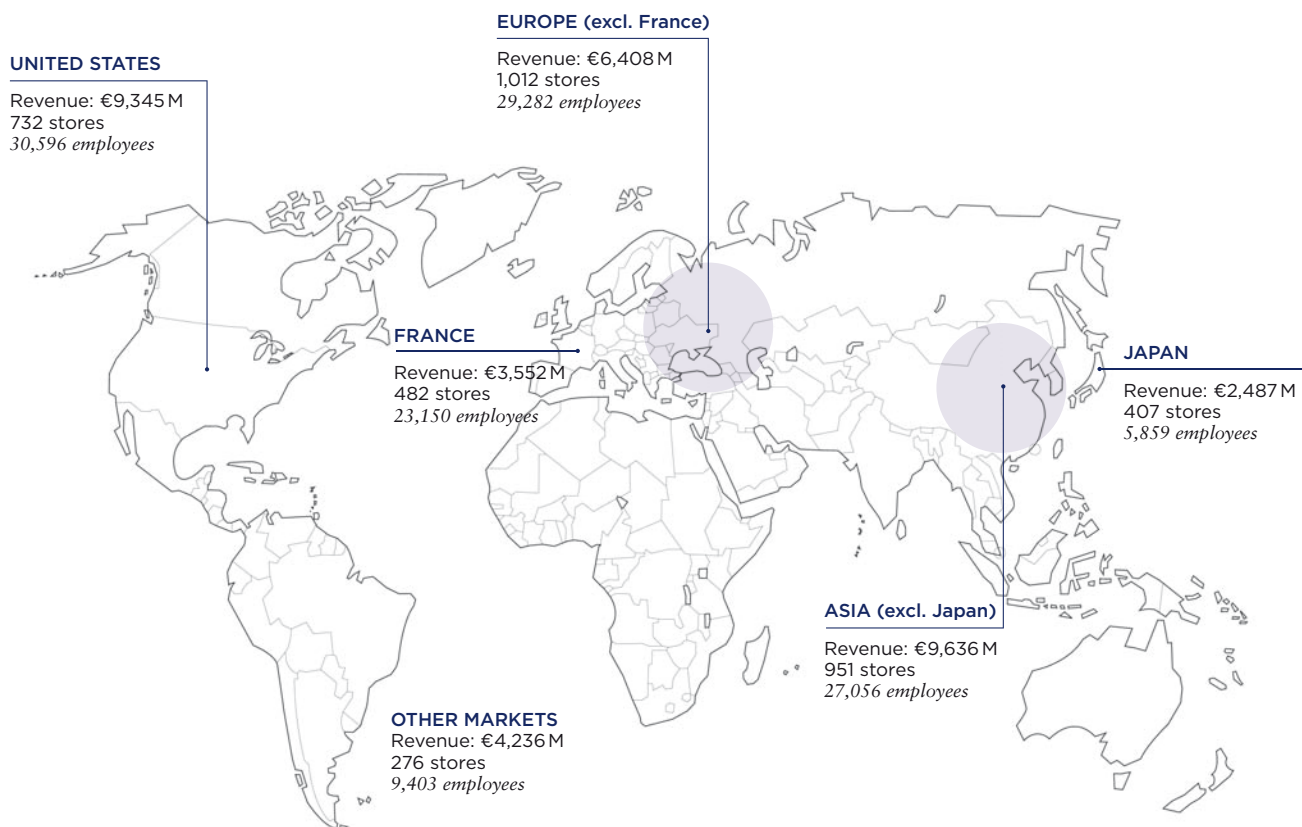
2015 REVENUE BY BUSINESS GROUP (in %)



2015 REVENUE BY REGION (in %)



GEOGRAPHIC FOOTPRINT (at December 31, 2015)





LVMH'S NEW WEBSITE

On April 22, 2015, LVMH launched its new corporate website. The new lvmh.com was designed with two goals in mind: to provide visitors with the information and answers they need, and to showcase the essence of LVMH.

Lvmh.com is our face to the world, an authoritative reference where all of our customers, investors and stakeholders can find exactly what they are looking for in an excellent user friendly format. It offers quick, easy access to information and content with real-time updates and the latest digital features to help visitors find their desired page.

It also cuts across boundaries, guiding visitors from the functional to the emotional, revealing what they didn't even know they were seeking. In the Behind the Scenes section, our values

are represented through an array of digital experiences, inviting visitors to discover a day in the life of the men and women who are at the heart of LVMH's success, learn about our iconic designs, as well as the exceptional locations of our Maisons. The site's sober and elegant graphic design embodies the unique identity of the LVMH Group. Practical services and features such as real-time stock quotes, interactive financial highlights, job offers from all of our Maisons, and contact forms are placed at visitors' fingertips.

The site can be browsed in six languages: English, French, Chinese, Japanese, Italian and Russian and has been developed to work on all mobile devices.



THIRD EDITION OF LES JOURNÉES PARTICULIÈRES

Les Journées Particulières, first held in 2011, originated from the LVMH Group's desire to acquaint a wide audience with the talented men and women, historic locations, unique craftsmanship, and rich traditions that make it great. A shared culture of flawless artistry, carefully handed down from generation to generation, has enabled our Maisons to create their exceptional products and become known the whole world over. But Les Journées Particulières is also a chance for us to show that these places form a living heritage, enriched daily by the innovation and creativity that abound

within their walls. The Maisons' unquenchable spirit is a powerful cultural and economic asset, and a source of job creation in the countries where they operate.

For three days, visitors can tour our workshops, cellars, family mansions, historic stores and more, meeting craftspeople and other employees who are proud to share their passion for their work and their Maisons.

Following on the heels of the previous events in 2011 and 2013, Les Journées Particulières will be held for the third time in May 2016 in more than 50 locations across France and Europe.



A PASSION FOR HANDING DOWN THE CRAFT

BY HARNESSING THE ENERGY OF THE NEXT GENERATIONS
OF DIGITAL NATIVES, PASSING OUR VALUES AND EXPERIENCE
ON TO THEM, WE CAN ENSURE A BRIGHT, LONG FUTURE FOR THE GROUP.
OUR SUCCESS IN THIS ENDEAVOR WILL DETERMINE WHETHER LVMH IS ABLE
TO SEIZE THE TREMENDOUS OPPORTUNITIES OFFERED BY A DIGITALLY
AND GLOBALLY CONNECTED WORLD.

In 2015, we translated our longstanding conviction into real world progress. The continuing development of the Institut des Métiers d'Excellence is a vivid illustration of our push to preserve LVMH's special knowledge of the applied arts and transmit it to a new generation of craftspeople and designers, while adapting to modern trends and the digital landscape.

MEETING THE ASPIRATIONS OF UPCOMING GENERATIONS

We have been rapidly expanding our partnerships with business schools in France and around the world, another testament to our desire to build closer ties with students and recent graduates, and invest in their capacity for innovation.

Since the Global Conference of 2014, whose Future Lab provided a forum for interaction between business leaders and young high potential attendees, all of the Maisons have contributed to getting the next generation of managers involved in conversations about strategy. The result has been an outpouring of new ideas and a breakthrough in cross generational collaboration.

The Group's new website, which is even more interactive, reflecting our employees' many innovations, illustrates our determination to help young talents achieve their aspirations

by giving them all the information they need to understand the LVMH universe in a user friendly, emotionally engaging environment.

Human Resources is responsible for promoting and championing these sweeping changes that will drive the development of our employees' creativity and pursuit of excellence.

RECRUITING AT EVERY LEVEL AND ATTRACTING NEW TYPES OF TALENT

As we continue to grow, it is a strategic priority of our human resources policy to recruit new people from outside the Group at every level of the organization and in every business segment.

This priority reflects the importance that LVMH attaches to recruiting people with more varied backgrounds, individuals who are both pragmatic and creative, enterprising, culturally open-minded and international, and highly motivated by premium quality products and the heritage of luxury goods houses.

The Group's appeal as an employer stems in part from the variety of business segments in which it operates and the many different job paths offered by its Maisons. The career opportunities at LVMH are unique.



"I'M IN CHARGE OF DEVELOPING CREATIVE CONCEPTS FOR ALL OF BVLGARI'S WINDOW DISPLAYS AND POP-UP STORES WORLDWIDE, AS WELL AS SPECIAL SHOWROOM PROJECTS AND VISUAL DESIGN FOR HIGH JEWELRY EVENTS.

AS A GRADUATE OF THE ISTITUTO EUROPEO DI DESIGN, I BRING TO THE BVLGARI MAISON MY INTERNATIONAL BACKGROUND AS A DESIGNER AND A DEEP KNOWLEDGE OF RETAIL. MY ROLE REQUIRES A COMBINATION OF CREATIVITY, PASSION AND TECHNICAL SKILLS TO CREATE EXCEPTIONAL EXPERIENCES FOR OUR CUSTOMERS AROUND THE WORLD WHILE REMAINING TRUE TO THE SPIRIT OF BVLGARI'S CENTENNIAL ITALIAN HERITAGE."

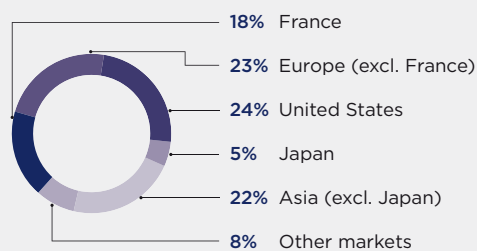
Biagio Fontana,
Visual Merchandising Design Manager, Bvlgari

125,346

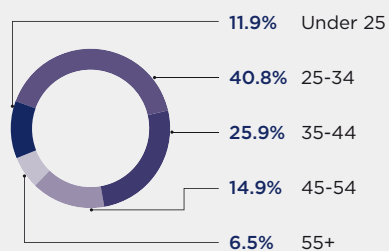
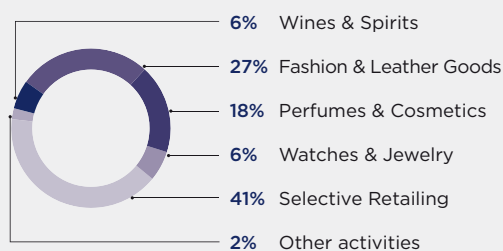
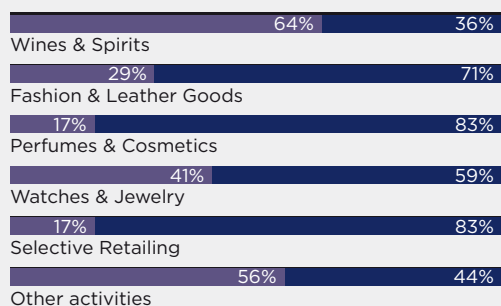
employees worldwide
at December 31, 2015

Median age of
33 years old

74% OF WOMEN

EMPLOYEES BY GEOGRAPHIC REGION⁽¹⁾ (in %)

WORKFORCE BY AGE

EMPLOYEES BY BUSINESS GROUP⁽¹⁾ (in %)BREAKDOWN OF MEN/WOMEN BY BUSINESS GROUP
(Total permanent headcount)WORKFORCE BY PROFESSIONAL CATEGORY
(Total permanent and fixed-term headcount)

	2014	2015	
Managers	20,584	21,510	+4%
Technicians and supervisors	11,786	12,077	+2%
Administrative and sales employees	74,365	77,153	+4%
Production workers	14,554	14,606	0%
TOTAL	121,289	125,346	+3%

(1) Includes both regular and temporary personnel
as at December 31, 2015.

For many years, the Group has maintained close ties with business and engineering schools and universities, enabling it to develop its reputation and that of its Maisons among students and give them a window onto major career tracks and prospects.

Here are a few of our many privileged partnerships based on the Group's key recruitment priorities in 2015:

- Design – with Central Saint Martins in London and Parsons The New School of Design in New York;
- Luxury brand management – with ESSEC (the LVMH Chair) and SDA Bocconi in Italy, and the Luxury Business Management track at Singapore Management University;
- Excellence in the customer experience – now in partnership with HEC;
- Supply chain operations – with Centrale Paris;
- Digital entrepreneurship – a new collaboration with Telecom Paris Tech.

In addition to these programs, LVMH has also developed new digital tools to reach a wider audience of students, streamline the job application experience and encourage a diverse pool of candidates to apply. Examples of these innovative initiatives include the InMind application (for digitizing CVs

submitted on student forums), virtual job forums, pre-recorded video interviews and an online presence on platforms such as jobteaser.com.

LVMH has a robust reputation as an employer of choice. For the 10th year running, the Group has been ranked first by Universum as the preferred employer for French business school students, and its employer brand is increasingly strong among engineering school students.

OFFERING A WIDE RANGE OF OPPORTUNITIES

LVMH Human Resources prides itself on offering a wealth of career development options and international opportunities. With more than 2,400 internal transfers of management personnel, this year was no exception.

As our Maisons develop in evolving marketplaces, and new growth drivers such as digital technology come to the fore, we have been able to provide varied career opportunities at every level of the organization, prompting a cross-pollination of skills between different business segments.



"AS SOON AS I ARRIVED AT THE LVMH GROUP, JUST AFTER FINISHING MY STUDIES, I STEPPED UP TO THE CHALLENGE OF MANAGING ONE OF GUERLAIN'S POINTS OF SALE IN PARIS. NEXT, I FOLLOWED MY INTEREST IN INTERNATIONAL BUSINESS DEVELOPMENT BY TAKING ON THE ROLE OF AREA MANAGER IN THE UNITED STATES, FIRST FOR THE CARIBBEAN AND THEN FOR LATIN AMERICA. WITH ALL THESE DIFFERENT, QUITE COMPLEMENTARY CAREER STARTING EXPERIENCES UNDER MY BELT, I REALLY WANTED TO TAKE RESPONSIBILITY FOR DEVELOPING MY OWN PART OF THE BUSINESS, AND I SUCCESSFULLY ASSUMED THE MANAGEMENT OF THE BRAND'S SUBSIDIARY IN MEXICO. NOW I'VE JOINED SEPHORA IN CHINA TO TAKE ON THE NEW CHALLENGE OF A POSITION IN MERCHANDISING."

Lucie Dehouck,
Associate Director of Makeup Category, Sephora China

Thanks to the commitment and close collaboration of our HR managers at LVMH's Maisons around the world, especially relating to regular talent reviews, 73% of senior management vacancies have been filled through internal promotions. Specific working groups are now organized for retail, digital, finance and supply chain jobs, in addition to the 70 internal transfer review boards for different seniority levels and regions. This approach is underpinned by far reaching changes in the tools and information systems used for human resource management and the integration of social media into an even more proactive talent outreach process.

UNLOCKING POTENTIAL

We take special care to get to know our employees and to foster their professional development. The personalized support given to them has been improved by upgrading the quality of career discussions and annual interviews, with training for HR and line managers all around the world. The standard yearly organizational and talent review was performed with special attention to indicators of cultural and gender diversity. This approach revealed a talent pool of 1,000 key individuals from 30 different countries, with women accounting for 60% of the "high-potential" group.

Developing the careers of talented women has been a priority at LVMH for some years now, with tangible results in terms of their professional advancement. Today, 38% of our executive committees' members are women, as opposed to 26% in 2007.

The EllesVMH initiative is central to this process, with active participation by the Maisons and in our different regions through a range of actions aimed at addressing the most commonly identified areas for improvement (ambition, self-marketing, career mobility and work-life balance).

TRAINING FOR CHANGE

The changes brought about by digital technology are having a profound impact on the behavior of both luxury consumers and LVMH Group employees. In order to evolve in step with those changes, our Executive Development and Digital teams have built specific tools, which they have made available to the Maisons.

An online training course called Digital Discovery enables management staff to acquire a shared vocabulary and a core of critical know how for dealing with the implications of the digital revolution, including new tools, trends and customer behaviors, combined with insights into regional differences.



This training explores all of the key topics selected with our in-house experts, from our main functional job categories – marketing/communications, retail, and general management – to our five operational business groups.

In another initiative, Digital Journey, the executive committees of the Group's Maisons are invited to attend a special session where they can draw inspiration from new ways of working, experiment with new technologies, familiarize themselves with new tools, and interact with stakeholders in the digital community.

There are also regional initiatives. In China, our HR teams have helped steer organizational change as part of a digital-age strategy to recruit the most digitally savvy people and offer them attractive career prospects.

FOSTERING EXCELLENCE IN THE CUSTOMER EXPERIENCE

We are also continuing to develop the retail know-how of our global organization. LVMH's retail network, which is one of a kind in both size and quality, serves as a foundation for our customer relationships and brand experiences.

That is why we have set up retail support and sharing initiatives – designed globally but implemented locally – to give the Maisons a helping hand on the ground.

In China, the Retail Academy designs professional development programs suited to the pace, context and constraints of business at our shops, covering subjects such as interpersonal communication, understanding luxury, and the best ways for managers to coach their employees. These programs are open to the management staff of all of our locally represented brands. Since we started offering them in 2012, more than 300 managers have signed up.

Retail-specific initiatives have also been developed in the United States. The brands have held special round table discussions to design customer relations training courses, outline shared career paths, and put together dedicated programs for our indirect retail networks.

All of these initiatives are contributing to our Maisons' success in providing our customers with great experiences and support.



“I JOINED LVMH WHEN I WAS 24, AND I VERY QUICKLY REALIZED THAT THE GROUP COULD OFFER ME A WIDE RANGE OF OPPORTUNITIES, LETTING ME TAKE ON GREATER AND GREATER LEVELS OF RESPONSIBILITY. TODAY, I'M HR DEVELOPMENT MANAGER FOR MOËT HENNESSY UK. LVMH HOLDS A LOT OF APPEAL FOR YOUNG GRADUATES BUT THE ENVIRONMENT IS ALSO EXTREMELY COMPETITIVE, SO MY JOB IS TO TRACK DOWN AND DEVELOP THE BEST TALENT. I BELIEVE IN TAKING RISKS, FINDING THE UNIQUENESS AND POTENTIAL IN EVERYONE, AND TAKING A CHANCE ON THOSE WHO BREAK THE MOLD!”

Sara Frazao,
HR Development Manager, Moët Hennessy UK



WOMEN'S CAREER DEVELOPMENT CÉCILE DEBEVER

After 15 years at Moët Hennessy and nine months on the LVMH House team, Cécile is starting a new chapter in her career as International Operational Marketing Director for Make Up For Ever.

"I really grew at Moët Hennessy. I took a wide array of responsibilities over time from product development and visual merchandising to communication and digital. I was able to expand significantly on my original role of just 'marketing', and that's what made these past 15 years so exciting.

At a certain point, though, I decided I wanted to broaden my horizons even further. I believe that change is an essential source of personal development and progress.

Around that time, I got the opportunity to join the EllesVMH Coaching program, which got me seriously thinking. I realized that I was in charge of my own career – and that I had options. I began imagining a more far-reaching path for myself, maybe

in another industry, doing other types of jobs. Eventually I became eager to express my ambition and fight for it, even though it would have been easier just to stay where I was.

What finally tipped the scales for me was going on maternity leave with my third child. Since I was going to have to put my professional life on hold anyway, I decided to turn my situation into an opportunity for change.

Being assigned to the LVMH House gave me the chance to use my business and marketing experience in a totally different environment, working on EllesVMH and Digital.

Today, I've achieved the transition I was looking for. What I take away from this experience is a focus on intuition, perseverance and risk taking, and an appreciation for all those who sustained me with their knowledge, curiosity and support.

I look forward to beginning my new adventure at Make Up For Ever."



LAUNCH OF LVMH'S INSTITUT DES MÉTIERS D'EXCELLENCE

Our Maisons owe their success to a high level of expertise – which the Group intends to expand and preserve – in the fields of craftsmanship, design and sales.

Announced in July 2014 by Chantal Gaemperle, Group Director of Human Resources and Synergies, the founding mission of Institut des Métiers d'Excellence (IME) is to ensure the transmission of that expertise in partnership with renowned training centers chosen for their educational excellence and prestigious degree programs. LVMH's priority is to develop the employability of the young students admitted to IME in keeping with our policy of equal opportunity.

In 2014, IME signed its first partnership agreements with the BJOP jewelry school, the ECSCP Paris couture school and the Compagnons du Devoir et du Tour de France. It opened apprenticeship programs at these three institutions in jewelry making, couture flou and leatherworking, respectively.

In 2015, IME entered into new partnerships with Avize Viti Campus, EMA Sup Paris and École Boulle, opening four new

programs in couture tailleur, wine and winemaking, sales and retail design, with the number of apprentices growing from 28 to more than 120.

Chaired by Bernard Arnault, the Group's Chairman and CEO, the 2015 back-to-school ceremony on October 27 marked the official launch of Institut des Métiers d'Excellence, at the Fondation Louis Vuitton, attended by everyone who believed in the project and contributed to making it a reality: the Group Executive Committee, educational partners, training specialists, industry experts, program mentors, the Presidents of the 21 participating Maisons, and of course the classes of 2014 and 2015.

Designs by the class of 2014 inspired by the Fondation Louis Vuitton were exhibited and presented to guests at the ceremony.



SOCIAL RESPONSIBILITY

AT LVMH, WE BELIEVE IN EXEMPLARY BEHAVIOR TOWARDS OUR EMPLOYEES AND COMMUNITIES, BASING OUR RESPONSIBLE EMPLOYMENT AND BUSINESS APPROACH ON RESPECT FOR PEOPLE AND A COMMITMENT TO ACTIVE SOLIDARITY. OUR FOUR KEY PRIORITIES ARE: WELL-BEING AND QUALITY OF LIFE AT WORK, PREVENTING DISCRIMINATION, DEVELOPING ALL TYPES OF TALENT, AND SUPPORTING LOCAL COMMUNITIES. OUR ACTIONS REFLECT A DESIRE TO TAKE THE SPIRIT OF EXCELLENCE THAT DRIVES THE GROUP AND TURN IT INTO A LEVER FOR EMPLOYMENT, SOCIAL INCLUSION AND THE FULL, UNFETTERED EXPRESSION OF TALENT.

SHARED COMMITMENTS AND SOLIDARITY

In keeping with the sense of accountability that is expected of a business of its size, LVMH develops and implements its corporate social responsibility policy through support for numerous associations operating on behalf of young people, disadvantaged populations and equal-opportunity causes. LVMH works alongside leading social change organizations. For example, we endorsed the Women's Empowerment Principles in 2013 and signed a partnership with Agefiph in France to implement disability employment initiatives in 2014-2015.

A network of corporate social responsibility correspondents oversees our initiatives and enables each of the Group's Maisons to take ownership of them and adapt them to their own values and environment as well as the needs of their employees and customers. The correspondents coordinate those initiatives, facilitate their implementation and foster the sharing of objectives and best practices, allowing the Group to maximize its corporate social responsibility actions worldwide in accordance with each community's needs.

All LVMH orientation seminars for new key executives and managers address corporate social responsibility, with a special focus on what is expected of management personnel. After this introduction, they receive regular communications on the subject, tailored to the issues affecting them. In 2015, LVMH celebrated the International Day of Persons with Disabilities by showing its managers eight films highlighting the Group's disability goals and local best practices. An independent firm has been commissioned to run long-term discrimination testing campaigns to verify that the Group's hiring decisions are in line with its equality commitments. Since 2014, these campaigns have been carried out on a global scale, meaning that any location can be tested. The results are presented to the Human Resources departments, where they give rise to action plans with specific training for managers. Once a year, LVMH asks all of its Maisons to report on their corporate social responsibility initiatives and invites them to the "Dîner des Maisons engagées" (charity dinner) with their stakeholders to celebrate the Group's commitment to socially responsible employment and business practices.

OVERARCHING STRUCTURAL INITIATIVES

In addition to its Group-wide commitments and coordination between Maisons, LVMH engages in large-scale awareness-raising and audit initiatives to actively involve its managers in promoting corporate social responsibility.

**FREQUENCY RATE
OF ACCIDENTS (in %)**

2015	4.70%
2014	4.75%
2013	4.80%

**EMPLOYMENT RATE IN FRANCE
FOR DISABLED PERSONS (in %)**

2015	4.50%
2014	4.10%
2013	4.10%



LVMH CELEBRATES THE INTERNATIONAL DAY OF PERSONS WITH DISABILITIES WITH INITIATIVES IN 7 COUNTRIES

Since 2007, LVMH has worked actively to promote the employment and social inclusion of persons with disabilities. On December 3, we celebrated the United Nations' International Day of Persons with Disabilities. Eight films from seven countries (China, the United States, France, Japan, Russia, Spain and the United Kingdom) – showcasing eight successful social and workforce inclusion initiatives for persons with disabilities

in different parts of the Group – were shared with a wide audience of employees worldwide. The introduction to this video newsletter was a powerful statement from Chantal Gaemperle, reminding viewers that “a disability is no obstacle to original design, excellent craftsmanship and service, and timeless expertise.”



LVMH IS ORGANIZING THE THIRD LVMH PRIZE FOR YOUNG FASHION DESIGNERS

LVMH has always been dedicated to encouraging the talents of tomorrow. Since 2014, the Group has reaffirmed its commitment by inaugurating the LVMH Prize for Young Fashion Designers.

Each LVMH Prize – a groundbreaking award in terms of its concept, its content and its international reach – recognizes an exceptionally talented designer selected by a jury including, among others, creative directors from our Maisons.

“The LVMH Prize is designed to support and encourage young fashion designers. This initiative celebrates the values of our Group. Our designers will select promising talents of tomorrow who will receive prizes and support to develop their label. Our goal is to nourish the vitality and creativity of the fashion ecosystem on an international scale. As the leader in our industry, we play a natural role in discovering young talents and helping nurture their growth,” said Delphine Arnault, Executive Vice President of Louis Vuitton, initiator of the LVMH Prize and member of the jury.

The winner of the LVMH Prize receives a €300,000 grant and, for twelve months following the official award, personalized support from a special LVMH team to help develop his or her company. This support spans all the areas of expertise that are essential to a budding fashion house, such as production and distribution, brand image and communication, marketing and intellectual property.

The LVMH Prize will also recognize three young graduates of fashion schools, offering them an opportunity to work as part of the design team at one of the Group’s Maisons for one year.

This year, the jury will meet on June 16th at the Fondation Louis Vuitton to select a winner from among eight talented designers from Belgium, Canada, Finland, France, Japan, the United Kingdom and the United States.



THE LVMH SUPPLY CHAIN

AT LVMH, WE SEE SUPPLIER RELATIONS AS AN ESSENTIAL LINK IN THE VALUE CHAIN, WHICH IS WHY WE ARE COMMITTED TO MAINTAINING AND PROMOTING RESPONSIBLE RELATIONSHIPS WITH OUR PARTNERS, SUPPLIERS AND SUBCONTRACTORS. UNDER THE TUTELAGE OF GROUP MANAGING DIRECTOR ANTONIO BELLONI, THE OPERATIONS, ENVIRONMENT, SOCIAL DEVELOPMENT AND FINANCIAL COMMUNICATIONS DEPARTMENTS ARE WORKING TOGETHER TO EDUCATE AND COORDINATE THE MAISONS AND HELP THEM ACHIEVE PROGRESS IN THEIR RELATIONS WITH SUPPLIERS.

2015 BREAKDOWN BY REGION

	Europe	Asia	North America	Other
Breakdown of suppliers (in %)	64	18	9	9
Breakdown of audits ⁽¹⁾ (in %)	48	48	2	2

(1) Of which 2% preliminary audits, 56% initial audits, and 42% follow-up audits.

Scope: Wines & Spirits, Louis Vuitton, Loro Piana, Berluti, Donna Karan, Fendi, Givenchy Couture, Loewe, Marc Jacobs, Céline, Thomas Pink, Rossimoda, Bvlgari, Fred, Hublot, TAG Heuer, Zenith, De Beers, Perfumes & Cosmetics (incl. Parfums Christian Dior, Guerlain, Benefit, Fresh, Make Up For Ever, Nude, Acqua di Parma, Parfums Loewe), DFS, Sephora, Le Bon Marché.

GROUP COMMITMENTS AND ORGANIZATION

In 2008, the Group established a Supplier Code of Conduct that states its requirements in matters of social responsibility, the environment, and the fight against corruption. The Supplier Code of Conduct has been circulated to the Maisons of the LVMH Group, and any collaboration with a partner means that it must comply with all the ethical principles in the Code.

In 2012, the Group implemented a decision-making process to identify suppliers that might need to undergo a social and environmental audit. The methodology used enables each Maison to identify its at-risk suppliers on the basis of several criteria including the purchasing category, the degree of financial dependency for each supplier, the strategic importance of the products, and the supplier's geographic location. For example, shortly after joining LVMH in 2014, Loro Piana completed its supplier risk assessment matrix using this methodology proposed by the Group.

EXTERNAL AND INTERNAL SUPPORT ACTIONS

Driven by a desire to work hand in hand with our suppliers, we assist them in implementing and complying with best practices for the environment, labor and corporate citizenship, while also increasing their awareness of issues of sustainable development and responsible purchasing. A Supplier Day was held in China in July 2015 and was attended by repre-

sentatives of the main Maisons as well as their suppliers with production workshops in that country. The goals were to present the responsible purchasing standards of LVMH and its Maisons, hear feedback from suppliers who had achieved improvements by working more closely with our Maisons, and hold workshops so that participants could share best practices.

Moreover, every year since 2005, an internal Suppliers Sustainability Meeting has been held with members of the Procurement, Sustainable Development, Legal and Internal Control departments of the various Maisons.

AUDITING AND MONITORING OUR SUPPLIERS

In order to improve the performance of its supply chain, LVMH also decided in 2014 to join Sedex, a non-profit organization that promotes ethical and responsible improvements in supply chain practices.

A total of 1,027 social and/or environmental audits were performed on 877 suppliers in 2015. More than 90% of these audits were managed by third-party specialists, and 561 were related exclusively to social criteria. 42% of these audits showed results in line with the Group's standards.

As part of their quest for ongoing improvement in 2016, our Maisons will continue to conduct supplier audits and follow up on action plans, while developing their collaboration with Sedex.



"EXCELLENCE FOR LORO PIANA MEANS ALSO RESPECT, AN ESSENTIAL INGREDIENT TO QUALITY. RESPECT FOR THE WELL-BEING OF THE ANIMALS TOGETHER WITH LIFE CONDITIONS OF THE LOCAL POPULATIONS. OUR MORE THAN THIRTY YEAR EFFORTS IN PERU AND NOW ARGENTINA TO SAFEGUARD VICUÑAS AND OUR COMMITMENT IN CHINA AND MONGOLIA TO PROMOTE A SELECTIVE BREEDING OF GOATS TO AVOID OVER POPULATION AND CONSEQUENT DESERTIFICATION OF THOSE AREAS ARE ONLY TWO EXAMPLES OF OUR APPROACH."

Emanuela Carletti,
Purchasing Department Manager, Loro Piana



THE ENVIRONMENT: MORE RELEVANT THAN EVER

IN 2013, WE LAUNCHED LVMH INITIATIVES FOR THE ENVIRONMENT (LIFE). OUR GOAL? TO PROVIDE THE FRAMEWORK FOR 25 YEARS OF ENVIRONMENTAL ACTIONS - BASED ON AN AMBITIOUS OVERARCHING PROGRAM - AND CREATE A SHARED DYNAMIC THAT WOULD IMPROVE OUR ENVIRONMENTAL PERFORMANCE. TODAY, LIFE IS AN INTEGRAL PART OF THE GROUP'S OPERATIONS, ENDORSED BY THE PRESIDENTS OF THE MAISONS AND INCORPORATED INTO THEIR STRATEGIC PLANS. IT IS CHAMPIONED AND PRACTICED BY EMPLOYEES FROM DAY TO DAY AS THEY TACKLE KEY CHALLENGES ON THE JOB, AS WE WITNESSED FIRST-HAND IN 2015.

-2%*

Greenhouse gas emissions in 2015:
246,320 metric tons
of CO₂ equivalent

* Change compared to 2014
at constant scope.

-5%*

Water consumption
in 2015:
2.4 million m³

-5%*

Waste production
in 2015
89,940 metric tons

PROTECTING THE ENVIRONMENT: A STRATEGIC OBJECTIVE

LVMH's Environment Department has been in operation for 25 years, demonstrating our commitment to these issues. In order to make the premium quality products for which they are known, our Maisons use water, air, and many of nature's finest raw materials. Protecting these assets in the mid-to-long run is crucial. At our workshops and manufacturing facilities, environmental performance is just as fundamental as innovation, creativity and quality craftsmanship to the success of our Maisons, and it is just as closely tied into their values of excellence, longevity, and knowledge transmission.

A POLICY DESIGNED TO LAST

LVMH's environmental aspirations are enshrined in a Charter we released in 2001. The Charter is a pledge on behalf of our 125,000 employees to pursue environmental excellence by inspiring shared commitment and taking action in the

wider world. Since we published that founding document, the framework for LVMH's environmental initiatives has gradually expanded to include additional guidelines. Two internal Codes of Conduct have been drawn up, one for suppliers in 2008 and another for employees in 2009. LVMH has also given several undertakings on the international stage, including joining the United Nations Global Compact in 2003 and endorsing Gordon Brown's Millennium Development Goals in 2007. In France, LVMH is a selected participant in the government's 2011-2020 National Biodiversity Strategy.

A COMPREHENSIVE ENVIRONMENTAL ACTION PROGRAM

The implementation of LVMH's environmental policy has been marked by some significant achievements. For example, in 1998, Hennessy became the world's first wines and spirits company to obtain ISO 14001 environmental certification. In 2013, another major milestone was reached with the introduction of LIFE (LVMH Initiatives For the Environment), a



"AT DIOR, WE BELIEVE THAT SUSTAINABLE LUXURY IS ABOUT BEAUTIFUL OBJECTS, OBJECTS THAT YOU WANT TO HOLD ON TO. THAT IS WHY, FOR SEVERAL YEARS NOW, WE HAVE BEEN INTRODUCING REFILLABLE PACKAGING FOR OUR SKINCARE LINES - STARTING WITH PREMIUM PRODUCT RANGES LIKE *L'OR DE VIE* AND *PRESTIGE*, AND THEN MOVING ON TO *CAPTURE TOTALE*. TODAY, 80% OF OUR NEW SERUMS AND CREAMS ARE REFILLABLE, SO THE BOTTLE OR JAR CAN BE REUSED INDEFINITELY."

Édouard Mauvais-Jarvis,
Director of environment and scientific communications,
Parfums Christian Dior

comprehensive program that provides the strategic backbone for our environmental actions. At LVMH, our main challenge is the very thing that makes us special: the diversity and uniqueness of our business activities. Our Maisons must share a single environmental vision while also addressing specific issues directly related to their own impact on the natural world and their own operating requirements. With LIFE, we have been able to structure these initiatives around a single vision and a shared commitment, all with a view to the long term.

NINE STRATEGIC PRIORITIES

LIFE has enabled LVMH to identify its nine strategic environmental priorities. The top five priorities are: integrating environmental performance from the design stage, securing access to vital raw materials, ensuring the traceability and compliance of materials and substances, choosing environmentally and socially responsible suppliers, and reducing our carbon footprint. The other four are: preserving critical know-how, promoting environmental excellence in our manufacturing processes, optimizing product durability, and properly handling environmental questions from stakeholders. LIFE was integrated into the Maisons' strategic plans in 2014 and was operational at all of them by January 2015.

GROUP-WIDE OBJECTIVES

To give our environmental policy an extra boost, we are working on setting and implementing specific objectives based on the strategic priorities of the LIFE program for the next five years. We plan to make significant progress in:

- Improving the environmental performance of all our products,
- Improving the environmental performance of all our manufacturing sites,
- Enforcing best practices at our key internal and external supply chains,
- Working with our suppliers to bring their production sites up to the highest environmental standards,
- Reducing our greenhouse gas emissions: LVMH is already aiming for a 25% reduction in direct and indirect emissions across all manufacturing sites, logistics centers and stores between 2013 and 2020.

STEPPING UP OUR COMMITMENT

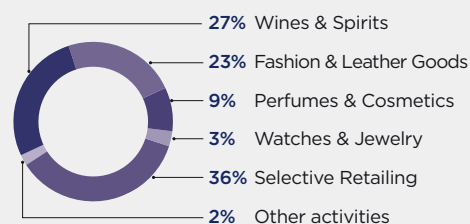
This year was marked by a new leap in program quality since 2014, thanks to the direct involvement of our Presidents and the increasingly sophisticated ways in which our employees are approaching these issues. The LIFE program has given

Energy consumption
in 2015:

795 GWh

*Stable compared to 2014
at constant scope.

ENERGY CONSUMPTION BY BUSINESS GROUP (in %)





- ♦ 1 / ENVIRONMENTAL PERFORMANCE INTEGRATED FROM DESIGN STAGE
- ♦ 2 / SECURED ACCESS TO STRATEGIC RAW MATERIALS
- ♦ 3 / ENSURED TRACEABILITY & COMPLIANCE OF MATERIALS & SUBSTANCES
- ♦ 4 / ENVIRONMENTALLY & SOCIALLY RESPONSIBLE SUPPLIERS
- 5 / PRESERVED CRITICAL KNOW-HOW
- ♦ 6 / REDUCED CO₂ FOOTPRINT
- 7 / ENVIRONMENTALLY EXCELLENT PRODUCTION PROCESSES
- 8 / SUSTAINABLE AND REPAIRABLE PRODUCTS
- 9 / WELL-HANDLED CLIENTS' REQUESTS IN RELATION WITH ENVIRONMENT

♦ Priorities

THE DYNAMICS OF THE LIFE PROGRAM

In 2015, all of our Maisons incorporated the LIFE program into their strategic plans and Group-level goals for the next five years will provide additional support. LIFE is a source of innovation and creativity, and also a common language that will allow our upper-level management to be intensely involved. The Group will oversee all of these activities, in cooperation with the LVMH Environment Department.

us a shared vocabulary and an internal platform through which to collaborate across organizational boundaries on environmental projects such as architects inventing more energy-efficient buildings, marketing and product development specialists tackling eco-design, procurement teams setting up sustainable supply chains for natural raw materials, the finance department starting an internal pricing for carbon usage and the communications department orienting new employees. As for the Maisons, they are exchanging more and more information and best practices. Several Maisons in the same business group have even joined forces and reached out to suppliers together to facilitate improved environmental performance. For example, our Perfumes and Cosmetics business group has shared its Responsible Purchasing Charter with its suppliers. In addition to the self-evaluations that all of our suppliers perform, our Maisons also conduct and share the results of environmental audits.

A FLURRY OF INITIATIVES AND SOME MAJOR HIGHLIGHTS

This practice of taking ownership of environmental concerns and integrating them into the Group's operations has culminated in a shared dynamic that sparked numerous initiatives in 2015, some of which were true milestones. Eole, the Louis Vuitton logistics warehouse in Cergy-Pontoise (near Paris), became the first such facility in Europe to obtain the North American LEED EBOM Gold certification. Hennessy fielded one of France's largest green vehicle fleets. Sephora partnered with its transportation provider to use electric trucks to supply its 21 stores in Shanghai, beginning in August 2015. This will eliminate 10 metric tons of CO₂ emissions per year. Bvlgari became the first jewelry house to have its gold product lines certified under the Responsible Jewellery Council's traceability audit program. Our champagne houses achieved double certification in sustainable winegrowing and "high environmental value" (HVE) for all of their vineyards. Veuve



Clicquot launched Naturally Clicquot 3, the world's first 100% recyclable paper champagne packaging made from grapes. Sephora began using electric-powered trucks to supply its stores in France before doing the same in China, pioneering the practice at 21 locations in Shanghai.

MORE IMPROVEMENTS ON THE HORIZON

We have continued our monitoring efforts to anticipate and integrate regulatory developments. The Group has closely followed the impacts of France's new "energy transition for green growth" law. We have improved on several tools for employees, such as Edibox, which is used to incorporate environmental criteria early in the packaging design stage. We have also introduced some new tools, including technical guides on how to limit or even completely phase out the use of certain chemicals in making our products. LVMH has enhanced its LED know-how by training and informing

employees and launching the new lvmhlighting.com website, where architects can purchase the best available technology. We have expanded our sponsorship initiatives, joining forces with the Paris mayor's office, for example, to achieve the targets set by the city's climate and energy plan and deliver a white paper on the circular economy. Last but not least, LVMH has remained involved in the national and international conversation on the environment, giving talks on biodiversity at several events. The Group is a member of the international Business for Social Responsibility (BSR) network. BSR is a world leader in corporate social and environmental responsibility, and provides targeted consulting, research and multi-sector collaboration initiatives focused on leather production and animal welfare. LVMH is particularly interested in sustainable procurement, and also participates in the Responsible Ecosystems Sourcing Platform (RESP). Since 2012, this platform has brought luxury sector stakeholders together to develop best practices for sourcing exotic leather, colored gemstones and wool.



"BVLGARI STRONGLY BELIEVES THAT THE PRESTIGE AND UNIQUENESS OF ITS PRODUCTS MUST BE REFLECTED IN ENVIRONMENTAL AND SOCIAL RESPONSIBLE MANUFACTURING AND SOURCING PROCESSES, SUPPORTED BY A TRANSPARENT SUPPLY CHAIN. THIS STRONG COMMITMENT IS TRANSLATED AND PUT INTO PRACTICE, WITH A CONTINUOUS IMPROVEMENT PERSPECTIVE, THROUGH OUR RESPONSIBLE SOURCING STRATEGIES FOR GOLD, DIAMONDS, COLORED GEMSTONES AND LEATHER, THROUGH THE IMPLEMENTATION OF LVMH'S LIFE PROGRAM, THE ONGOING MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS, AND THE DEDICATED SOCIAL AND ENVIRONMENTAL AUDIT PROGRAM."

Eleonora Rizzuto, CSR/Sustainable Development Director, Bvlgari & LVMH Environmental Coordinator for Italy



A HISTORIC INNOVATION: LVMH SETS AN INTERNAL CARBON PRICE

LVMH is a pioneer in the fight against global warming. In the early 2000s, we began measuring our greenhouse gas emissions using the initial versions of what would eventually become the Bilan Carbone® carbon assessment tool. Since then we have made constant improvements to our carbon audits to pinpoint priority issues. We now know, for example, that our stores are the main source of greenhouse gas emissions for the Group as a whole. That is why we are developing extensive expertise in numerous solutions such as LED lighting and green construction, and working with the Maisons to

make their shops as energy-efficient as possible, use more renewable energies and inject greater responsibility into the logistics chain.

To take the implementation of LIFE to the next level, our latest innovation, launched in November 2015, was to set up our first ever internal carbon pricing system. The result is a virtuous circle whereby, as of January 1, 2016, for every metric ton of CO₂ that one of our Maisons emits, it contributes €15 toward innovative emissions-reducing initiatives.

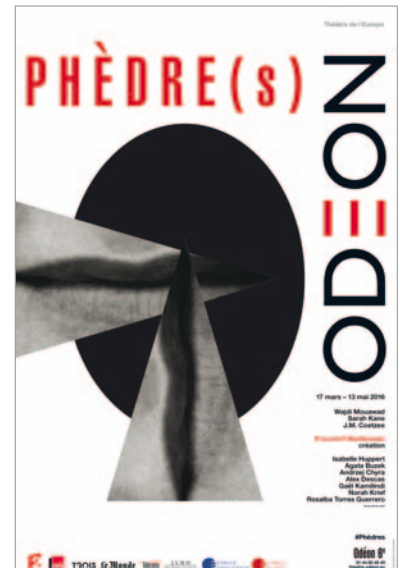


A HISTORIC SPONSORSHIP INITIATIVE: LVMH TEAMS UP WITH COP21

LVMH was a sponsor of COP21, the 21st United Nations conference on climate change, chaired by France and held in Paris at the end of 2015. As both an engaged corporate citizen and a symbol of French art de vivre, LVMH was keen to take an active role in this historic international gathering. COP21, which ended with the signing of the Paris climate agreement, was an opportunity for LVMH to reaffirm its commitment to helping reduce greenhouse gas emissions. A few weeks before the conference began, we announced the creation of an internal carbon funding program. Throughout the event, we sent our employees information on each of our climate initiatives, with a special emphasis on transportation – a critical sector for carbon emissions, in which LVMH has

already obtained excellent results with the active cooperation of all of its partners. A talk at the COP21 venue highlighted many such initiatives, such as Louis Vuitton's ISO 14001 environmental certification for its Leather Goods and Accessories supply chain, the cutback on air freight by LVMH Fragrance Brands, and the use of electric vehicles by Guerlain and Sephora to make green deliveries.

COP21 was also a high point for the involvement of LVMH employees in environmental issues. Five newsletters were sent to 70,000 employees over the course of the event, in which LVMH covered the full range of environmental progress made over the past several years and offered an analysis of conference breakthroughs.



SUPPORTING CULTURE, YOUNG PEOPLE AND HUMANITARIAN ACTION

FOR MORE THAN TWENTY YEARS, LVMH HAS PURSUED A COMPREHENSIVE COMMUNICATIONS POLICY THAT TOUCHES ON ITS INNOVATIVE AND ORIGINAL SPONSORSHIP INITIATIVES. THIS IS ONLY NATURAL, SINCE THEY ARE THE CULTURAL, ARTISTIC AND SOCIAL EXPRESSION OF THE SHARED VALUES THAT UNDERLIE THE SUCCESS OF OUR MAISONS WHILE ALLOWING EACH TO EXPRESS ITS OWN PERSONALITY AND IMAGE. IT IS ALSO PRACTICAL, BECAUSE LVMH INTENDS ITS INITIATIVES - ON BEHALF OF CULTURE AND ARTISTIC CREATION, EDUCATION AND YOUNG PEOPLE, AND MAJOR HUMANITARIAN CAUSES - TO ILLUSTRATE WHAT IT MEANS TO BE A SOCIALLY RESPONSIBLE BUSINESS.

CULTURE, HERITAGE AND CONTEMPORARY CREATION

In autumn 2015, LVMH once again sponsored Nuit Blanche, one of the most iconic and popular events of the arts season in Paris. In the performing arts, we sponsored Théâtre de la Ville's production of *Available Light*, one of American choreographer Lucinda Child's major works, which was performed using a set specially created by Frank Gehry, the architect who designed the Fondation Louis Vuitton.

In the spring of 2016, LVMH will sponsor Monumenta – which we have supported continuously since its first year in 2007 – with the showing of a monumental piece by Chinese artist Huang Yong Ping in the nave of the Grand Palais. In the first half of the year, we will also sponsor a production of *Phaedra(s)*, a play by Wajdi Mouawad, Sarah Kane and J.M. Coetzee, at the Odéon theater, directed by Krzysztof Warlikowski and starring Isabelle Huppert. In the past we have sponsored Luc Bondy's production of Marivaux's *Les Fausses Confidences* (2013) and a production of Jean Genet's *Les Nègres* directed by Bob Wilson (2014).

In 2016, LVMH will also present its third LVMH Prize for Young Fashion Designers, open to young designers the world over. The second LVMH Prize for Young Fashion Designers was awarded on May 26, 2015 to the London-based Portuguese design duo Marques'Almeida. A special prize was also awarded to Jacquemus, a French designer based in Paris. For the first time ever, the ceremony was held at the Fondation Louis Vuitton. It was attended by the panel of judges, composed of nine creative directors from LVMH's Maisons, namely Jonathan Anderson (Loewe), Nicolas Ghesquière (Louis Vuitton), Marc Jacobs (Marc Jacobs), Karl Lagerfeld (Fendi), Humberto Leon and Carol Lim (Kenzo), Phoebe Philo (Céline), Raf Simons (Christian Dior) and Riccardo Tisci (Givenchy), as well as Delphine Arnault, Jean-Paul Claverie and Pierre-Yves Roussel. Natalie Portman presented the award, which was designed by French artist Jean-Michel Othoniel. This ceremony was the culmination of another great year for the LVMH Prize, whose website received nearly 1,000 submissions from more than 50 countries. The winner of the LVMH Prize receives 300,000 euros and gets to be mentored for a year by a specialized in-house team, like the London-based Canadian designer Thomas Tait, who won in 2014.

INITIATIVES FOR YOUNG PEOPLE

In 2015, LVMH renewed its support for the International Music Academy founded by conductor Seiji Ozawa, who gave his master classes right in the auditorium of the Fondation Louis Vuitton, and continued the "1,000 seats for young people" initiative. Lastly, year after year, the loan of Stradivarius instruments from LVMH's collection has helped musicians, currently including Tedi Papavrami and Henri Demarquette, express their full virtuosity on the international stage.

SUPPORTING MEDICAL RESEARCH AND COMBATING MAJOR CAUSES OF SUFFERING AND EXCLUSION

In autumn 2015, LVMH reaffirmed its commitment to supporting social solidarity and combating major causes of suffering and exclusion by holding the "recto/verso" exhibit at the Fondation Louis Vuitton to benefit Secours Populaire Français. LVMH's support made it possible to introduce a very wide audience to more than 200 works by French and international artists, including Frank Gehry, Pierre Soulages, Jeff Koons, Mohamed Bourouissa, Claire Tabouret and François Morelet, who graciously accepted to donate their work to Secours Populaire. For more than two weeks, from November 11 to 27, 2015, nearly 400 people including children, families and underprivileged young people were granted special free access to the Fondation Louis Vuitton, and their visit was guided thanks to a specific visitor program. The recto/verso exhibit drew over 21,000 visitors in total, and all the works exhibited were acquired by art aficionados and collectors from all walks of life at an evening auction held in the Foundation's auditorium, with Maître Alexandre Millon serving as auctioneer. The sale was a great success, raising more than €225,000 for Secours Populaire, which it will use to launch a new set of initiatives to promote access to culture starting in early 2016. For 20 years, LVMH has supported many institutions known for their work with children, both in France and around the world, in particular the Hôpitaux de Paris-Hôpitaux de France foundation, the Pont Neuf association, Save the Children Japan, and the Robin Hood Foundation in New York, as well as the Claude Pompidou foundation for the elderly and disabled. LVMH has also chosen to support several foundations and research teams engaged in cutting-edge public health research.

STOCK MARKET PERFORMANCE AND SHAREHOLDER STRUCTURE

CHANGES IN THE LVMH SHARE PRICE

2015 was another turbulent year for stock markets. After a largely positive first quarter, boosted by the implementation of new stimulus measures by the European Central Bank and the euro's depreciation against the dollar, worries about Greece and the unexpected devaluation of the yuan in August weighed heavily on investor sentiment. Stock market indices rebounded in autumn, however, nearly balancing out by year end in the United States, against the backdrop of the Federal Reserve's widely anticipated decision to raise the federal funds rate for the first time since 2006. European markets delivered a positive performance.

LVMH shares ended 2015 up 10% at €144.90. In comparison, the CAC 40 and Euro Stoxx 50 indices rose by 9% and 4% respectively. LVMH's market capitalization was 73.6 billion euros as of December 31, making it the fourth-largest company on the Paris stock exchange.

LVMH is included in the main French and European indices used by fund managers: the CAC 40, DJ-Euro Stoxx 50, MSCI Europe and the FTSE Eurotop 100, as well as the Global Dow and FTSE4Good, one of the leading indices for socially responsible investing.

TOTAL SHAREHOLDER RETURN

An LVMH shareholder who invested €1,000 on January 1, 2011 would have a capital of €1,452 on December 31, 2015, based on reinvested dividends. That is a compound annual growth rate of around 8% over five years.

THE SHAREHOLDERS' CLUB

Tailored to individual shareholders who show a special interest in what is happening at the Group, the LVMH Shareholders' Club gives its members a better understanding of LVMH, its businesses and its brands. Through the Club's membership magazine *Apartés*, members can obtain home delivery of products from the Group's Wines and Spirits Maisons to addresses in France, subscriptions to *Les Échos*, *Investir*, and *Connaissance des Arts* at preferred rates, and special visitor access to certain sites such as wineries and wine cellars. Members also have priority-access tickets to exhibits sponsored by LVMH at preferential price. To become a member of the LVMH Shareholders' Club, just fill out the online membership form on the Shareholders page of the website, or request a form from the Club by postal mail. Shareholders' Club members receive an individual membership card with a personal authentication number which is valid for two years.

CALENDAR

Tuesday, February 2, 2016: publication of 2015 revenue and annual results

April 2016: publication of 2016 first-quarter revenue

Thursday, April 14, 2016: Annual Shareholders' Meeting

Thursday, April 21, 2016: payment of the final dividend for the 2015 fiscal year (last trading day with dividend rights: April 18, 2016)

July 2016: publication of 2016 half-year revenue and results

October 2016: publication of 2016 third-quarter revenue

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BREAKDOWN OF SHARE CAPITAL AND VOTING RIGHTS (at December 31, 2015)

	Number of shares	Number of voting rights ⁽¹⁾	% of the share capital	% of voting rights
Arnault family group	236,512,738	460,819,281	46.64	62.90
Other	270,626,322	271,760,361	53.36	37.10
TOTAL	507,139,110	732,579,642	100.00	100.00

(1) Total number of voting rights that may be exercised at Shareholders' Meetings.

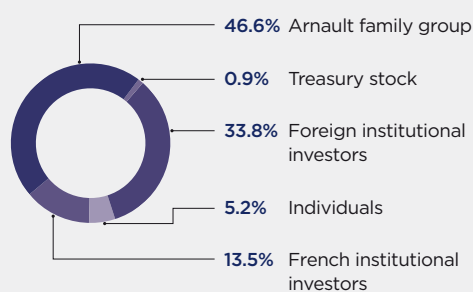
LVMH STOCK MARKET DATA⁽¹⁾

(in euros)	2013	2014	2015
High (mid-session)	135.23	132.80	176.60
Low (mid-session)	106.16	109.50	123.50
Year-end share price	119.50	132.25	144.90
Change during the year (%)	-4%	+11%	+10%
Change in the CAC 40 (%)	+18%	-1%	+9%
Market capitalization at Dec. 31 (EUR bn)	60.7	67.1	73.6

(1) Data restated for the exceptional distribution of Hermès International shares.

SHAREHOLDER STRUCTURE

(Euroclear France survey of bearer shares, December 2015)



CHANGE IN THE DIVIDEND

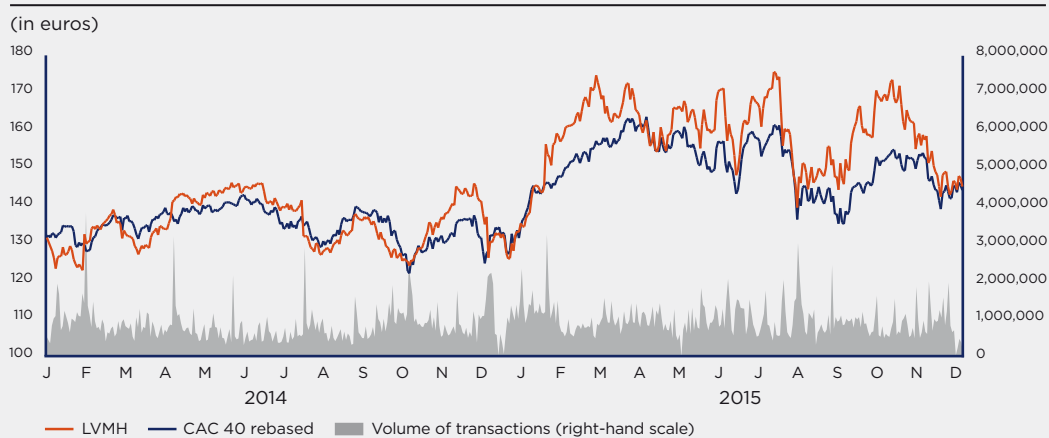
	2013	2014	2015
Gross dividend (in euros)	3.10	3.20	3.55⁽¹⁾
Growth for the year	7%	3%	11%
Payout ratio	46%	29% ⁽²⁾	50%
Basic Group share of net earnings per share (in euros)	6.87	11.27 ⁽³⁾	7.11

(1) Amount to be proposed at the Shareholders' Meeting of April 14, 2016.

(2) Excluding the exceptional distribution of Hermès International shares, this percentage would have been 55%.

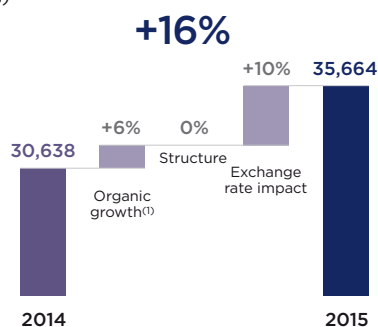
(3) Of which 5.34 euros per share resulting from the distribution of Hermès shares.

COMPARISON BETWEEN THE LVMH SHARE PRICE AND THE CAC 40 SINCE JANUARY 2, 2014



RECORD REVENUE AND OPERATING PROFIT

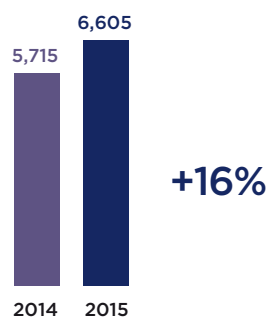
REVENUE (EUR millions)



(1) At constant structure and exchange rates.

Consolidated revenue for 2015 was 35,664 million euros, up 16% over 2014. It was favorably impacted by the higher average exchange rates of the Group's main invoicing currencies against the euro, in particular the US dollar, which appreciated by 16%. Organic revenue growth was 6%.

PROFIT FROM RECURRING OPERATIONS (EUR millions)



Profit from recurring operations was 6,605 million euros, up 16%. The Group's operating margin as a percentage of revenue was 18.5%, remaining stable compared with 2014.

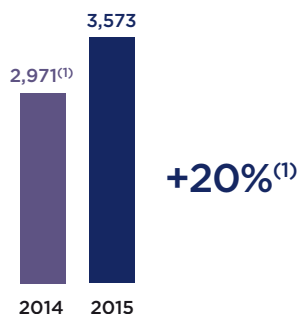
REVENUE BY BUSINESS GROUP (EUR millions)	2015	Reported growth	Organic growth ⁽¹⁾
Wines & Spirits	4,603	+16%	+6%
Fashion & Leather Goods	12,369	+14%	+4%
Perfumes & Cosmetics	4,517	+15%	+7%
Watches & Jewelry	3,308	+19%	+8%
Selective Retailing	11,233	+18%	+5%
Other activities and eliminations	(366)	-	-
TOTAL LVMH	35,664	+16%	+6%

(1) At constant structure and exchange rates.

PROFIT FROM RECURRING OPERATIONS BY BUSINESS GROUP (EUR millions)	2015	Change	Operating margin ⁽¹⁾
Wines & Spirits	1,363	+19%	29.6%
Fashion & Leather Goods	3,505	+10%	28.3%
Perfumes & Cosmetics	525	+26%	11.6%
Watches & Jewelry	432	+53%	13.1%
Selective Retailing	934	+6%	8.3%
Other activities and eliminations	(154)	-	-
TOTAL LVMH	6,605	+16%	18.5%

(1) As % of revenue of each business group.

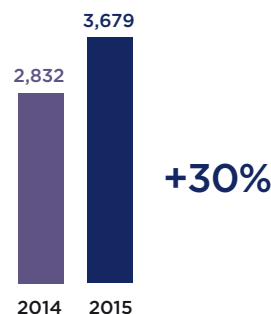
NET PROFIT, GROUP SHARE (EUR millions)



(1) Excluding the exceptional capital gain in 2014 following the distribution in kind of Hermès shares.

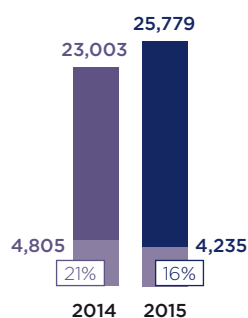
The **Group's share of net profit** was 3,573 million euros, compared with 5,648 million euros in 2014. The Group's share of net profit in 2015 was up 20%, compared to the Group's share of net profit in 2014 restated to reflect the impact of the Hermès transaction.

FREE CASH FLOW (EUR millions)



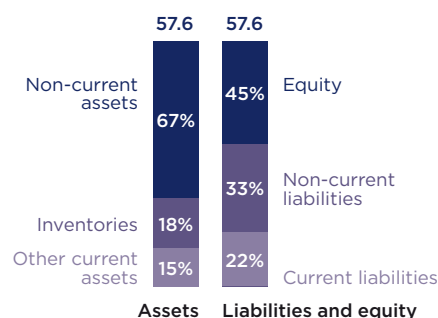
Cash from operations before changes in working capital was 6,063 million euros, up 14%. **Working capital requirements** increased by 429 million euros, and **operating investments** amounted to 1,955 million euros. **Free cash flow** came to 3,679 million euros, up 30% over 2014.

TOTAL EQUITY, NET FINANCIAL DEBT AND RATIO OF NET FINANCIAL DEBT TO EQUITY (EUR millions and percentage)



Total **equity** amounted to 25.8 billion euros as of year-end 2015, up 2.8 billion euros compared to year-end 2014. **Net financial debt** decreased by 0.6 billion euros to 4.2 billion euros as of year-end 2015. The **ratio of net financial debt to equity**, which was 21% as of December 31, 2014, dropped significantly, falling by 5 points to 16%, thanks to the combined impact of the increase in equity, for 2.8 billion euros, and the reduction in net financial debt.

SIMPLIFIED BALANCE SHEET AS OF 12/31/2015 (EUR billions)

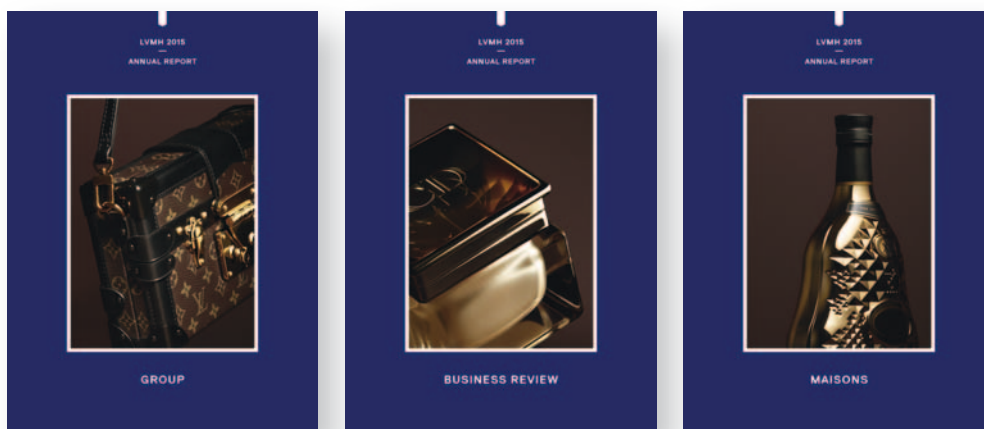


Equity represented 45% of total assets. The increase in equity was attributable to the increase in the Group's results and to exchange rate fluctuations.

Non-current assets represented 67% of total assets, compared with 66% as of year-end 2014. This increase was due to the revaluation of purchase commitments for minority interests and exchange rate fluctuations.

Inventories represented 18% of total assets.

Further information can be found in the 2015 Reference Document.



PHOTOGRAPHS

Cover and p. 10-13: Philippe Lacombe/Quadriga – Karl Lagerfeld – Fondation Louis Vuitton,
 Iwan Baan, Marc Domage, Renaud Cambuzat, Marc Domage pour Gilbert & George
 – Peter Marlow/Magnum Photos – Ruinart – Louis Vuitton Malletier, Stéphane Muratet
 – Christian Dior Parfums, Pol Baril – Bvlgari, Antonio Barrella – Sephora, Yvan Matrat – Cheval Blanc,
 Randheli, Stefano Candito – Marco Adriano – Portrait illustrations: Anje Jager/Soothing Shade
 – Moët & Chandon – Bertrand Rindoff – Gwenn Dubourthoumieu – Loro Piana
 – Guerlain – Paolo Verzone – Louis Vuitton Malletier, Mazen Saggar – Lorenzo Castore
 – Picture libraries of LVMH and Group's Maisons.

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L V M H

MOËT HENNESSY ♦ LOUIS VUITTON

LVMH 2015
—
ANNUAL REPORT



BUSINESS REVIEW

02	WINES & SPIRITS
10	FASHION & LEATHER GOODS
18	PERFUMES & COSMETICS
26	WATCHES & JEWELRY
34	SELECTIVE RETAILING

KEY HIGHLIGHTS FROM 2015 INCLUDE:

- Strong progress in Europe, the United States and Japan
- Positive impact of exchange rates
- Good performance of Wines and Spirits in all regions with a progressive normalization of the situation in China
- The success of both iconic and new products at Louis Vuitton, where profitability remains at an exceptional level
- Progress at Fashion brands, in particular Fendi, Céline, Givenchy and Kenzo
- Remarkable momentum at Christian Dior which gained market share globally
- Excellent results at Bvlgari and success of TAG Heuer's refocusing strategy
- Exceptional progress at Sephora which strengthened its position in all its markets and in digital





LVMH 2015

WINES & SPIRITS

ADVANCING IN OUR HISTORIC MARKETS, CONTINUING GLOBAL EXPANSION



Christophe Navarre
President,
Wines and Spirits

The quest for authenticity and quality, the heritage of brands and their premium orientation are in perfect harmony with consumers' aspirations. Our Maisons, many of which are hundreds of years old and all of which are located in exceptional winemaking regions, cultivate a unique character and share a vision of excellence that emphasizes innovation and an upmarket strategy. In 2015, UNESCO designated the Champagne region's hillsides, production houses and cellars as a World Heritage site. The list features several of our sites in the region, as well as Clos des Lambrays, which we acquired in Burgundy. This recognition underscores the tremendous value of living traditions and the human, vinicultural and architectural heritage that we contribute to developing. It expands the universal reach of exceptional terroirs and products, which in turn bolsters our value strategy. The geographic balance of our global presence has enabled us to simultaneously benefit from strong momentum in the US market, a clear recovery in Europe and stabilization in China

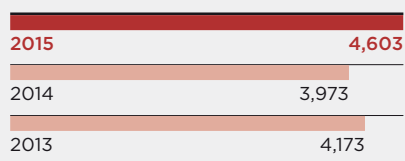
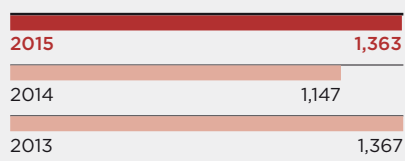
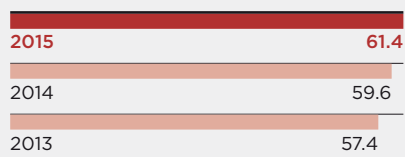
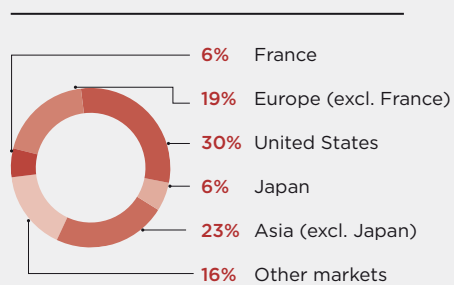
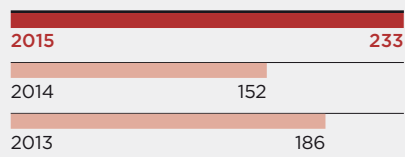
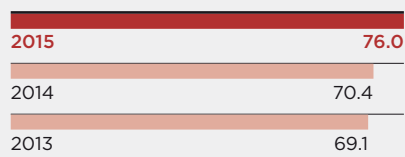
against the backdrop of a favorable Asian market. All the brands in our portfolio without exception have actively contributed to bolstering Moët Hennessy's global stature.

In parallel, we are ramping up our innovation policy. In a fast-moving market, to stay as closely tuned in

as possible to our customers as they change too, our people are constantly on the lookout for new opportunities. From product design to marketing and distribution, creativity is vital to every aspect of our business. Long-term vision has always been the strength of our Maisons. That is why we are also innovating to expand our production capacity. Hennessy's Pont Neuf site, where the first stones were laid in 2015, and the construction of a second cuverie for Moët & Chandon at its Mont-Aigu site will support these brands' growth and their constant focus on excellence. Both are also innovative, ecologically responsible projects that meet high environmental quality standards.



Dom Pérignon - Hautvillers Abbey

REVENUE
(EUR millions)**PROFIT FROM RECURRING OPERATIONS**
(EUR millions)**SALES VOLUMES - CHAMPAGNE**
(in millions of bottles)**2015 REVENUE BY GEOGRAPHIC REGION OF DELIVERY** (in %)**OPERATING INVESTMENTS**
(EUR millions)**SALES VOLUMES - COGNAC**
(in millions of bottles)**MAJOR STRATEGIC PRIORITIES**

Pursue value creation strategy.

Target balanced and sustainable growth.

Develop production capacities.

Further strengthen efficiency
of distribution.



Krug



Moët & Chandon

The Wines and Spirits business group had a very good year, marked by solid gains in champagne and a strong performance from Hennessy. The rapid development at Glenmorangie, Ardbeg and Belvedere, and in the Estates & Wines portfolio, contributed to the business group's growth. Volumes were up 3% in champagne and 8% in cognac. In a mixed global environment, the excellence of the products, the robust innovation policy implemented by the brands, and the responsiveness of Moët Hennessy's distribution network played a key role in these accomplishments.

For **MOËT & CHANDON**, 2015 was a year of many innovations: a new prestige cuvée showcasing the House's winemaking prowess, a bold move into the nightlife market with the first luminescent champagne bottles, and a new international communications campaign. Buoyed by solid performances

in the United States, Europe and Japan, Moët & Chandon achieved record volumes and strengthened its leading market position.

DOM PÉRIGNON continued to develop internationally and roll out its range of premium products. The brand's motto, "The Power of Creation", aimed at elevating the tasting experience offered by its vintage champagnes.

MERCIER developed and expanded its product range with the launch of a *Blanc de Noirs* cuvée.

RUINART continued to focus on premium cuvées and its strong ties to contemporary design. The brand strengthened its position in France and accelerated its international expansion with solid growth in all regions.



Hennessy

VEUVE CLICQUOT proved as innovative as ever, performing well across its full product range thanks to the strong results of its high-profile *Carte Jaune* cuvée, the gains made by *Rosé Non Vintage* and the success of *Clicquot Rich*, the first champagne designed specifically for use in mixed drinks. The brand built on its market-leading position in the United States.

KRUG continued to increase its brand awareness and performance gains. While still pursuing the momentum in the American market, the brand also developed in Europe and made solid progress in Japan and the Asia-Pacific region.

ESTATES & WINES had a good year, with excellent performance from the **CHANDON** brand and promising developments

at newly established estates (China, India). The 2015 harvest was of exceptional quality at all northern-hemisphere vineyards, signaling the arrival of a historic new vintage.

HENNESSY celebrated its 250th birthday with high profile communications initiatives around the world, recording a substantial increase in sales volumes and passing the 6 million case mark. Its results in the United States were remarkable across all cognac quality grades thanks to the robust performance of its star product *Hennessy Very Special*, its upmarket strategy and successful communications. In China, the second half of the year saw a rebound in sales, during a year marked by continuous destocking by retailers. Hennessy continued to concentrate its volumes on the highest-performing regions



Belvedere

and developed its business not only in its historic markets but also in many new and promising countries such as Indonesia and the Philippines, emerging African and American markets, and travel retail channels.

GLENMORANGIE and **ARBEG** continued to grow robustly on the back of strong demand for single malt premium whisky and increasing brand awareness. Their quality and innovation policy earned them award recognition and good sales.

BELVEDERE vodka received a successful boost due to the high visibility afforded by its sponsorship of *Spectre*, the 24th James Bond film, and enjoyed numerous international distinctions.

OUTLOOK

Powered by their value creation and innovation strategy, the brands of the Wines and Spirits business group are on a positive track for the months to come. In 2016 there will be new product launches as well as strong marketing, event and digital initiatives to bolster the brands' image and appeal. Significant investments in communications will be made in the most promising markets and segments to reinforce the position of LVMH's brands in the big consumer countries and accelerate their penetration of high-potential markets.

The reinforcement of manufacturing capabilities, necessary to maintain the highest standard of quality, will remain a strategic priority. For example, as part of its business development strategy, **Hennessy** has begun building a new packaging and shipping center that meets the most demanding professional and environmental standards and is planned to open in 2017. At the same time, **Moët & Chandon** is starting the construction of a second winery in Mont-Aigu. Amid a mixed global environment, the business group will continue to capitalize on its products' reputation for excellence and its balanced geographic coverage. The energy and responsiveness of the teams running Moët Hennessy's distribution network are a crucial asset in its effort to enhance its leading global position in prestige wines and spirits.





LVMH 2015

FASHION & LEATHER GOODS

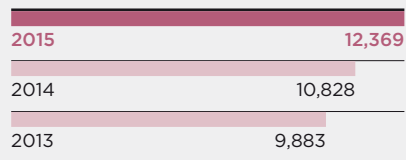
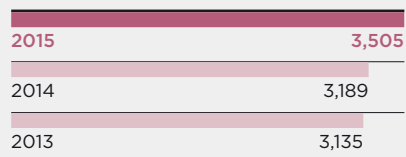
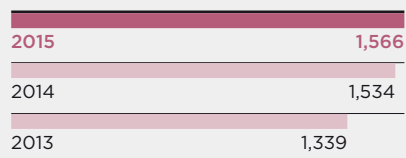
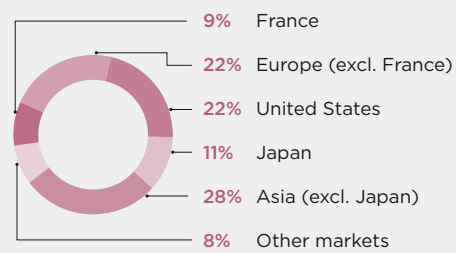
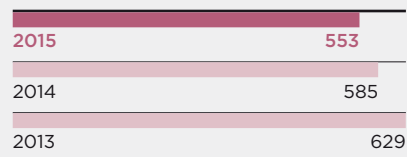
ICONIC BRANDS AND YOUNG DESIGNERS

Preserving a strong identity while reinventing themselves every season. Managing their distribution to offer each customer an experience befitting their reputation and exceptional products. These are the challenges faced by the Maisons of the Fashion and Leather Goods business group. In an industry where creativity reigns supreme, LVMH is a major player, drawing on Louis Vuitton's leading position around the world and the development of a set of high-potential brands. Loro Piana, which has carried on its Italian tradition of excellence for six generations, joined this business group in 2013, followed recently by two younger Maisons and promising creative powerhouses, J.W.Anderson and Nicholas Kirkwood. The Group is consolidating its expertise and expanding its growth prospects, as it brings iconic brands and young designers together under one roof and combines family traditions with a fresh spirit of entrepreneurship. "Volez, Voguez, Voyagez" is the inviting title of the winter 2015-2016 exhibition at the Grand Palais in Paris, immersing visitors in the history and the captivating universe of Louis Vuitton. A symbol of travel since it was founded in 1854, Louis Vuitton thrives on exploring new horizons and creating emblematic designs to accompany a world in movement. Heir to a founding vision and the peerless expertise handed down

by its artisans, Louis Vuitton aims for pre-eminence in everything it does, from its stores to the digital realm. In its constant pursuit of perfection and the creative cutting edge, Louis Vuitton is consolidating its leading position, masterfully fusing heritage and innovation, timeless icons and bold creations. And because every customer who enters one of its stores is looking for a chance to dream, to be part of something extraordinary, Louis Vuitton is steadfastly committed to optimizing its global retail network and making each store the setting of a unique experience. The other brands of the business group are each at their own stage of progress. Fendi, Céline, Givenchy and Kenzo are already showing very strong momentum. Berluti is strengthening its core business and expanding its territory. Loewe is preparing for a new burst of momentum driven by the creative talent of Jonathan Anderson, who took home two prizes at the 2015 British Fashion Awards. Donna Karan and Marc Jacobs are investing in the highly contemporary luxury segment where they are most at home. For all of these Maisons, the path to success lies in cultivating the strong creative spirit that keeps them anchored in modernity without forgetting their DNA, continuously improving their retail concepts while building and implementing a solid long-term growth model.



Fendi - New headquarters in Rome

REVENUE
(EUR millions)**PROFIT FROM RECURRING OPERATIONS**
(EUR millions)**NUMBER OF STORES****2015 REVENUE BY GEOGRAPHIC REGION OF DELIVERY** (in %)**OPERATING INVESTMENTS**
(EUR millions)**MAJOR STRATEGIC PRIORITIES**

Continue strategic development of Louis Vuitton.

Strengthen image and profitable growth of other fashion brands.



Louis Vuitton



Berluti

LOUIS VUITTON maintained its creative momentum and the influence of its fascinating universe in 2015, infusing traditional craftsmanship with an avant-garde mindset. In leather goods – Louis Vuitton’s core calling – growth was all the more robust in that it reflected the balance sought between timeless icons like the *Monogram* and recent launches. The *Capucines* model and the new *Petite Malle* performed especially well. Communication was rooted in regular campaigns and compelling events at emblematic locations, dovetailing with specific products and store openings: runway shows at the Fondation Louis Vuitton in Paris and at Bob and Dolores Hope’s villa in Palm Springs, California; exhibitions related to the Maison’s collections and history; and a presence at various arts and

sports events throughout the world. Over the summer, the Fondation Louis Vuitton presented its first “beyond the walls” exhibit in Beijing. Alongside the opening of the Louis Vuitton Galerie in Asnières, the Grand Palais in Paris held the “Volez, Voguez, Voyagez” exhibition tracing the House’s globetrotting history, which ran until February 2016. Louis Vuitton continued the quality-driven development of its store network, illustrated in particular by major renovations in Los Angeles, New York and Paris.

FENDI achieved a fine performance with an acceleration in revenue growth, the confirmed success of its new boutique concept, and market share gains in all regions. The brand



Givenchy



enhanced its desirability, cultivating its image of audacity and refinement. It showed excellent momentum across all business areas, with especially strong demand for its iconic *Selleria* and *Peekaboo* leather goods lines. Several events stood out in 2015: the inauguration of the new headquarters at the Palazzo della Civiltà Italiana, the celebration of 50 years of creative collaboration with Karl Lagerfeld, and the reopening of the Palazzo Fendi in the heart of Rome.

Driven by the excellence of its fabrics and its creations designed for a discreet and exacting clientele, **LORO PIANA** continued to develop internationally with selective boutique openings. The Fashion House continued to invest in its manufacturing capacity, bolstered its supply chain – notably introducing the first Loro Piana Cashmere of the Year Award – and launched a new exceptional fabric called The Blend®, combining vicuña down and baby cashmere in a unique palette of colors, which was immediately embraced by its customers.

The momentum of **CÉLINE** was driven by all its product categories. Ready-to-wear and footwear continued to affirm the brand's modernity and quality, while the iconic leather goods lines elicited strong demand.

GIVENCHY and **KENZO** had a very good year. Givenchy's Women's Summer 2016 collection presented in New York generated exceptional media coverage. Kenzo reinforced its positioning from one collection to the next, developed its store network, and cultivated a strong digital dimension.

DONNA KARAN and **MARC JACOBS** continued the strategic repositioning of their collections and consolidated their organizations. Donna Karan entrusted the creative directorship of DKNY women's ready-to-wear to New York designers Dao-Yi Chow and Maxwell Osborne. Marc Jacobs grouped its designs under one brand with a singular communications campaign and runway show, and implemented a new store concept.



Céline

Under the creative direction of Jonathan Anderson, **LOEWE** continued its stylistic evolution and updated its iconic product lines. The launch of the *Puzzle* bag – a perfect illustration of the brand's craftsmanship – is already a great success.

BERLUTI had an eventful year, with numerous launches and the opening of a new workshop in Ferrara, which was necessary to accommodate its strong growth.

THOMAS PINK, which maintained strong growth in its online sales, bolstered its digital strategy with the preparation of a new omni-channel platform.

PUCCI appointed Massimo Giorgetti as its new creative director.

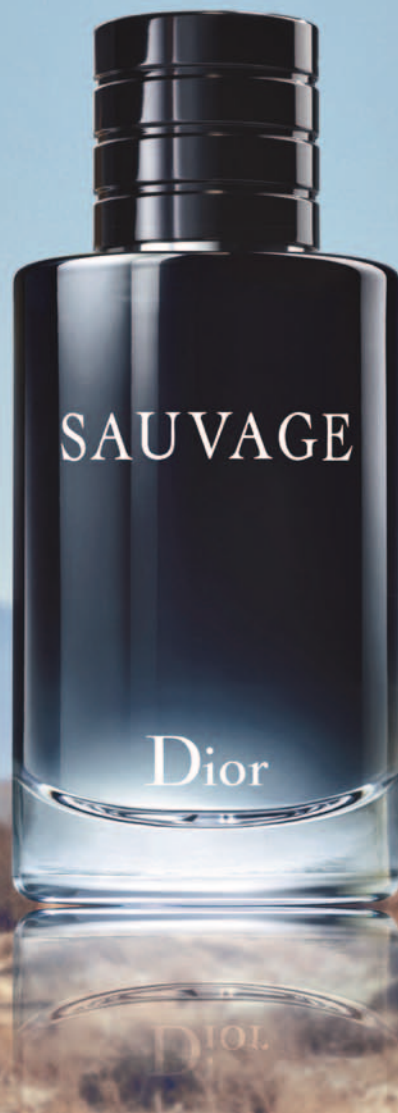
OUTLOOK

2016 will be an eventful year for **Louis Vuitton**. The House will illustrate its unwavering creativity and its spirit of innovation throughout all its collections. One of the year's highlights will be the launch of a Louis Vuitton fragrance and the inauguration of a creative laboratory in Grasse to support its ambition in conquering this new territory. These developments will be accompanied by communications all closely related to the brand's latest news. Louis Vuitton will continue to enhance the quality of its retail network and will pursue initiatives aimed at offering its customers an exceptional experience and quality of service through a global approach encompassing both in-store and digital initiatives. **Fendi** will boost its momentum, driven by a bold, sophisticated offering and a focus on its unique craftsmanship. Innovation will take center stage once again in 2016 with a number of new product launches, and the Rome-based Fashion House will continue its expansion, opening stores in the downtown areas of key cities and in new markets. A highlight of the year for **Loro Piana** in 2016 will be the opening of a flagship store on Avenue Montaigne in Paris. Loro Piana will continue to concentrate its investments on textile research and development and on sourcing the finest and most precious natural fibers. By focusing on their specific objectives, all the fashion brands will continue to reinforce their development model with a view to ensuring profitable, controlled growth over time.



LVMH 2015

PERFUMES & COSMETICS



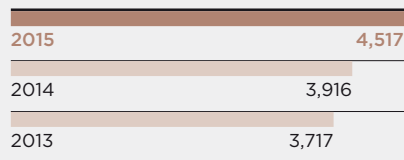
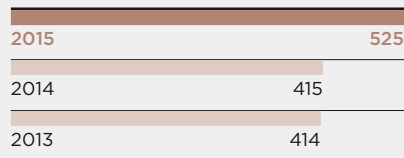
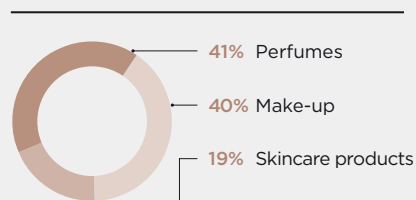
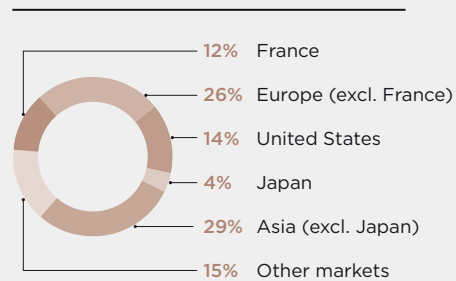
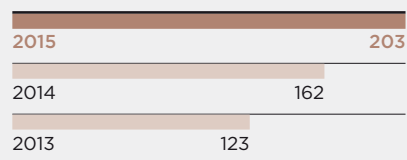
EXCELLENCE, AND A NOSE FOR DIFFERENCE

The Perfumes and Cosmetics business group thrives on a harmonious blend of iconic French Maisons and young high-potential brands. Driven by the contemporary quest for beauty, this segment holds bright new opportunities for all of our Maisons. In a highly competitive market, a strong reputation is a precious asset: positioned in different ways but united by their culture of excellence, the Maisons of LVMH are committed to enhancing their unique traits – providing the differentiation customers look for – and innovating ceaselessly. LVMH's Hélios research center, located at the heart of France's Cosmetic Valley, is a key driver of that strategy. Through a magical combination of its prestigious heritage and perpetual creative effervescence, each of Parfums Christian Dior's products is an expression of the Maison's soul. With timeless icons like *Miss Dior* and *J'adore* joined by new creations such as *Sauvage* – a tremendous hit as soon as it was launched in 2015 – Dior continues to weave its magic thanks to the expertise of its Perfumer-Creator, who uses only the finest raw materials, and the care it devotes to each step in the perfume-making process. Make-up collections continue to be designed in close harmony with current trends and couture. Flowers were Monsieur Dior's passion, and they are at the heart of the cosmetics research taking place at the Maison's innovation centers, where they are

grown using green techniques in eight dedicated gardens around the world. These products are not only effective; their unique sensory appeal makes Dior skincare a truly luxurious experience. Known for its fragrances and other legendary creations, Guerlain has been devoted to beauty since 1828 and draws on its fabulous heritage to innovate and pursue an ambitious international business development strategy. La Ruche, Guerlain's new skincare and make-up manufacturing facility, is supporting the brand's expansion and showcasing its environmental and social engagement. Guerlain also served as an incubator for the new environmentally responsible cosmetics brand that came out in 2015, Cha Ling, whose products are infused with Pu'er tea. Our younger brands also aim to grow while remaining unique. Benefit continues to showcase the sense of humor that is fundamental to its identity, while taking a very serious approach to innovation and effectiveness in its formulas. Make Up For Ever, whose professional quality cosmetic products have earned it cult status, combines intense creativity with technical prowess to serve make-up artists, industry professionals and anyone else who demands the best. Fresh has stayed true to its natural, artisanal approach to beauty. Kenzo Parfums continues to build its poetic universe, while Acqua di Parma cultivates its Italian-infused codes of elegance.



Guerlain

REVENUE
(EUR millions)**PROFIT FROM RECURRING OPERATIONS**
(EUR millions)**REVENUE BY PRODUCT CATEGORY**
(in %)**2015 REVENUE BY GEOGRAPHIC REGION OF DELIVERY** (in %)**OPERATING INVESTMENTS**
(EUR millions)**NUMBER OF STORES****MAJOR STRATEGIC PRIORITIES**

Maintain aggressive policy on innovation and media investments.

Build on advance of Parfums Christian Dior in connection with Couture.

Support international development of Guerlain.

Continue global expansion of other brands.



Parfums Christian Dior



Guerlain

Perfumes and Cosmetics had an eventful year, recording robust growth and new market share gains. LVMH's Houses continued to capitalize on the vibrancy of their emblematic product lines and a vigorous innovation policy.

PARFUMS CHRISTIAN DIOR built on its growth and gained market share across the globe. Performance was driven by the unprecedented worldwide success of its new men's fragrance *Sauvage* – as embodied by Johnny Depp – and the buoyancy of its three iconic perfumes: *J'adore*, which offered the new *Touche de Parfum*; *Miss Dior*, driven by a fresh communications campaign and its worldwide success; and *Dior Homme*, which delivered growth in the world's main national markets. Dior developed its collections by re-releasing the

iconic amphora bottle and a new exceptional fragrance, *Fève Délicieuse*, designed by its perfumer François Demachy for *La Collection Privée Christian Dior*. Spurred by the creative flair of Peter Philips since 2014, the brand's make-up segment reaffirmed its leading position with even bolder collections and numerous new releases such as *Dior Addict Lipstick* and *Nude Air* serum foundation. In skincare, where Dior has achieved some age-fighting scientific breakthroughs, *Dreamskin* performed well, as did the *Prestige* range.

GUERLAIN continued to grow, helped along by the ongoing success of the various incarnations of *La Petite Robe Noire* and the performance of *L'Homme Idéal*, which is well established on its markets. Its skincare lines *Orchidée Impériale*



Parfums Givenchy

and *Abeille Royale* flourished, and its iconic make-up creations *Terracotta* and *Météorites* posted excellent results. La Ruche, the brand's new skincare and make-up manufacturing site in Chartres, is an asset to cosmetics development and a symbol of Guerlain's long-term commitment to high quality, eco design and the transmission of know-how in France's Cosmetic Valley.

PARFUMS GIVENCHY made progress with support from all of its product categories. The fragrance *Gentlemen Only*, an embodiment of masculine elegance, continued to record growth alongside the promising success of the new women's fragrance *Live Irrésistible*. Development in make-up was driven notably by the brand's top lipstick, *Le Rouge*.

KENZO PARFUMS successfully launched *Flower by Kenzo L'Élixir*, with a communications campaign embodying the spontaneity and poetry of the brand.

BENEFIT maintained its strong momentum and continued to gain market share in the United States, Europe and the Middle East, with the support of some extremely effective digital communications. The major innovation of 2015 was *Roller Lash* mascara, a high-performance product that also conveys Benefit's signature fun-and-quirky tone, which achieved rapid success.

MAKE UP FOR EVER expanded rapidly, validating its business development model based on exceptional creativity and



Benefit

the professional quality of its make-up. Its new foundation products released in 2015, *Ultra HD* and *Step 1*, proved highly successful.

FRESH maintained a high rate of growth, especially in Asia, propelled by its unique approach to beauty and its ranges of naturally-derived products. 2015 marked the beginning of the brand's development in Europe, with counters opening at the Galeries Lafayette in Paris and Harrods in London.

ACQUA DI PARMA benefited from the excellent performance of its *Colonia* line, which embodies timeless elegance and the Italian art of living.

OUTLOOK

Going into 2016, LVMH's brands are setting themselves new targets for market share gains, which will mean showcasing their passion for excellence and adopting an active strategy of innovation, communication and digital initiatives. **Parfums Christian Dior** will continue to cultivate its reputation as one of the world's great perfume houses, develop its appeal, and grow its customer base in synergy with Couture. Its key strategic priorities will be developing *Sauvage* and building on its flagship product lines. Just as important will be the attention devoted to the expertise of its customer advisers and the continuous improvement of the Dior experience at its points of sale. **Guerlain** has undertaken an intensive innovation plan for all of its product categories, one consequence of which will be a make-up offshoot of *La Petite Robe Noire*. In Paris, Guerlain will open its first fragrances-only shop in January. **Parfums Givenchy** will develop its cosmetics offering, expand on its existing perfumes with new scent versions, and add to its *Live Irrésistible* product line. In a few strategic countries, **Kenzo Parfums** will launch a new and highly creative product line in keeping with the spirit of the Fashion house. **Benefit**, **Make Up For Ever**, **Fresh**, and **Acqua di Parma** will continue to affirm their creative focus, reinforce the one-of-a-kind market positioning that has enabled them to thrive, and expand their international distribution.





LVMH 2015

WATCHES & JEWELRY

ICONIC COLLECTIONS AND AN AVANT-GARDE MINDSET

The LVMH Watches and Jewelry business group is among the frontrunners in its industry. Its ambition to grow its market share is backed by prestigious watch brands – strategically positioned to complement one other – and jewelry brands that boast exceptional craftsmanship and creative legacies. Its Maisons base their business development on thriving iconic products, intense innovation, and constant improvements to their distribution. Major investments are made in expanding their manufacturing capacity, and in communications to raise their profiles and build their reputations on priority markets.

The growth of each Maison's flagship product lines goes hand in hand with a policy of bold creativity, which means actively pursuing technological breakthroughs and designing new best sellers. Bvlgari had a record year in 2015, buoyed by its creativity and unique craftsmanship, with the expansion of its historic jewelry lines such as the *Serpenti* collection, an emblem among emblems of this Rome-based Maison; the development of the *Diva* line, an up and coming icon just like the new watch series *Lucea*; and the launch of a new fine jewelry collection. TAG Heuer tightened up its offering to concentrate on its core products while continuing to illustrate its avant-garde mindset

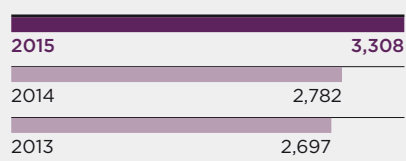
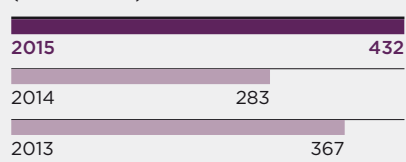
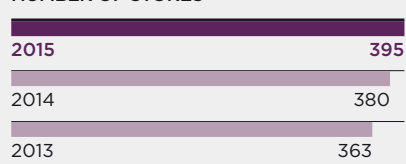
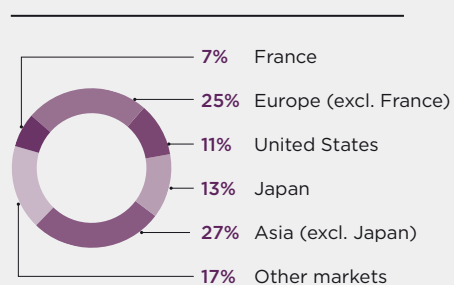
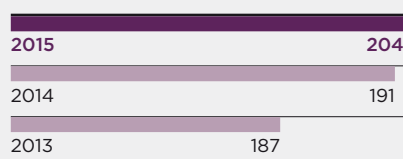
and causing a buzz in late 2015 with the launch of the first luxury smartwatch, marrying expert Swiss craftsmanship with the digital age and speaking especially to the brand's core audience of young, forward-looking customers.

Expertise in manufacturing is crucial to growth and innovation at the Maisons. Just a tick behind Hublot, which doubled the size of its Nyon watchmaking facility in 2015, Bvlgari has begun building a new site in Valenza. Opening in 2016, it is set to be the biggest jewelry workshop in Europe. This investment is guided by a vision stretching more than 10 years into the future that will eventually enable Bvlgari to double its manufacturing capacity.

The significant work on distribution at the Maisons has been aimed at increasing the selectivity of multi-brand retail partnerships, optimizing own brand boutique networks, and improving store concepts to elevate the customer experience.

At the end of 2015, to bolster its business development, the Italian jewelry house Repossi forged an alliance with LVMH, which became a minority shareholder. This collaboration will give more international reach to this family run, highly exclusive and creative jewelry house whose existing success bodes very well for its future.



REVENUE
(EUR millions)**PROFIT FROM RECURRING OPERATIONS**
(EUR millions)**NUMBER OF STORES****2015 REVENUE BY GEOGRAPHIC REGION OF DELIVERY** (in %)**OPERATING INVESTMENTS**
(EUR millions)**MAJOR STRATEGIC PRIORITIES**

Gain market share through creativity and innovation.

Reinforce Maisons' image with expert craftsmanship and quality distribution.

Continue positive momentum of Bvlgari and refocusing of TAG Heuer on core product ranges.

Optimally develop manufacturing facilities.



TAG Heuer

The Watches and Jewelry business group posted strong growth, with major gains in jewelry. The backdrop of economic and monetary uncertainty continued to make watch retailers prudent in their purchasing decisions. The boutiques achieved solid growth thanks to the success of their iconic product lines and the creativity of new offerings. The brands focused on building their reputations and invested selectively in their distribution networks and manufacturing capabilities.

BVLGARI continued to thrive in terms of both revenue and profits, delivering a remarkable performance in jewelry thanks to the success of the emblematic *Serpenti*, *Bvlgari-Bvlgari* and *B.Zero1* product lines and the new *Diva* collection. Fine jewelry made spectacular gains with a contribution from the new *Giardini Italiani* collection, inspired by the creative artistry of Italian gardens and epitomizing the brand's peerless

mastery of exceptional colored gemstone arrangements. The watchmaking segment benefited from the success of the new *Lucea* collection, the ongoing progress of *Serpenti*, and the growth of the *Octo* line for men. A thorough campaign of selective store openings and improvements was rewarded with a strong performance by Bvlgari's own stores. In accessories and fragrances, Bvlgari accelerated its move upmarket.

TAG HEUER continued to build on its core products. New releases and special series were added to the iconic *Formula 1*, *Aquaracer* and *Carrera* lines, with powerful communications initiatives to support them. The smartwatch unveiled in New York in November, in keeping with the brand's status as a pioneer, generated a lot of interest and made a remarkable start in terms of sales on its first markets. TAG Heuer continued improving its organization and optimizing its store network



Chaumet

to build on their quality and profitability. TAG Heuer's visibility for its target audience and its social media presence were enhanced with an extensive network of partners and ambassadors, including the Red Bull Racing team, the German Bundesliga soccer league, the musician David Guetta and the Chinese singer G.E.M.

HUBLOT kept up its high rate of growth, driven by the *Classic Fusion* line and the emblematic *Big Bang*, which turned 10 years old in 2015. The brand illustrated its creativity and value strategy with many new fine timepieces. The opening of a second manufacturing facility in Nyon reinforced Hublot's technical mastery of the fabrication process for its *UNICO* movements and its complications, and enriched its technological and innovative capacities. The brand's visibility was

boosted by lively communications initiatives including events, a digital presence, and prestigious partnerships in the arts and sports. New stores opened in Frankfurt, Dubai, Osaka and Chengdu.

ZENITH celebrated its 150th anniversary in 2015, a tribute to its values of craftsmanship and passion for watchmaking. The new *Elite 6150* received a very enthusiastic welcome, while the iconic *El Primero* line continued to thrive. Zenith raised its profile and expanded its network with the opening of a store in Chengdu.

CHAUMET had a year of strong growth, driven by its emblematic lines and a gradual move upmarket. Several new designs enriched the *Hortensia* and *Joséphine* collections. A "Musée



Hublot

Éphémère" pop-up exhibit was opened on the Place Vendôme in Paris, displaying Chaumet's historic and current creations on the theme of naturalism, a hallmark of its heritage.

MONTRES DIOR benefited from the success of the *Grand Bal* fine timepiece collections.

DE BEERS consolidated its position as the leading reference in the solitaire diamonds segment.

FRED was buoyed by its iconic *Force 10* line and opened a new flagship boutique in Paris.

OUTLOOK

The Watches and Jewelry business group is actively pursuing its market share growth targets. Its masterful watchmaking and jewelry-making expertise, the creativity of its products and the brands' reputation and image of excellence remain the key vectors of its momentum and its future development. Against a mixed economic backdrop, this strategy continues to be combined with rigorous management and highly targeted resource allocation. Over the coming months, the brands will continue to invest in the most buoyant, promising regions as a priority to raise their profiles there. They will focus on optimizing the geographic coverage of their retail networks and enhancing the quality of their stores while increasing their productivity and profitability. At **Hublot**, specifically, a new flagship store opening in New York will be a highlight of the first half of the year. Further efforts will be made to expand manufacturing capacity and create synergies within the business group. **Bvlgari**, specifically, will continue the construction of its new manufacturing facility in Valenza, Italy, set to open in mid-2016. Lastly, in an illustration of their energy, innovative mindset and expertise, all the watches and jewelry brands will enrich their collections, ever guided by a spirit of creativity and commitment to excellence.





LVMH 2015

SELECTIVE RETAILING

GIVING OUR CUSTOMERS A UNIQUE EXPERIENCE

Our Selective Retailing teams around the globe are driven by a passion for turning shopping into a unique experience. In this constantly evolving sector, customers are increasingly well informed and connected, and anticipating their needs is vital. Differentiation, personalization and digitization are key priorities.

Since it was founded, Sephora has been revolutionizing the way customers buy fragrances and beauty products, providing a special, liberating shopping environment in its stores and resolutely pursuing its objective of offering customers the best, newest and most captivating products. Sephora's spectacular international success is built on strengths such as its enthusiastic, attentive staff, its unique selection of offerings, its range of innovative services, and its ability to personalize its relationship with each customer. Sephora leads the way in digital innovation year after year with its online shopping websites, in-store digital initiatives, and omni-channel approach. In 2015, Sephora Flash – the first smart store – opened its doors in Paris. The concept offers a totally new customer experience, bringing online and brick and mortar shopping together into a single space, with a selection of best-selling products available on-site and an extensive digital catalog of 14,000 items. In

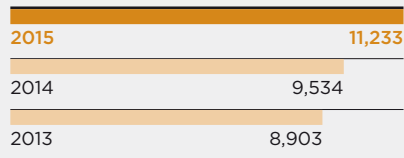
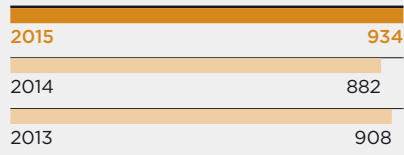
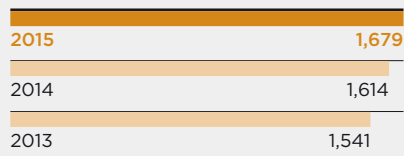
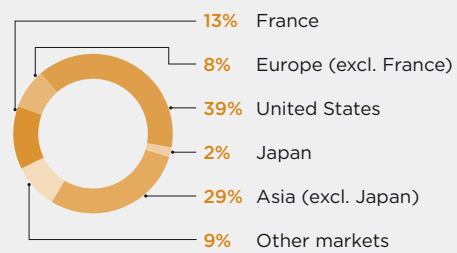
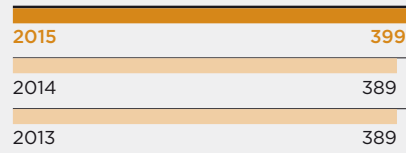
addition to Sephora's regular services, the store features a "flash bar" equipped with a selfie mirror, phone charger and digital sample distributor.

Le Bon Marché, the Parisian department store with a one of a kind atmosphere, proudly wears its commitment to an exclusive, refined brand selection and bold architectural concept, while also cultivating a cultural dimension popular with customers and enhanced by a collection of artwork and frequent events. In early 2016, Le Bon Marché continued its dialogue with the art world, presenting the first exhibit in France of Chinese artist Ai Weiwei's original work.

International travel retail, the specialty of DFS, is an industry driven by the steadily growing number of travelers over the long term. This constantly evolving market, which is also exposed to economic cycles, requires an exceptional agility that DFS has exemplified since 1960 as an undisputed specialist and pioneer in the field. While adapting its operations to the diversification and current volatility of its customer base, DFS is enhancing the unique experience offered in its stores, developing its loyalty program and digital strategy, and preparing to add two major destinations that will help fuel future growth: Cambodia and Venice, Italy.



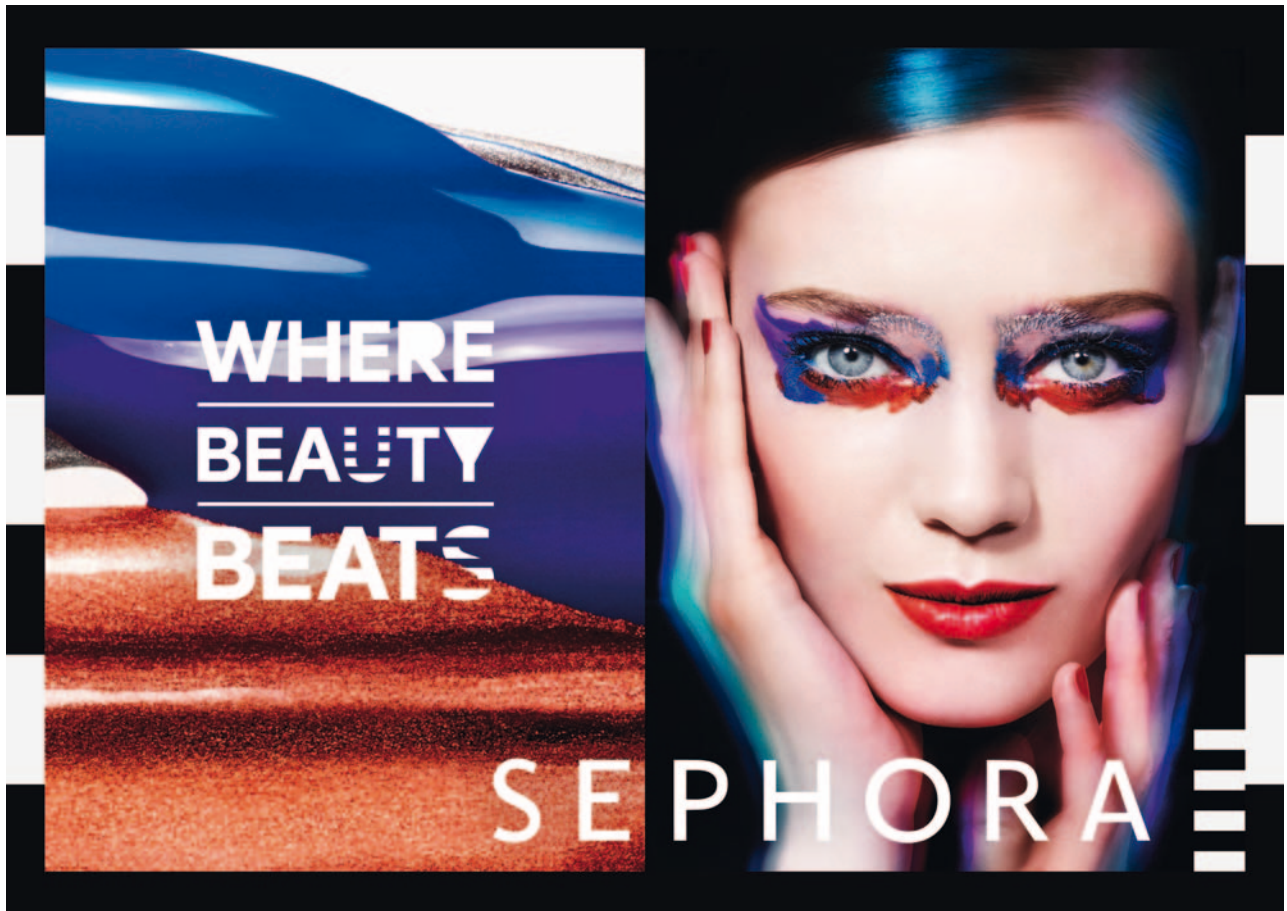
Sephora

REVENUE
(EUR millions)**PROFIT FROM RECURRING OPERATIONS**
(EUR millions)**NUMBER OF STORES****2015 REVENUE BY GEOGRAPHIC REGION OF DELIVERY** (in %)**OPERATING INVESTMENTS**
(EUR millions)**MAJOR STRATEGIC PRIORITIES**

Continue Sephora's dynamic innovation in stores and digital content.

Carry on renovation of Le Bon Marché Rive Gauche store.

Adapt development of DFS to geopolitical context and diversify clientele and geographic coverage.



Sephora

SEPHORA gained market share worldwide and achieved new double-digit revenue growth, with remarkable performances in North America and the Middle East. Recently entered markets – Australia in particular – were off to a promising start. Expansion continued with close to 100 openings throughout the world in 2015. Several flagship stores such as the Mall of the Emirates store in Dubai and the Powell Street store in San Francisco were renovated to enrich customers' digital and service experience. Online sales kept up their strong growth, accompanied in particular by an upgraded mobile offering. Sephora stepped up the pace of its omni-channel development strategy: several innovative offerings were launched, such as 48-hour delivery in the United States and the "Click and Collect" service in France, where products

ordered online can be picked up in-store three hours later. Geographic expansion continued with the acquisition of the e-commerce site Luxola, which is present in nine countries in Southeast Asia. Sephora also maintained its focus on innovation in products and services with a reinforced exclusive offering, the launch of the *Beauty to Go* line of miniature products for everyday use and travel, and the "Play!" initiative in the United States, which lets customers sign up to receive samples of a selection of products.

LE BON MARCHÉ had a year of strong growth marked by innovation. One of the key events of 2015 was the opening of its new Footwear space with its magnificent glass ceilings. This renovation helped create remarkable momentum in the



La Grande Épicerie de Paris

Accessories department, which was also boosted by the good results achieved in Watches and Jewelry. The ongoing transformation of the Women's Fashion space generated strong growth in this segment. Two highlights of the year at Le Bon Marché and La Grande Épicerie de Paris food store were the exhibition held at the beginning of the year in association with the Miami concept store The Webster and another devoted to the spirit of Brooklyn. The success of the "24 Sèvres" loyalty program exceeded expectations, expanding the customer base in France and drawing in a younger clientele. International customers, won over by Le Bon Marché's culturally rich, Parisian atmosphere, also contributed to revenue growth.

Travel retail activities were faced with a combination of unfavorable political, economic and monetary factors in Asia, with the exception of Japan, where **DFS** benefited from high levels of Chinese tourism. In this context, DFS drew on its unique expertise and its enormous capacity for innovation to develop its offering in response to the changing expectations of its globetrotting customers, while continuing to reduce operating costs. The T Beauty concept was launched in Macao and Hong Kong, offering a wide selection of brands and beauty products in an architectural space that is luxurious, modern and accessible. Another initiative, the wines and spirits duplex stores that opened at Changi Airport in Singapore,



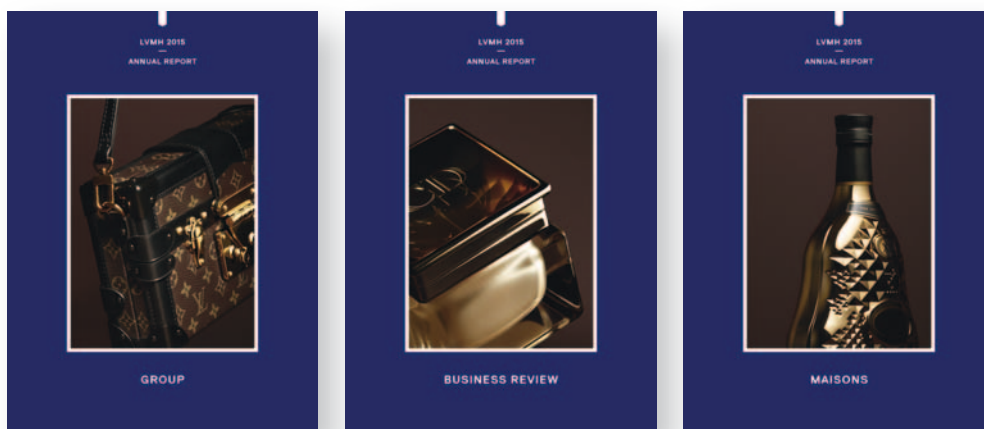
DFS

set a new benchmark for excellence in this category in terms of architecture and customer experience. In parallel, the plan to modernize existing stores continued, backed by a dynamic policy in marketing, events and loyalty building with the expansion of the LoyalT program.

The **STARBOARD CRUISE SERVICES** business on board cruise ships was boosted by the development of cruise routes in Asia and by its strategy of innovating and differentiating its in-store offerings by cruise line and customer base. The highlight of 2015 was the renewal of the contract with Royal Caribbean.

OUTLOOK

Sephora will continue its international expansion. Staying true to its profile as a trailblazer in the world of beauty, Sephora will keep crafting the shopping experiences of tomorrow, focusing on personalizing its relationship with each customer and strengthening the link between physical stores and digital offerings. The training and engagement of its staff, on which Sephora's success depends, remain at the core of this strategy. **Le Bon Marché** will continue to cultivate its uniqueness, its identity as a trendsetter and the quality of its customer care. The launch of La Grande Épicerie de Paris's own brand will be a major event in 2016, while the Franck et Fils store will close its doors to prepare for the 2017 opening of another Grande Épicerie de Paris on the city's right bank. Backed by its highly responsive teams and organization, **DFS** will continue to focus on the appeal of its network to make it an essential stop for travelers and enrich their experience. Several promising developments will come to fruition in 2016: the opening of the *T Galleria* in Siem Reap in Cambodia, near the fabulous ruins of Angkor; the opening of the new *T Galleria – City of Dreams* in Macao; and the opening of *T Fondaco dei Tedeschi*, Europe's first DFS store, on the Grand Canal in Venice, next to the Rialto Bridge, one of the world's most visited tourist attractions. In response to the wide variety of cruise routes and a changing customer base, **Starboard Cruise Services** will continue to innovate and refine its product selections, with a focus on the highest-contributing categories.



PHOTOGRAPHS

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L V M H

MOËT HENNESSY ♦ LOUIS VUITTON

LVMH 2015
—
ANNUAL REPORT



MAISONS

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A FEW WORDS ABOUT OUR HISTORY

Although the history of the LVMH Group began in the twentieth century with the merger of Moët Hennessy and Louis Vuitton, the roots of the Group actually stretch back much further, to eighteenth century Champagne, where a man named Claude Moët decided to build on the work of Dom Pérignon, a contemporary of Louis XIV; and to nineteenth-century Paris, famous for its imperial celebrations, where Louis Vuitton, a craftsman trunk-maker, invented modern luggage. And the Group's oldest brand is Château d'Yquem, which was established in 1593. Today, as the world's leading luxury goods group, LVMH is the result of successive alliances among companies that, from generation to generation, have successfully combined traditions of excellence and creative passion with a cosmopolitan flair and a spirit of conquest. Together, they now form a powerful, global group sharing their expertise with the newer brands, and continuing to cultivate the art of growing while transcending time, without losing their soul or their image of distinction.

HISTORY & HERITAGE

A PLACE, A CITY, A BUILDING, AN OBJECT: THE MEMORY OF A MAISON CAN TAKE ON A THOUSAND DIFFERENT FORMS. BUT THEY ALL ECHO THE VITAL IMPORTANCE OF PROTECTING, RESTORING AND SHARING THIS HERITAGE, IN HOMAGE TO THE TALENTS OF GENERATIONS PAST, AND AS A PRECIOUS GIFT TO THE TALENTS OF TOMORROW: BECAUSE IT IS FROM THE WELLSPRING OF THIS HISTORIC HERITAGE THAT WE DRAW OUR INSPIRATION FOR NEW CREATIONS.

EXPOSITION
LOUIS VUITTON
GRAND PALAIS
PARIS



**VOLEZ
VOGUEZ
VOYAGEZ**

ENTRÉE LIBRE

DU 04.12.2015

AU 21.02.2016

LOUIS VUITTON A TRUNK FULL OF TREASURES

The Louis Vuitton workshops in Asnières, France are the guardians of the Maison's trade secrets. Today, they produce its most exceptional pieces: hard-sided trunks, items crafted from rare and exotic leather, and, above all, custom orders. For custom orders, Louis Vuitton has fulfilled the most fanciful requests and created the most ingenious designs, from a folding bed-trunk made for explorer Pierre Savorgnan de Brazza to an iPad trunk made for Karl Lagerfeld. The Maison's archives are a real treasure trove, including 23,000 objects and 165,000 documents. Inside the glass and metal buildings inspired by the style of Gustave Eiffel, a historic site where the Louis Vuitton tradition was born and nurtured, the Maison has opened La Galerie to share the treasures and secrets that forged its exceptional destiny.

La Galerie is a place to discover and explore, bringing to life a dialogue between artists, artisans and customers that has driven the Maison's work since its inception. In the exhibition space, letters and sketches, personal items, historic objects and old photographs stand alongside trunks, suitcases, handbags and ready-to-wear collections. Visitors can view personal items owned by aristocrats, princes and maharajas,

movie stars and celebrated fashion designers, as well as items given anonymously by people with a passion for fine work. To share the intimacy of a story, to illuminate the link between workshop and customer, to emphasize the ongoing relevance of Louis Vuitton: all of these challenges are met in this new space, which is at once playful, creative and timeless.

And since trunks are made for traveling and history is made to be told, Louis Vuitton is also the subject of an exhibition at the Grand Palais, in Paris, entitled "Volez, Voguez, Voyagez - Louis Vuitton". The exhibition chronicles the Maison's history from 1854 to the present, through stories of the company's founders and of the people who are creating the future of Louis Vuitton right now. At the dawn of the twentieth century, Louis Vuitton himself exhibited his most innovative and elegant handbags and luggage at the Grand Palais, which had just been built for one of the most spectacular world fairs. A century later, the "Volez, Voguez, Voyagez" (Fly, Wander, Travel) exhibition opens with the Maison's flagship image: an antique trunk. A symbol of modernity, it was ahead of its time - an emblem of the signature style and bold spirit of Louis Vuitton.

LA CHAMPAGNE A UNESCO WORLD HERITAGE SITE

In 2015, UNESCO added “Champagne Hillsides, Maisons and Cellars” to its registry of World Heritage Sites. The designation was approved unanimously, and affirmed that since the eighteenth century the Champagne region, through the organization of its work sites and the efforts of its local men and women, has taken to new heights the production and sales methods that shaped the region and its rural landscapes, giving rise to the world-renowned sparkling wine that bears its name. Three remarkable sites are included in the UNESCO designation, including seven subsites with ties to LVMH Group houses. First is Avenue de Champagne, in the town of Épernay, where stately Maisons stand above miles of wine cellars housing millions of aging bottles. Also lining this avenue are the Orangerie Gardens, Hotel Moët and the Moët & Chandon cellars, which have long produced a champagne with an inimitable identity. Fort Chabrol, the Moët & Chandon research institute in Épernay is also UNESCO-classified, as are the Mercier cellars, established in 1858 by a bold entrepreneur with a vision, who sought to disrupt Champagne’s traditions by creating a “champagne for all occasions”.

Saint-Nicaise Hill, located in the city of Reims, has also won a place in the UNESCO registry.

Inside the hill lie medieval chalk quarries, now used as wine-making and storage areas. The hill’s upper level is occupied by the Ruinart chalk cellars. Ruinart, the oldest champagne house, was the first to use the quarries, with their optimal humidity and temperature, to store its wines. Saint-Nicaise Hill also houses the chalk cellars of Veuve Clicquot. They are the largest cellars inside the hill, and bear the marks of the various human activities that formed the quarries through the centuries.

Finally, the historic hillsides around Épernay are noteworthy sites in their own right, particularly those located in the village of Hautvillers, overlooking the Marne river. Its celebrated abbey, also a UNESCO-classified site, was home to Dom Pérignon, the seventeenth-century monk who sought to create “the world’s best wine”. Three centuries later, this passion still inspires the champagne house that bears his name.

The UNESCO designation is a source of great pride for the champagne houses that have spent centuries developing their agricultural, human, architectural and industrial assets and potential. Today, they remain a unique testament to the living tradition of champagne, and an expression of its universal and extraordinary appeal.





FENDI REBIRTH OF A PALAZZO IN ROME

The love story between Fendi and Rome has endured for ninety years, with the brand drawing its cultural heritage and timeless sense of beauty from the splendors of the city where it was born. Classicism and modernity, style and glamor, clean lines and exuberance: these subtle combinations, displaying an elegance that breaks free from convention, distinguish all of Fendi's creations, reflecting the spirit of the eternal city, its glorious light and its unparalleled art of living.

Nowhere but Rome could Fendi have chosen to open its new headquarters – in the prestigious Palazzo della Civiltà Italiana. An architectural icon of the twentieth century, the palazzo needed major work, which Fendi financed while continuing to sponsor its other restoration projects in the city.

After completely funding the restoration of the Trevi Fountain, recently reopened to the public after sixteen months, Fendi undertook the rehabilitation of the palazzo, which had been abandoned for more than forty years. Built on the outskirts of Rome in the late 1930s for the 1942 world's fair, which was planned but never took place, the palazzo combines classic Roman

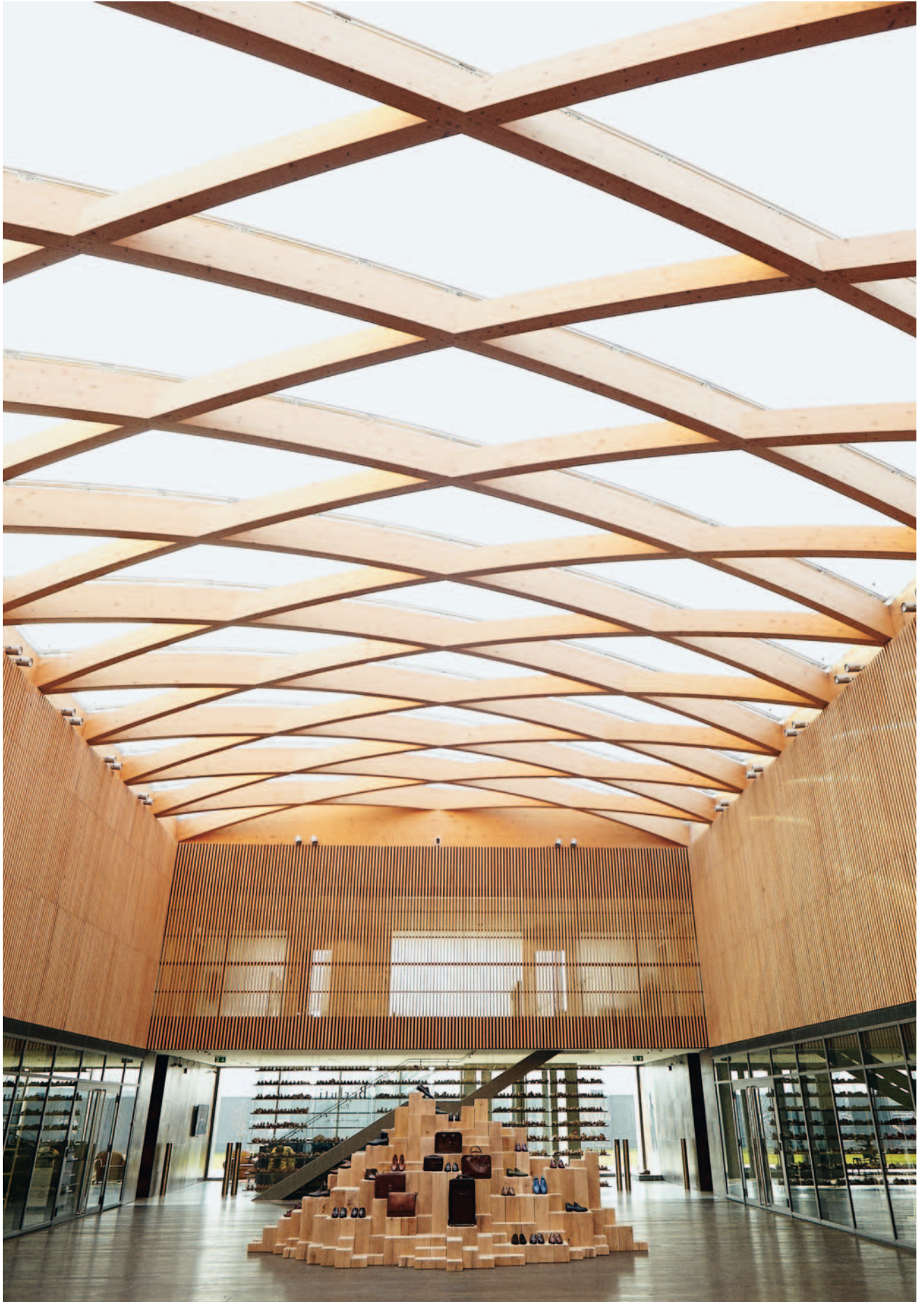
architecture with Italian rationalism. Extending over 19,000 square meters, the palazzo is imposing but well-balanced, with harmonious proportions, resulting in a luxurious, linear esthetic. The monument has become a symbol of Italian creativity and savoir-faire.

Dubbed the "Square Colosseum" by locals, the building came back to life after two years of work led by the architect Marco Constanzi. Appointed with lighting by the artist Mario Nanni, the monument now houses Fendi's offices, as well as its fur workshop, the heart of the firm's expertise. Fendi has made a point of opening the palazzo's second floor (a thousand-square-meter space designed to host art exhibitions) to the public.

"This building, its history, proportions and materials are incredible," says Pietro Beccari, Fendi's CEO. "We are proud to be bringing the Palazzo della Civiltà Italiana back to Rome, and to the world. It is a symbol of our roots in Rome, and of the ongoing dialogue between tradition and modernity – values that Fendi has always cherished."

CRAFTSMANSHIP & QUALITY

QUALITY IS AT THE ORIGIN OF TRUE LUXURY. IT CANNOT BE SUMMONED ON COMMAND:
IT IS OBTAINED THROUGH PATIENCE AND EFFORT, BY PAYING CLOSE ATTENTION
TO EVERY STEP OF PRODUCTION, BY SLOWLY MASTERING A CRAFT HANDED
DOWN FROM GENERATION TO GENERATION, CONSTANTLY BEING PERFECTED.



BERLUTI, A MANUFACTURING CENTER BESPOKE FOR THE MAISON

Berluti has opened its new footwear and leather goods manufacturing facility in Ferrara (northern Italy), a city where it first began operating in 1993 to draw on the exquisite leather craftsmanship of the local artisans. Spanning over 8,000 square meters, the new site is built to accommodate the Maison's impressive international rise. With it, Berluti can double the number of artisans working in its workshops while at the same time totally rethinking the ecosystem in which its shoes and leather goods are made.

Designed by Barthélémy Griño Architects, the building itself is a metaphor for Berluti. Its overall dimensions are proportional to those of a shoebox, a perfect rectangle accented by sequences of wood and glass. The natural red cedarwood used for the exterior will take on a deep patina with age, just like a fine leather, while the beech employed for the ceilings evokes the essences of wood used to make shoe lasts. Large bay windows and exposed concrete strike the same delicate balance between solidity and lightness that characterizes Berluti shoes, while the criss-crossed ceiling beams in the central atrium simulate shoelaces. Designed to be as environmentally neutral as possible, the building

is equipped with a natural ventilation system and makes maximum use of natural daylight. Electricity is generated from solar panels.

Artisanal craftsmanship has pride of place in all the work areas. The different workshops are organized by trade around the Agora: one for cutting, another for assembly and a third for applying the signature Berluti patina to the leathers. Together, they can produce all the pieces designed by the creative studio in Paris and adapted by the manufacturing design office situated at the front of the building. This organization brings together all the different manufacturing steps at a single site, ensuring a well-defined process and optimal working conditions for the artisans.

To preserve its trades and take full advantage of the setting provided by this new facility, Berluti will also make it the home of the Berluti Academy training program. After they receive their degree, most graduates of the program go on to join Berluti's workshops, where they help perpetuate the unique art with which its shoes are hand-assembled and made to order – from the design of the shape to the patina of the leather.

PARFUMS CHRISTIAN DIOR A QUEST FOR ESSENCE

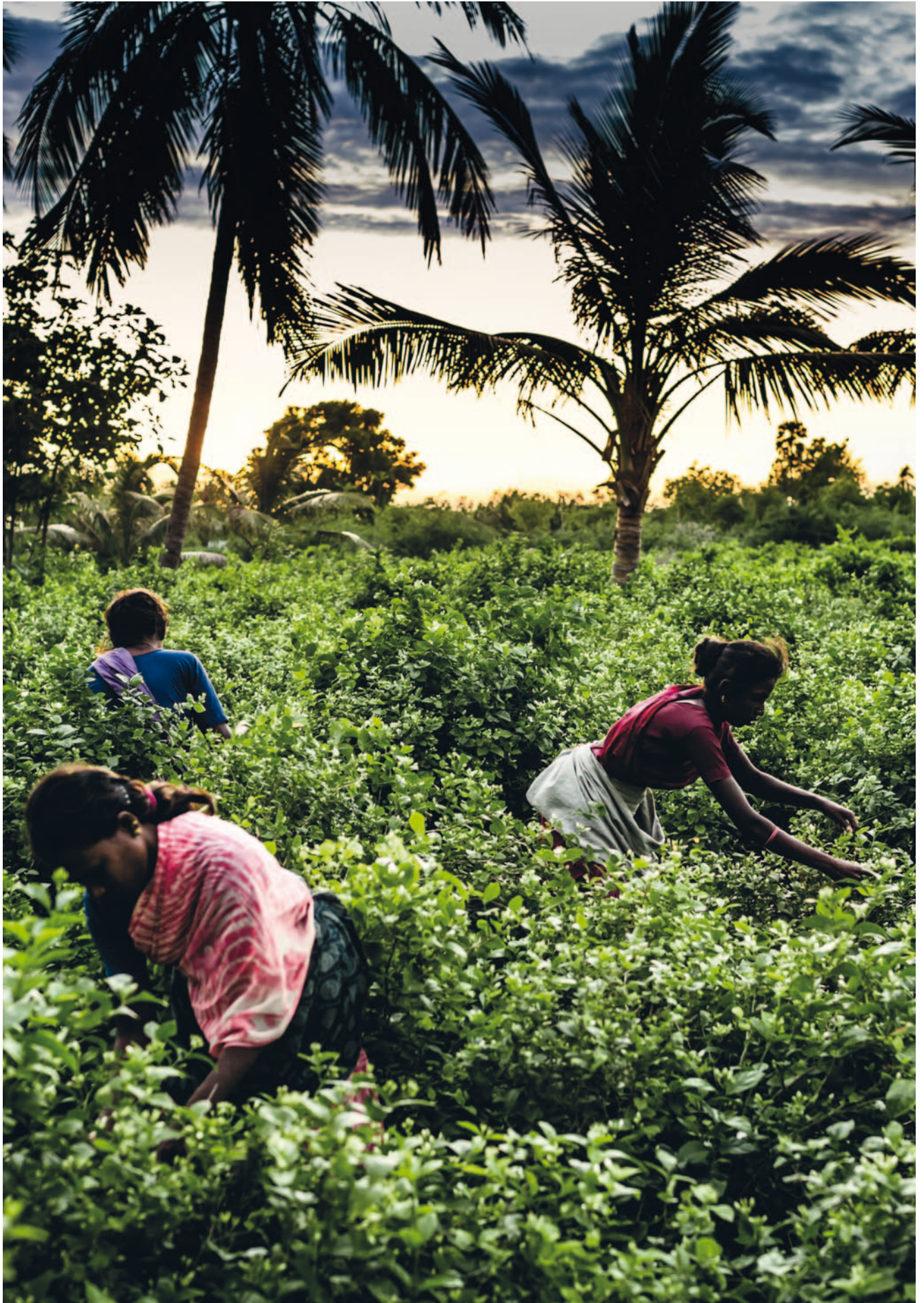
Each search for an essence is a journey to discover a primary substance, an inspirational landscape punctuated with encounters and conversations about traditions and expertise. In the words of François Demachy, Dior's *parfumeur-créateur*, the creation laboratory "is like a postcard from these journeys".

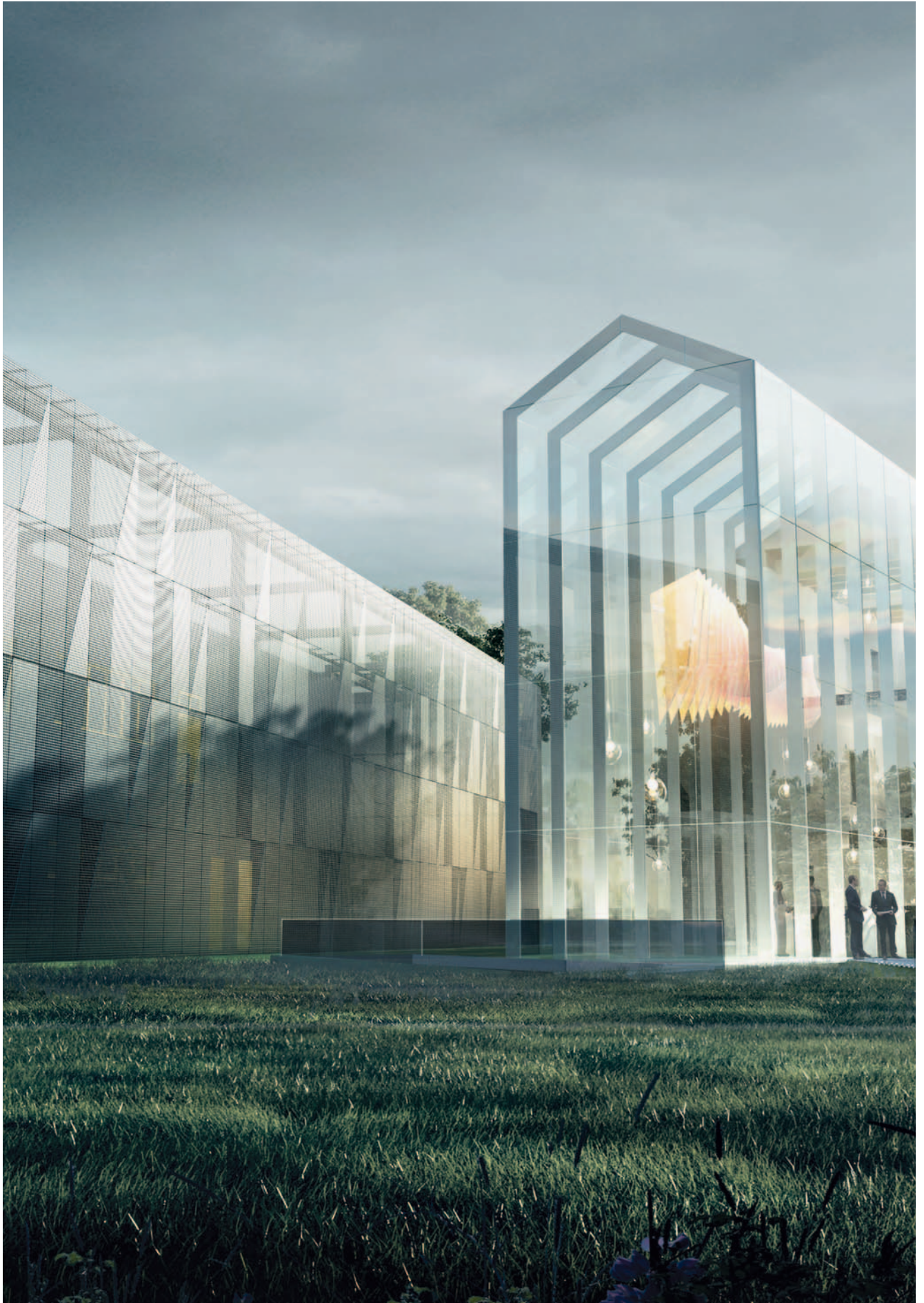
In keeping with its tradition of excellence, Dior has scoured the world to find the most beautiful primary materials for its perfumes. Zesty, floral and fruity, the San Carlo bergamot orange is organically grown in the Calabria region of southern Italy, exclusively for Dior. Its unique, sun-tinged quality, part of all the Maison's fragrances, is essential to Dior's scent signature. Sensual and enveloping, the voluptuous, fruity jasmine *sambac* and the verdant, sun-kissed jasmine *grandiflorum* stretch as far as the eye can see in the fields of southern India, dappled with the silhouettes of the flower pickers who greet the dawn.

These harvests, reserved exclusively for Dior, are the result of a long-standing relationship with

the producer. You can feel the magic of these landscapes, where age-old methods are passed down – a guarantee of quality. But it is in the fields of Grasse, in Provence, the cradle of perfumery intimately linked to Dior's own past, where the Maison's two iconic flowers blossom: the May rose, powerful and sensual with unforgettable honeyed accents, and the Grasse jasmine.

Today, on the strength of this history, Dior is participating in a renewal of the production of flowers for perfume. Two plantations, Clos de Callian and Domaine de Manon, devote their entire May rose harvests to Parfums Dior. Their quality, always consistent, is rigorously controlled. The fragrances produced by Parfums Christian Dior meet uniquely high standards of excellence, which is their distinguishing characteristic. The Maison gives priority to producers with sustainable methods, forges strong relationships with them, and systematically inspects all raw materials, from their harvesting and arrival at the cellar in Saint-Jean-de-Braye to their incorporation into a perfume.





BVLGARI

FINE JEWELRY, FINELY CRAFTED IN VALENZA

Valenza lies in Italy's Alessandria province, in the heart of the Milan-Turin-Genoa industrial triangle. Since the nineteenth century, this Piedmontese town has been renowned for its artisans, earning it a reputation as the capital of Italian jewelry-making. It is no accident that Bvlgari selected Valenza as the site of the newest chapter in its story. Long known for the artistic quality of its Italian and Mediterranean-style colored-gemstone jewelry, Rome-based Bvlgari broke ground on what is set to become, by the end of 2016, Europe's largest jewelry-production facility. The new Bvlgari complex was designed by the architecture firm Open Project, and will combine the Maison's two current production sites (Valenza and Solonghello) into one. The project is a bridge between innovation and tradition. It will involve the renovation of Valenza's oldest goldsmithing facility – the early-nineteenth-century Cascina dell'Orefice, a building of immeasurable historic significance. It will be completely rebuilt, renovated and expanded, with a new wing made entirely of glass. Alongside it, a new three-story building will be constructed around an interior courtyard of nearly six hundred square meters, and will bring air and natural

light into the building. The Valenza site will be fully compliant with international LEED (Leadership in Energy and Environmental Design) certification standards, embodying the Maison's commitment to social responsibility.

Bvlgari's CEO, Jean-Christophe Babin, hails this project as "a historic moment for Bvlgari and Valenza. We are investing in the priceless value of Italian-made jewelry which, together with creativity and esthetics, forms the foundation of excellence of every Bvlgari product. The new facility fits perfectly within a thriving hub of craftsmanship and technical mastery. Valenza will join our fine-jewelry workshop in Rome, our accessories workshop in Florence and our Swiss watchmaking sites, and it allows us to meet a major challenge: continuing to offer top-of-the-line products while preserving our competitive edge." As a sign of this commitment, the future Bvlgari complex in Valenza will employ nearly seven hundred people, and will be home to the Bvlgari Academy, where the company will scout, train and hone the skills of talented young people from Italy's finest jewelry-making schools.

LORO PIANA PRESERVING THE PERFECTION OF CASHMERE

Tracing its roots back six generations in the north of Italy, Loro Piana manufactures exceptional fabrics, clothing and accessories from the finest raw materials. Today, the Maison is at the pinnacle of the luxury universe, possessing peerless know-how in the sourcing of the rarest and most precious fibers such as unique baby cashmere from northern China and Mongolia, vicuña from the Andes, extra fine Merino wool from Australia and New Zealand, and lotus flower fiber from Myanmar. Loro Piana combines ancestral traditions and state of the art technology to offer products of renowned quality to its demanding customers.

This obsession with raw materials translates into an energetic commitment to protecting the world's natural resources and ecosystems. At the end of the 1990s, Loro Piana helped save the Andean vicuña from extinction thanks to a bold program of sustainable vicuña raising and shearing.

In 2009, following on this empowering experience, Loro Piana launched a pilot project aimed at safeguarding the quality of its cashmere sources while promoting sustainable development throughout the supply chain. The explosion of global demand has led to more intensive raising of cashmere goats, especially in China and Mongolia, where between 1949 and 2004

their numbers increased from 2.4 million to more than 25 million, resulting in unsustainable stress on the environment, increased desertification in many producing regions, and a continuous decline in fiber quality.

In collaboration with Jilin Agricultural University in China, the University of Camerino in Italy, and the Italian National Agency for New Technologies, Energy and Sustainable Economic Development (ENEA), Loro Piana has developed its own process, called the "Loro Piana method": using a scientific, analytical approach and a selective breeding model that preserves the natural equilibrium between the animals, their habitat, and local human populations, while also providing cashmere wool of exceptional quality.

By keeping their herds small in the same pasture and adopting a more efficient combing process, goatherds have been able to produce large annual volumes of high-quality fiber, also increasing their own income.

At the end of 2015, this experiment culminated in the first Loro Piana Cashmere of the Year Award, to be handed out annually to the highest quality producers. The objective is to give goat raisers in every producing region an incentive to adopt the Loro Piana method, thereby nudging the entire cashmere industry towards a virtuous cycle of sustainability.



INSPIRATION & CREATION

BACKED BY A SOLID IDENTITY AND TIME-HONORED FUNDAMENTALS, THE GREATEST
MAISONS ARE KNOWN FOR THEIR ABILITY TO REINVENT THEMSELVES
FOR EVERY ERA, EVERY SEASON OFFERING INNOVATIVE NEW CREATIONS THAT
TRANSCEND FASHIONS AND EMBODY THE SPIRIT OF THE TIMES.



HENNESSY 250 YEARS OF EXCELLENCE

The House of Hennessy began with one man's vision. When he established his trading post in 1765, Richard Hennessy, an Irish officer in service to the French king, sensed the enormous worldwide commercial potential of Cognac's eaux-de-vie. The business he founded achieved global success, conquering the United States in the late-eighteenth century and Australia and the Indies in the early nineteenth, followed by South America, Japan and, finally, China. A quarter of a millennium later, Hennessy is still writing the history of cognac. It is the market's unrivalled leader and one of the world's major players in high-end spirits.

Always true to its forward-looking heritage, Hennessy celebrated its 250th anniversary under the signature "Crafting the future since 1765". This bold message reflects the avant-garde vision that Hennessy has always held, inspired by talent and savoir-faire.

It is in this spirit that Yann Fillioux, a seventh-generation master blender, has created *Hennessy 250*, a secret proprietary blend developed from the finest eaux-de-vie, selected and aged by Fillioux over the course of his career. A cognac for the true collector, it has been matured in 250 250-liter barrels handcrafted by Hennessy's coopers, then bottled in elegant flacons worthy of their contents.

Keen to honor the memory of its first 250 years, Hennessy launched the Hennessy 250 Tour, an

international travelling exhibition that invited visual artists, photographers and filmmakers to capture the amazing human adventure that has forged its identity and global success.

The exhibition will stop in several key countries with close ties to Hennessy: China, Russia, the United States and South Africa, before opening its doors in Cognac, the heart of Hennessy, in May 2016. From the Guangzhou Opera House, in China, to New York's Lincoln Center and Johannesburg's Circa Gallery, the tour presents a Hennessy poised between heritage and modernity, a natural approach for a patron of the arts linked to the cultural avant-garde at every period in its history.

But even though the celebrations were still ongoing, in keeping with the ambitious, world-conquering values of its founder, Hennessy was already opening the next chapter of its history: Pont Neuf. This new logistics and packaging center, whose cornerstone was laid on the precise date of Hennessy's 250th anniversary, September 10, 2015, will increase production to ten million cases a year – and just when Hennessy has broken the record of six million cases delivered. The world leader in cognac, sold in more than 130 countries, is looking toward the future with a blend of humility and ambition, eager to maintain the same spirit of conquest for the next 250 years.

CÉLINE

STYLE AND FEMININITY, WITHOUT COMPROMISE

When CEO Marco Gobetti and creative director Phoebe Philo took to the helm of Céline in 2008, they devised a bold plan. On November 16, 2009, the entire product offering in the Céline stores was changed to make way for Philo's spring 2010 collection. Céline was transformed overnight. A new wardrobe for women – ready-to-wear, jewelry, bags, coats – was produced to the highest possible standards while pushing at the boundaries of proportion, fabrication and cut. Philo's vision and her complete commitment to the Céline aesthetic now make it among the most influential houses in the world.

It was the reinvention of a name founded in 1945 – by a woman, for women – drawing on the skilled craftsmanship of its artisans and long-standing leather workshop in Florence. To this day Céline maintains its values and identity: consistently driving for perfection and quality always combined with a powerfully creative sensibility, a pragmatic touch and a fashion ethos firmly anchored to the present. Céline makes its own rules.

The Céline values are both innovative and timeless. Céline's products are immediately identifiable by their elegant lines, carefully chosen materials and finishing details all of which combine function and beauty. Céline's most recognizable bags – the *Classic*, the *Luggage* and the *Cabas* – are the embodiment of this.

In less than a decade, Céline's understated but radical and uncompromising point of view has touched women across the globe. The Céline woman is not interested in consensus. She is, above all, confident in her taste and in the House's aesthetic.

The Céline look and spirit flow naturally in the House's boutiques and the tone of its communications. There is no Céline muse, nothing superfluous, only a sense of absolute authenticity and limitless imagination. Céline's products speak for themselves.

As a symbol of change, Céline has found a new home. In November 2014, the company moved to headquarters on Rue Vivienne, in the heart of Paris. Hôtel Colbert de Torcy is a registered historic site, an imposing seventeenth-century residence that has been restored under the watchful eye of Bâtiments de France. The offices and showrooms in the building's four wings converge in the central atrium, where an Eiffel glass ceiling bathes the ready-to-wear studio in natural light. Throughout the space, stone and ornate woodwork share pride of place with decidedly modern materials, forms and furnishings. The result is in perfect harmony with Céline's image, leaving all visitors with a sense of classicism, experimentation and creativity that is in line with the finest French fashion houses.



CÉLINE



TAG HEUER, THE FIRST CONNECTED WATCH DEVELOPED BY A SWISS LUXURY WATCHMAKER

In November 2015, at the LVMH Tower in New York, TAG Heuer unveiled an innovation developed in close collaboration with Intel and Google: the first connected watch designed by a Swiss luxury watchmaker. TAG Heuer's luxury watches have been renowned for over 150 years. Now, the *TAG Heuer Connected* is powered by Intel technology, and benefits from everything the Android Wear universe has to offer. It combines cutting-edge digital innovation with more than a century of watchmaking expertise, timeless esthetics and quality. TAG Heuer's history is replete with technological advances, and, after more than a century, the Maison is still a leader in innovation. The TAG Heuer Connected has broken the digital barrier to meet the needs of a different clientele, who insist on a combination of design and technology.

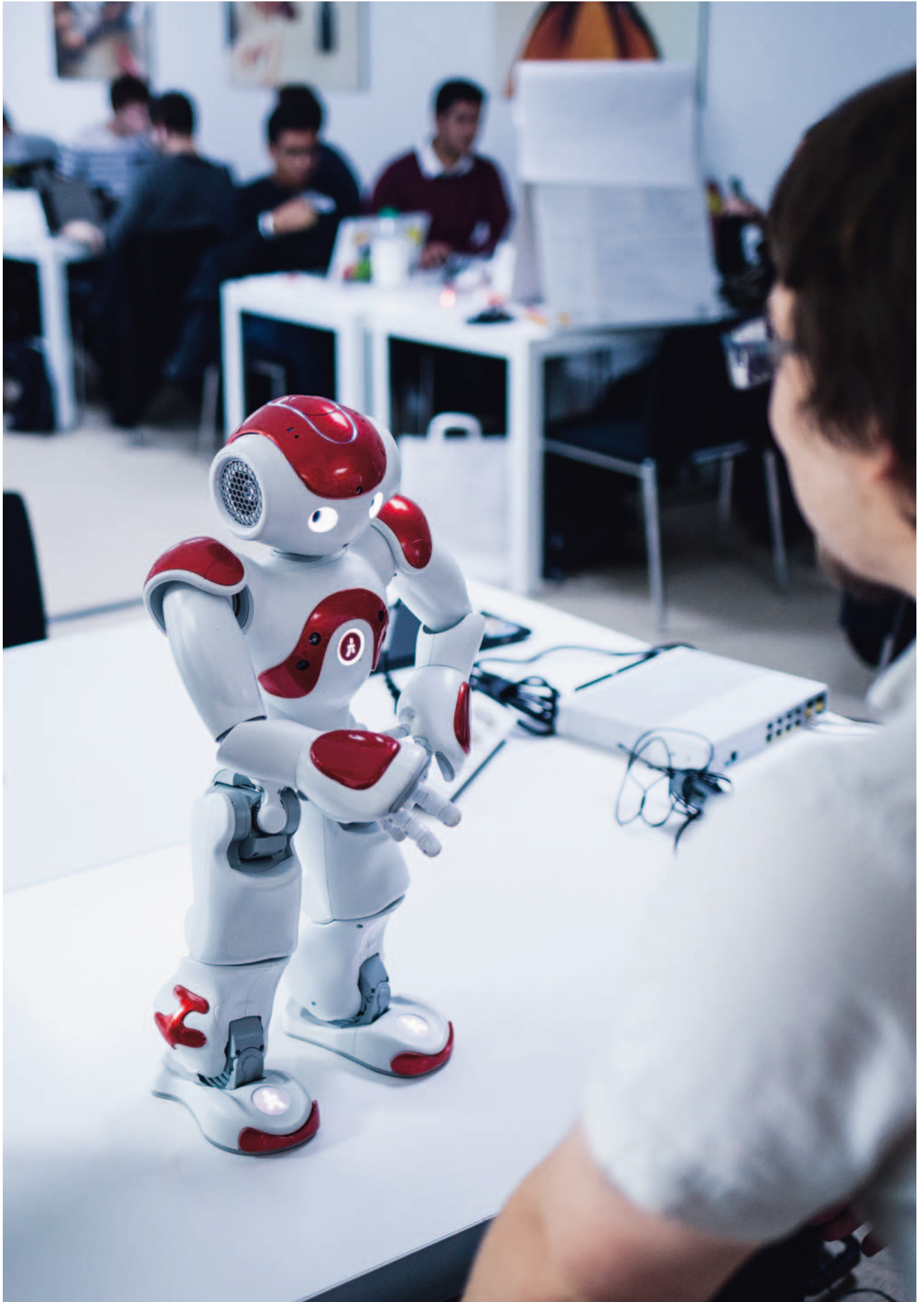
The TAG Heuer Connected's design is that of a true chronograph. Its casing and fixtures are made from grade 2 titanium, a material that ensures a lighter and more impact-resistant watch than the traditional steel or gold. With a

textured rubber strap and a deploying buckle, it has all the elegance, character and high level of finish expected from a fine wristwatch.

With its sapphire crystal touchscreen, the TAG Heuer Connected is decidedly high-tech. TAG Heuer has developed three digital watch faces with the immediately recognizable features of the *Carrera* collection: its hands, markings, and counters. For connectivity, the watch offers the entire Android Wear environment, along with Google apps like Fit, Maps, and Translate. The TAG Heuer Connected is simple and readable at all times, so the user can stay focused on the essential, without spoiling the watch's classic appearance. Jean-Claude Biver, president of the LVMH Group's watches division and TAG Heuer's CEO, notes: "We are incredibly proud to be unveiling the first connected watch, which brings more than 150 years of history firmly into the future. The TAG Heuer Connected not only allows you to connect to the future; it allows you to connect to eternity." #ConnectToEternity

EXPERIENCE & INNOVATION

THE AVANT-GARDE AS A TEST OF LONGEVITY: THE SIGNATURE OF THE GREAT
MAISONS IS AND ALWAYS HAS BEEN THEIR CAPACITY TO ENVISION NEW SERVICES
TO CONSTANTLY STRENGTHEN THEIR RELATIONSHIPS WITH THEIR CUSTOMERS.
ALWAYS STAYING ONE STEP AHEAD TO SURPRISE THEM AND OFFER THEM
A UNIQUE, TRULY DIFFERENTIATED EXPERIENCE.



LOUIS VUITTON, A DIGITAL BRIDGE BETWEEN TRADITION AND MODERNITY

Louis Vuitton broke new ground in the luxury sector when it brought together software developers, designers and data scientists for a hackathon, dubbed Unlock the Future of Luxury, at the historic Louis Vuitton workshop in Asnières, France. Over the course of a weekend, talented “geeks” immersed themselves in the world of Louis Vuitton for a friendly competition.

A hackathon is a collaborative coding event that brings talented people together to create a prototype of a given software in record time. Hackathons have become a hallmark of proactively innovative companies. The Louis Vuitton hackathon was a first for the fashion and leather-goods industries, which may seem at first to be far-removed from the world of coding. A culture clash? Not for Louis Vuitton: this pioneering event directly reflects the Maison's tradition of innovation.

Sixty developers set up shop in the Vuitton workshop in Asnières. Soaking up the knowledge and history around them, and connected to the online cloud, they split into teams and had forty-eight hours to develop an innovative app entirely focused on customer experience. Their tools? Lines of computer code, algorithms and the huge pool of data provided by the Maison.

In the distant past, Louis Vuitton counted its customers in the hundreds. Their dress and shoe sizes and other personal details were handwritten in notebooks, then used to create

the trunks of their dreams. Today, the Maison is proud to count its customers in the hundreds of thousands – customers who post pictures, comments and videos of their Louis Vuitton purchases (or dream purchases!) on YouTube, Facebook and Instagram. Communicating with them requires new methods, and it takes data virtuosos to find and develop those methods. Half of the developers invited to the hackathon were students at selective business and engineering schools such as Polytechnique, Centrale, Télécom and Dauphine, in France, and Queen Mary University, in London. The twelve projects that came out of the hackathon were impressive, so much so that two teams tied, having developed an app to respond to customers' online comments.

Unlock the Future of Luxury was a new, disruptive, out-of-the-box experience. The participants' outsider perspective on the luxury sector allowed them to look at the issues with fresh eyes, and they brought new solutions for gathering information about customers, trends, and changes within the sector. The Maison founded in 1854 is still committed to innovation, which is part of its DNA. The Louis Vuitton passion for excellence translates into disrupting business as usual and throwing the workshop doors open to the online world – a digital bridge between tradition and modernity.

THE KENZO CONNECTED WORLD

The digital experience at Kenzo is probably one of the most important legacies to date of Carol Lim and Humberto Leon, the design duo who have taken the Maison's reins since 2011. As the fashion world seeks to become as connected as its customers and leading bloggers, strategies have shifted to include the importance of the moving image and a focus on interactivity, accessibility, and the creation of a community network. Digital technology, in particular, has very much been a driving force in forging the connected Kenzo spirit.

While kenzo.com is a powerful shopping platform, it also rewrites the rules on branded content, serving both the Maison's image and commercial momentum. The strategy in place is visibly and visually based on working with creative collaborators to build expansive, freeform stories and sculpt the metaphors that evoke the Kenzo spirit. The story-telling editorial approach developed by an in-house art department does

not follow a template, as such, and goes against the constraints of traditional layouts meaning that each editorial is custom built for kenzo.com and shared with all relevant social media. A dedicated digital team updates and posts the very visual online world of Kenzo in real time, while providing access to a highly desirable selection of products. This rich duality has become a major talking point on social platforms. The tone, across all lines of communication, is always inclusive, casual and playful.

In line with Kenzo's welcoming, life force is the important community spirit that reaches every corner of the company, be it via social media, in-store customer experience, or the family culture propagated among employees. While the vision of the brand is global, the organization remains lightweight and agile, instilled with a start-up spirit where every encounter on any level ultimately feels personal and welcoming.

SNOW BIRD

A film by Sean Baker
kenzo.com/snowbird



KENZO PARIS



SEPHORA, BOUTIQUES AND DIGITAL: THE BEST OF BOTH WORLDS

With the opening of nearly a hundred new stores in 2015, Sephora's strong growth momentum continues. This rapid development is the result of a range of innovative and exclusive products and services. Over the past several years, Sephora has also undertaken a major store-renovation program, exemplified by the Mall of the Emirates store in Dubai, which was recently reopened in a more spacious and visible location. The transformation further expands the range of brands and products on offer, especially local ones, while also making room for more make-up services and personal shopping advice. Almost all of Sephora stores now also offer a range of smart, practical products tailored for travelers, featuring smaller sizes and convenient packaging.

Another key to Sephora's success is the pioneering way it has approached the transition to digital. It excels in keeping up with and even anticipating the new habits of consumers on the Internet, as evidenced by the surge in its online sales.

The goal is to converge both of Sephora stores and website since they equally act as sales and customer relationship channels. That means optimizing logistics and accelerating delivery times. In the United States, Sephora offers a 48-hour "flash" delivery service throughout the country. More than two million orders have been delivered this way. In France, the Click & Collect option offered since May 2015 allows customers to pick up their orders just three hours after an online purchase.

A central place is also given to mobile interfaces. Smartphones now account for more than half of all visits to Sephora websites, and have generated a sharp increase in sales. This is why Sephora has made its sites fully mobile-friendly, and has developed its own app. In the United States, it has even launched a mobile app that offers tutorials in make-up application. It is connected to the e-commerce site for a one-click purchase of the products that have been virtually tested during the lesson.

Another innovation in 2015 was Sephora's launch of a pilot store on Rue de Rivoli, in Paris, which provides testers alongside screens where customers can place orders. As early as the next day, their selections are ready for home delivery or in-store pick-up.

Finally, Sephora is also an innovator in customer relations, managing an increasing number of social media communities in the countries where it operates. With The Beauty Board in the United States, a partnership with the site WeChat in China, and BeautyDot in France, Sephora is even going so far as to create its own social platforms. These are community sites rich in advice and product descriptions, where Sephora can communicate with its customers, and where customers can share their opinions and favorites with each other. In the United States, there are almost two million page views and 2,500 photos posted by customers every month. This interactivity means that Sephora can track their expectations in real time, and stand at the forefront of the latest trends.

BENEFIT COSMETICS CREATING BEAUTIFUL ONLINE RELATIONSHIPS

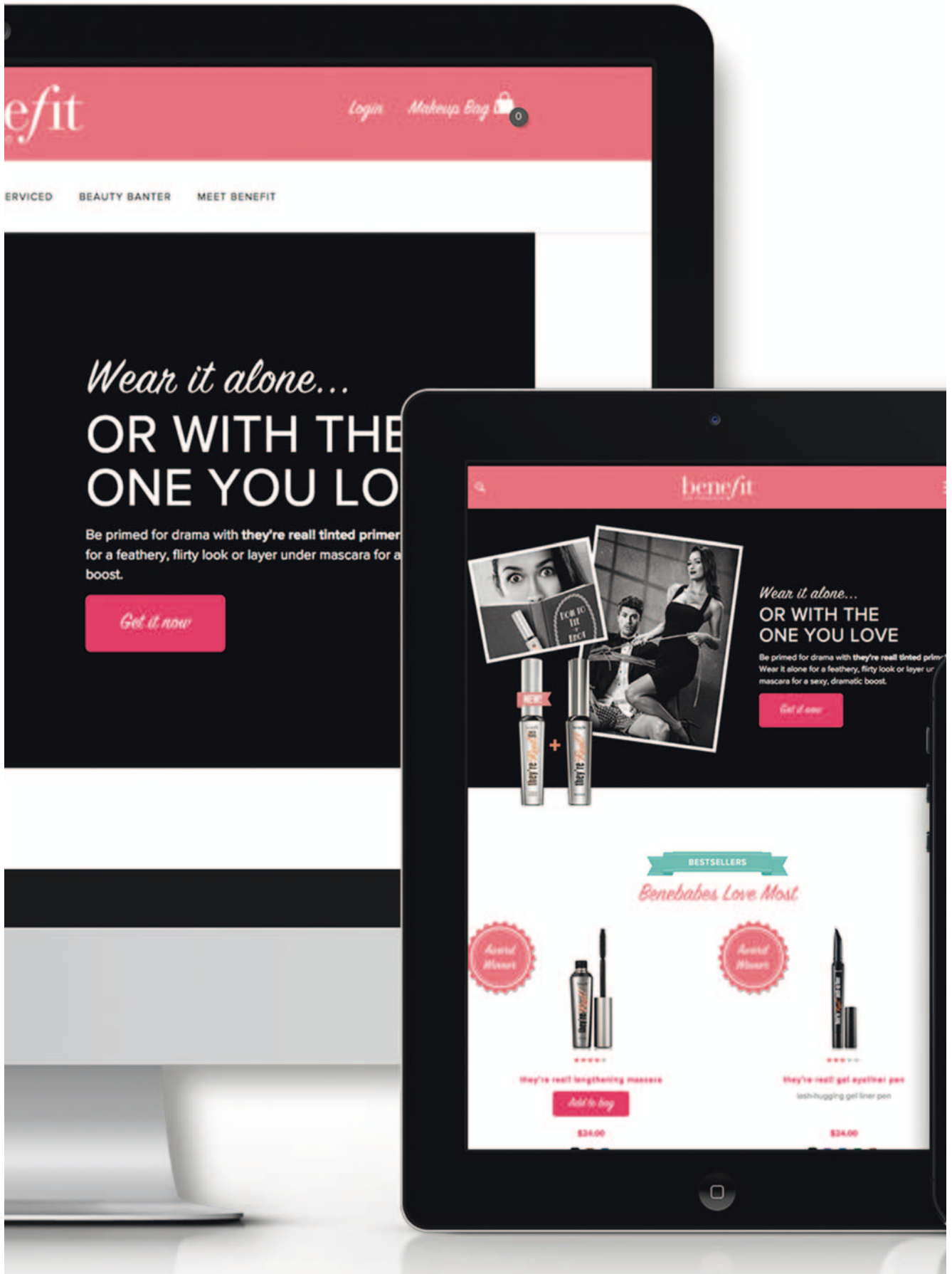
POREfessional face primer, *They're Real!* mascaras, *Hello Flawless* foundations, *Gimme Brow* eyebrow gel... Benefit's products stand out with their quirky, irreverent names and creative packaging as well as their unparalleled Brow Bar beauty lounges. This bold spirit comes from Benefit's founders, Jane and Jean Ford, twin sisters and former model transplants to California, who have brought a whimsical touch to the brand since launching it in 1976. From day one, Jean and Jane understood that make-up didn't have to be serious to be good. With this in mind, Benefit brought a much-needed sense of humor to the beauty industry, giving women a place where they could let their hair down and finally have some fun. Their motto: "Laughter is the best cosmetic."

Benefit has used the Web creatively, to reach a large audience and introduce women worldwide to Benefit's beauty secrets. The San Francisco-based company was an early adopter, quickly integrating digital into its marketing and communications plan. Today, Benefit counts some 12 million social-media followers on Facebook, Twitter, Instagram and other platforms. This impressive online presence is used to engage

Benefit's customers and develop a sense of community among "Benebabes", whose numbers grow by the day.

Benefit has a 70-person social-media and digital-content team, including their global team of 9 designers, 8 web developers, 7 digital marketers. In early 2016, the company relaunched its mobile-responsive e-commerce websites in the United States, France, the United Kingdom and Germany. The websites feature a Beauty Dilemma Solver, incorporating Benefit's well-known sense of humor and allowing shoppers to solve their real-life beauty problems.

By the end of 2017, Benefit will have launched similar brand websites in thirty-eight countries, all using the local language and currency. The company has a digital expert in every country where it sells, to ensure that its brand messages and unique tone translate correctly into the local language. Benefit's valued relationships with its local opinion leaders – who are real ambassadors for the brand – extend even to offering test environments for them to learn about Benefit's new products. Quite a pioneering way to use digital applications. But, as ever, done with a dash of humor and fun!



14th century

LE CLOS DES LAMBRAYS

Since 1365

In 1365, a vineyard plot named “Cloux des Lambrey” in Morey-Saint-Denis, France, was listed in the land registry of the Abbaye de Cîteaux. The Domaine des Lambrays, located in Morey-Saint-Denis and Puligny Montrachet, cultivates 12 hectares of vines, with 8.66 devoted to the Grand Cru Clos des Lambrays. LVMH acquired Le Clos des Lambrays in April 2014.

16th century

CHÂTEAU D'YQUEM

Since 1593

For over 400 years, the twists and turns of the Château d'Yquem story have shaped the incomparable character of this nectar. Awarded the unparalleled designation of Premier Cru Supérieur in 1855, Château d'Yquem is the fruit of a meticulous process. The great care and time-honored art that go into each vintage guarantee the elegance and balance that can only mean: Yquem.

18th century

RUINART

Since 1729

Ruinart was founded on September 1, 1729 by Nicolas Ruinart, at the encouragement of his uncle Thierry Ruinart. As the world's first champagne house, Ruinart's founding coincided with the advent of France's Century of Light and French *art de vivre*. In its ongoing pursuit of excellence and perfection, Ruinart cultivates rare and fragile Chardonnay grapes, the recurring theme in all of its vintages.

MOËT & CHANDON

Since 1743

Since 1743, Moët & Chandon has handed down from generation to generation its unequalled champagne wine-making knowledge and its innovative, pioneering spirit. Its vineyard, which spans 1,150 hectares, is the largest in Champagne. In its maze-like cellars, grapes are transformed into champagne wine under optimal conditions of light, temperature and humidity.

HENNESSY

Since 1765

Since its founding by Richard Hennessy, an Irish military officer in service to the King of France, Hennessy has experienced unparalleled success. Constantly striving for excellence, Hennessy creates exceptional cognacs while pursuing an ambitious market-expansion strategy. In 2015, the House celebrated its 250th anniversary, and is currently the world's best-selling French spirits brand. In addition to this stunning commercial success, Hennessy cognac, now sold in over 130 countries, embodies the French *art de vivre* and symbolizes time-honored craftsmanship, handed down from generation to generation.

VEUVE CLICQUOT

Since 1772

Veuve Clicquot was founded by Philippe Clicquot in 1772, but the company's identity was truly forged by his daughter-in-law, when she was widowed at 27 (*veuve* is the French for widow). Madame Clicquot went on to invent the riddling process, and also produced the first vintages of rosé champagne. It is to Madame Clicquot that Veuve Clicquot owes its commitment to perfection and innovation, seen in its distinctive yellow-labeled bottles, first sold in 1877, its latest cuvees and its commitment to service.

CHAUMET

Since 1780

Since 1780, Chaumet has been the standard-bearer of an art of fine jewelry-making born of a centennial Parisian tradition and imbued with refreshingly modern vitality. Chaumet's collections and fine watches illustrate its masterful craftsmanship, handed down from generation to generation, and offer the elegance of a singular style, a contemporary echo of the legendary refinement of Empress Joséphine, its luminous muse.

19th century

GUERLAIN

Since 1828

Since 1828, Guerlain has explored and innovated in a quest for the sublime. In perfumes, skincare and cosmetics, Guerlain stands for a culture of beauty, with bold designers, awe-inspiring creations, and savoir-faire handed down through the generations. Every day, Guerlain lives its passion: seeking the sublime for women, all women. It's a promise of a joyful and radiant beauty, a philosophy embodied in a single place: Maison Guerlain, 68 Champs-Élysées, Paris.

CHÂTEAU CHEVAL BLANC

Since 1832

From the nineteenth century, the vines cover this great terroir. In 1832, the house is built, and the wine elaborated here takes the name of Château Cheval Blanc. The main distinctions are rapidly granted. In 1954, Cheval Blanc is elevated First Classified Growth “A”, the highest rank confirmed at each decennial revision of the classification: 39 hectares at the service of excellence.

KRUG*Since 1843*

The House of Krug is the dream of a man, Joseph Krug, to offer the very best Champagne every single year, regardless of climate annual variations. Since 1843, Krug is the only House to create only Prestige Champagnes every year and today, the House offers seven different Champagnes, all of the same level of distinction, each illustrating a particular expression of nature for unforgettable journeys.

GLENMORANGIE*Since 1843*

Glenmorangie single malt whisky has been created at the Glenmorangie Distillery in the Scottish Highlands since 1843. Considered a pioneer in its field, Glenmorangie is celebrated for combining tradition and innovation to create the finest “unnecessarily well made” whiskies.

LOEWE*Since 1846*

Under the artistic direction of Jonathan Anderson, Loewe has launched a new chapter. Loewe’s unequalled expertise in leatherworking has been updated for modern tastes in a wide array of styles. Spain, Loewe’s birthplace, remains intimately tied to the Maison. Its new collections incorporate elements from around the globe, and its Spanish heritage appears in a contemporary light, but Madrid is still Loewe’s heartbeat, and still the production site of its world-renowned leather goods.

ROYAL VAN LENT*Since 1849*

Specialized in the design and construction of high-quality vessels, Royal Van Lent combines ancestral savoir-faire with a deeply held spirit of innovation to meet the highest requirements in terms of performance, comfort and sailing pleasure. Sold under the brand name Feadship, its boats combine state-of-the-art technology and high-quality fittings.

LE BON MARCHÉ*Since 1852*

Le Bon Marché Rive Gauche, the world’s first department store, opened in Paris in 1852. Today, it remains the standard by which all other Parisian department stores are measured: it is both an innovator and a trendsetter, carrying a wide variety of exclusive and sought-after brands in an architecturally inspiring environment. International customers seeking a truly Parisian experience rub elbows with locals who value its singular location and high quality of service.

LOUIS VUITTON*Since 1854*

Since 1854, Louis Vuitton has brought unique designs to the world, combining innovation with style, always aiming for the finest quality. Today, the Maison remains faithful to the spirit of its founder, Louis Vuitton, who invented a genuine “Art of Travel” through luggage, bags and accessories which were as creative as they were elegant and practical. Since then, audacity has shaped the story of Louis Vuitton. Faithful to its heritage, Louis Vuitton has opened its doors to architects, artists and designers across the years, all the while developing disciplines such as ready-to-wear, shoes, accessories, watches, jewelry and stationery. These carefully created products are testament to Louis Vuitton’s commitment to fine craftsmanship.

MERCIER*Since 1858*

Eugène Mercier was only 20 years old when he founded his Maison de Champagne in Épernay. Amid numerous challenges and publicity successes, Mercier pursued an unconventional goal: making sure everyone knew about and appreciated his champagne. Even as times have changed, Mercier has remained informal and spontaneous, offering a variety of champagnes that align with its image: light and original.

TAG HEUER*Since 1860*

TAG Heuer: the avant-garde creator of Swiss timepieces. From the beginning, the company’s technical savoir-faire has allowed it to master time with extreme precision, notably in its exceptional chronographs. Under the leadership of Jean-Claude Biver, TAG Heuer’s designs reveal a new dynamism. Today, it is one of the only watchmakers in the world present in all four categories: Art, Lifestyle, Sport and Heritage. TAG Heuer’s motto, #DontCrackUnderPressure, is much more than a statement – it’s a state of mind.

JARDIN D’ACCLIMATATION*Since 1860*

A symbol of modern Paris envisioned by Emperor Napoléon III in 1860, the Jardin d’Acclimatation was France’s first recreational park. Today, it receives two million visitors a year, drawn by its beautiful landscapes and walking paths along with a wide array of activities. Rides, farm animals, an equestrian center, a wading pool in the summertime, an ice skating rink in the winter, restaurants, parades along its pathways, puppet shows, concerts at the bandstand and children’s activities enliven the 18-hectare Parisian park.

ZENITH*Since 1865*

Zenith has always been right alongside those who constantly push back human limits, like Louis Blériot, Mahatma Gandhi, Felix Baumgartner... The Spindrift racing team, The Rolling Stones and Europe's most prestigious classic car rallies constitute the DNA of the Manufacture. Founded in Le Locle in 1865, Zenith earned fame thanks to its legendary *El Primero* caliber before going on to win 2,333 chronometry prizes for the precision of its chronometers.

LA SAMARITAINE*Since 1870*

La Samaritaine, situated in the heart of Paris, is undergoing a bold and innovative renovation. In preparation for a much-anticipated renaissance, the Samaritaine's flagship stores – already included in France's registry of historic monuments – will be restored and refurbished according to the original vision of architects Frantz Jourdain and Henri Sauvage. The new design has been entrusted to the Japanese architectural firm Sanaa, winner of the 2010 Pritzker Prize.

BVLGARI*Since 1884*

Bvlgari was founded in Rome in 1884 by Greek silversmith Sotirio Bulgari. Its ceaseless creativity and formidable history of innovation led the jewelry House to become a legend. Bvlgari is synonymous with artisanal craftsmanship, avant-garde materials and unrivalled design. Bvlgari reinterprets the majestic symbols of Rome with extraordinary editions of jewelry, watches, accessories and perfumes.

BERLUTI*Since 1895*

Berluti takes pride in being different, guarding its secrets for an inner circle of devoted customers. People come from around the world to visit Berluti's boutiques, and when they step inside, they feel the bold, imaginative and classic spirit that is Berluti. This blend creates perfect wardrobe pieces, where every detail whispers Berluti's history: rich, glowing leather; fine, smooth fabric; the perfect cut. Berluti creates collectors' items for the wardrobes of the truly discerning.

LORO PIANA*Since 1924*

Loro Piana operates in the luxury goods sector making uncompromising quality and understated elegance its mission, offering demanding clients clothing, accessories and gifts made in Italy, through a network of direct stores and exclusive multi-brand retailers. Six generations of experience are the guarantees of access to research, the best raw materials nature can offer and control over processes that combine modern technology and Italian secular craft.

FENDI*Since 1925*

Fendi was established in Rome in 1925 by Adele and Edoardo Fendi, who opened its first boutique, followed by a handbag shop and fur workshop. In 1965, Fendi began its collaboration with Karl Lagerfeld which continues today. In 1992, Silvia Venturini Fendi joined Karl Lagerfeld in the creative direction, overseeing accessories, menswear and kidswear in 1994. In 2000, the LVMH Group acquired a stake in Fendi, becoming its majority shareholder in 2001. Today Fendi stands for quality, tradition, experimentation and creativity.

DOM PÉRIGNON*Since 1936*

The seventeenth-century monk Dom Pierre Pérignon was an inspired visionary. Known as "the father of champagne", his mission was to create the world's best wine. Three centuries later, Dom Pérignon maintains an absolute commitment to every vintage, based on the simple yet powerful convictions of its founder.

20th century

LES ECHOS GROUP*Since 1908*

The Les Echos group works in four key areas: News & Business Media (Les Echos, Les Echos Week-End, Série Limitée), Finance & Financial Markets Media (Investir and Capital Finance), Corporate services, Art & Classical Music Media (Radio Classique and Connaissance des Arts). The Les Echos group reaches two out of three of its target consumers: decision-makers and high-income individuals.

ACQUA DI PARMA*Since 1916*

Acqua di Parma has been a leading player on the luxury market for over 100 years, producing a series of true masterpieces of traditional Italian craftsmanship. The lifestyle brand was established in 1916 with *Colonia*, the iconic fragrance that inspired the Acqua di Parma world and its values based on the best of the Italian lifestyle, a passion for beauty and the contemporary interpretation of luxury.

FRED*Since 1936*

A creator of modern jewelry since 1936, Fred Samuel devoted his life to traveling the world on a mission to make women more beautiful. Samuel grew up in Argentina, and always retained a sense of South America's light, its closeness to the sea, and its gentle but powerful energy. In 1996, Fred opened the second chapter in its history when it joined LVMH. Today, Fred still embodies Samuel's signature style: elegant, fun and creative, as shown in emblematic collections like *Force 10* and *Pain de Sucre*.

CÉLINE*Since 1945*

Since Phoebe Philo joined Céline in 2008, the Maison has built a solid reputation in ready-to-wear, leather goods and women's shoes. Céline's signature style – clean, sophisticated lines – is immediately recognizable, and it is woven into every aspect of its presence: its collections, the visual identity of its stores, and its communications. Today, Céline has firmly established itself as one of the top-tier French fashion houses, with an international reach and reputation.

PARFUMS CHRISTIAN DIOR*Since 1947*

Maison Christian Dior upended traditional standards of elegance with the New Look, unveiled on Avenue Montaigne, in Paris, on February 12, 1947. This revolution had its own perfume: *Miss Dior*, the first fragrance from this visionary fashion house, which has always conjured women's true beauty.

Today, Dior's perfume, cosmetics and skincare lines continue this tradition of savoir-faire, creativity, boldness and a sense of the avant-garde.

EMILIO PUCCI*Since 1947*

The Emilio Pucci brand was founded by the Florentine aristocrat Emilio Pucci and is best known for its exuberant prints and unprecedented use of color. Pucci's trail-blazing style is carried forward today by Creative Director Massimo Giorgetti. The company is headquartered in Palazzo Pucci in Florence and has a worldwide network of more than 50 boutiques.

WENJUN*Since 1951*

Wenjun white spirits are the fruit of an exquisite combination of age-old savoir-faire and unique climatic and topographic conditions, with an authenticity that is derived from the fertile Sichuan soil. This exceptional "BaiJiu" is made by fermenting five types of cereal – wheat, rice, glutinous rice, maize and sorghum – and is still distilled at the Wenjun distillery which has been operating near Qionglai since 1573.

GIVENCHY*Since 1952*

Givenchy, founded in 1952 by Hubert de Givenchy, is a luxury goods house known worldwide for its haute couture, ready-to-wear, and men's and women's accessory collections. Since 2005, Riccardo Tisci has been its Creative Director of haute couture, ready-to-wear and women's accessories (as well as men's since 2008). Reinterpreting Givenchy's codes of aristocratic elegance, femininity, relaxed chic and austerity, Riccardo Tisci has added his own somber, sensual romanticism and strong touches of urban style.

PARFUMS GIVENCHY*Since 1957*

Founded in 1957, Givenchy Parfums is now celebrating nearly 60 years of sophisticated elegance and irreverence. Givenchy Parfums offers bold, unexpected creations for women and men. Luxurious and distinctive, Givenchy's perfumes and cosmetics are stylish yet unpretentious, an invitation to be remarkable and authentic at once.

STARBOARD CRUISE SERVICES*Since 1958*

Starboard Cruise Services is revolutionizing shopping on board cruise ships, creating a unique retail environment where cruise guests are inspired to indulge in a memory of their dream vacation. Retail is an entertaining shopping destination, full of discovery, storytelling and memories.

ESTATES & WINES*Since 1959*

In 1959, Moët & Chandon began expanding the Chandon brand in Argentina. Today, its fine sparkling wines are also produced in California, Australia, Brazil, India and China. Additional "new world" vineyards include Newton, Cape Mentelle, Cloudy Bay, Terrazas de los Andes, Cheval des Andes and Bodega Numanthia, along with the most recent addition, Ao Yun, in China's Shangri-La region.

DFS*Since 1960*

Established in Hong Kong in 1960, DFS continues to be a pioneer in global luxury travel retail. Its network consists of duty free stores located in 17 major global airports and 16 downtown Galleria locations, as well as affiliate and resort boutiques. The group was co-founded by Robert Miller, who remains a shareholder.

SEPHORA*Since 1969*

Sephora has always been committed to creating a unique shopping experience, in its boutiques around the world and on its websites. By giving “beautystas” the chance to test its products, Sephora has turned its stores into distinctive spaces of freedom. Its guiding principle remains unchanged: offer state-of-the-art products and keep up with new trends. With its stylish retail locations, exceptional service and unique approach, Sephora has become an indispensable name in beauty.

KENZO*Since 1970*

With its colorful prints and declaration of freedom, Kenzo shook up the couture codes of the time by irreverently breaking the rules. In 2011, Humberto Leon and Carol Lim took post as Co-Creative Directors. At the core of their approach, travel, culture and fashion manifest in all that they do. Kenzo has become known for its groundbreaking collaborations with avant-garde artists, musicians, actors, and designers.

PARFUMS LOEWE*Since 1972*

In 1972, the Madrid-based fashion Maison Loewe launched its first women's fragrance: *L de Loewe*. Forty years and ten olfactory creations later, the Maison presented *Solo Loewe*, a new men's fragrance which reflects Spanish culture with audacity, modernity and sensuality. Loewe fragrances incarnate the Spanish spirit: elegant, refined, luminous, strong and unpredictable, with floral, woody and lemon-scented essences.

MONTRES DIOR*Since 1975*

Like Maison Dior's other collections, Dior timepieces are conceived in Paris, in the design studios on Avenue Montaigne. With expert assistance from Dior's watchmaking workshop, Les Ateliers Horlogers Dior, Dior timepiece designers create each new collection with no constraint but to remain faithful to Mr. Dior's spirit. Les Ateliers Horlogers Dior, founded in 2001 and located in La Chaux-de-Fonds, Switzerland, then takes over and brings the project to life.

BENEFIT COSMETICS*Since 1976*

In 1976, twin sisters Jean and Jane Ford opened a quirky San Francisco boutique where they understood that make-up doesn't have to be serious to look good. Their new feel-good approach to beauty was a hit and the twins successfully built Benefit Cosmetics into the international beauty empire that's every gal's best friend. Today, the brand has catapulted into a global beauty presence in over 45 countries – and growing!

HUBLOT*Since 1980*

Hublot, a different way of forging ahead, where the future rolls forward – second by second – at breathtaking speed. Initiated and developed by Jean-Claude Biver with Ricardo Guadalupe, they turned the brand into a success story in which *Big Bang*, *Classic Fusion* and *Manufacture Pieces* represent the symbols of an evolving tradition. Hublot defines itself through its “Art of Fusion” philosophy, bringing tradition into the future.

THOMAS PINK*Since 1984*

In the finest tradition of British tailoring, Thomas Pink transforms shirt making into an art form, and perpetuates the savoir-faire of an iconic name that combines classicism and imagination.

MARC JACOBS*Since 1984*

After thirty years, Marc Jacobs continues to unabashedly shape the boundaries of American fashion. The indefinable characteristics of his namesake label are the result of a certain unique, uncommonly frank and brilliantly outspoken perspective.

Marc Jacobs offers fashion and accessories through a broad spectrum of accessibility without compromising fashion and creativity. One brand, one vision, one show. All under the Marc Jacobs label.

DKNY*Since 1984*

The House, founded by Donna Karan, is synonymous with New York. Now under the creative direction of Dao-Yi Chow and Maxwell Osborne, DKNY delivers a universe of products that bridges the desirable with the practical.

MAKE UP FOR EVER*Since 1984*

MAKE UP FOR EVER is a professional make-up line of exceptional quality and innovative products. Created for professional stage artists in 1984 by renowned artist Dany Sanz, this cult-favorite collection of vivid, high-pigment colors, superior HD face and body foundations and expert artisan formulas are perfect for stage, screen and real-life use. The brand believes that "Life is a stage" and people are the artists of their own lives.

KENZO PARFUMS*Since 1988*

Kenzo Parfums: creations for a more beautiful world.

Today, more than ever, Kenzo Parfums' mission is to make the world a more beautiful place.

While remaining faithful to its legacy and its "creative tribe" of inspired personalities, perfumers and designers, Kenzo Parfums radiates an optimistic and unconventional vision of the world. Its distinctive products – such as *Flower by Kenzo*, *Kenzo Jeu d'Amour* and *Totem* – are cheerful, bold and poetic.

FRESH*Since 1991*

Lev Glazman and Alina Roytberg opened their apothecary shop in 1991 in Boston. They created the perfect gift: iconic oval soap by Fresh. This innovation sparked their passion for transforming everyday routines into sensorial beauty rituals. Twenty-five years later, Fresh has evolved into a full line of products spanning skincare, body-care, haircare and homecare.

BELVEDERE*Since 1993*

When Belvedere created the world's original luxury vodka, nothing was left to chance. From the heritage of the ingredients, the sourcing of finest Dankowskie Rye, to the techniques used for fermentation, distillation and filtering, each element was deliberately chosen, informed by 600-year-old tradition of vodka distillation in its native Poland. Bottled in an artful design that is truly "beautiful to see" – the Polish meaning of the name Belvedere – the finished product is a smooth vodka with character and a natural edge.

21st century

DE BEERS DIAMOND JEWELLERS*Since 2001*

De Beers Diamond Jewellers was born from a joint-venture between LVMH and De Beers, the world's premier diamond company. The Maison celebrates the encounter between the masterpiece of nature that is the diamond, and the art of fine jewelry. De Beers, the Jeweler of Light, creates timeless treasures that reveal and celebrate the wondrous brilliance of diamonds.

NICHOLAS KIRKWOOD*Since 2004*

Challenging the conventions of luxury footwear, British designer Nicholas Kirkwood is recognised as one of this generation's leading talents. By combining traditional craftsmanship with innovative design, his architecturally inspired pieces form exquisite objects of desire.

EDUN*Since 2005*

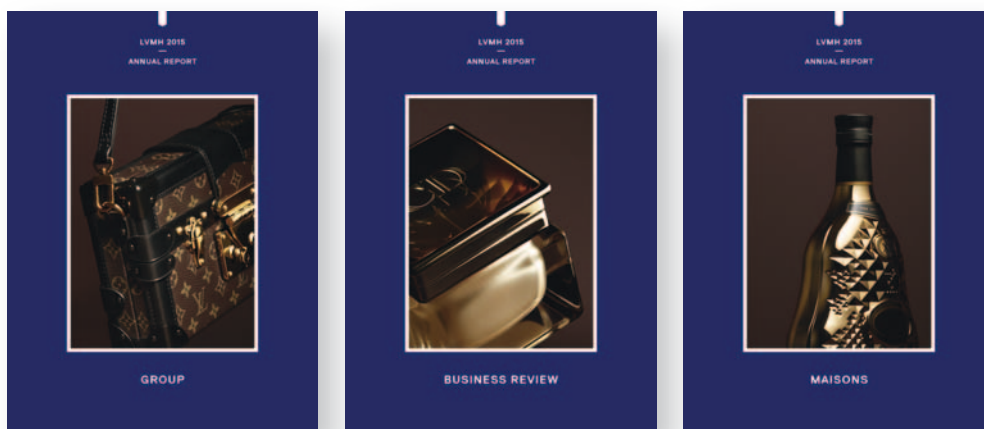
Founded by Ali Hewson and her husband, Bono, Edun is committed to promoting ethical, socially conscious fashion based on fair trade. Edun draws its inspiration from and manufactures its products on the African continent. Its collections of clothing, accessories and jewelry are not only a reflection of local craftsmanship but also the expression of a new Africa, steeped in dynamism, creativity and a spirit of enterprise.

CHEVAL BLANC HOTEL*Since 2006*

Since the 2006 opening of its first Maison, Cheval Blanc has been revisiting the prestigious tradition of French hospitality through its collection of one-of-a-kind Maisons in exclusive destinations such as Courchevel, the Maldives, St Barth and soon Paris – just to name a few. Designed to deliver the luxury of time, the Maisons call upon the treasures of imagination to make each stay an unforgettable experience.

NUDE*Since 2007*

Nude Skincare has an obsession with nature's most nutritious ingredients. Their balanced diet of omegas, minerals, probiotics, and botanical extracts offers the undeniable result: a luminous, healthy complexion. Your skin craves it.



PHOTOGRAPHS

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