

GROUP
PRESENTATION
JANUARY 2019

LVMH

- 1 ABOUT LVMH
- 2 COMMITMENTS
- 3 KEY FIGURES
- 4 GOVERNANCE

1 ABOUT LVMH

LVMH

Foreword

A FAMILY-RUN Group, LVMH is led by BERNARD ARNAULT since 1987.

LVMH strives to ensure the long-term development of each of its 70 HOUSES in keeping with their IDENTITY, their HERITAGE and their EXPERTISE.

The LVMH group is the ONLY GROUP present in all FIVE MAJOR SECTORS of the luxury market:

Wines & Spirits, Fashion & Leather Goods, Perfumes & Cosmetics, Watches & Jewelry and Selective Retailing.

In 2018, LVMH represents:

€46.8

Billion in revenue

156,000

Employees

4,592

Stores

LVMH

The LVMH spirit

LVMH has successfully preserved a **FAMILY SPIRIT**
that places priority on a **LONG-TERM VISION**.

The Group's vocation is to ensure the **DEVELOPMENT** of each of its
Houses while respecting their **IDENTITIES** and their autonomy,
providing the **RESOURCES** needed to create, produce and market
their products and services through carefully selected channels.

These creations make our
Houses
**AMBASSADORS OF A DISTINCTIVELY
REFINED « ART DE VIVRE ».**

LVMH

The **THREE FUNDAMENTAL VALUES** articulated by Bernard Arnault are shared by every member of LVMH.

Those three imperatives constitute the pillars of our **PERFORMANCE** and **LONG-TERM SUCCESS**.

BE CREATIVE *& innovative*

Creativity and innovation are part of our DNA. Over the years, they have ensured our Houses' success and established their legitimacy. This combination of creativity and innovation is the foundation of our Houses and stands at the heart of the delicate balance required to continually renew our offer while resolutely looking to the future, always respecting our unique heritage.

DELIVER *excellence*

At LVMH, we never compromise on quality. Because we embody the world of craftsmanship in its most noble and accomplished form, we pay meticulous attention to detail and to perfection. From products to service, we cultivate our difference through this constant quest for excellence.

CULTIVATE *an entrepreneurial spirit*

LVMH has an agile and decentralized organization that encourages efficiency and responsiveness. It stimulates individual initiative by entrusting each person with significant responsibilities. Our entrepreneurial spirit encourages both risk-taking and perseverance. It requires pragmatic thinking and an ability to motivate teams, leading them to achieve ambitious objectives.

1987

The world leader in luxury, LVMH
has deployed a business model marked by
DYNAMIC GROWTH since its creation in 1987.

LVMH

“Our business model is anchored in a long-term vision that builds on the heritage of our Houses and stimulates creativity and excellence. This model drives the success of our Group and ensures its promising future.”

BERNARD ARNAULT

LVMH

The LVMH model

LVMH HAS DEVELOPED A UNIQUE OPERATING MODEL ANCHORED BY SIX PILLARS:

DECENTRALIZED ORGANIZATION

Our structure and operating principles ensure that our Houses are both autonomous and responsive.

ORGANIC GROWTH

The LVMH group commits significant resources to develop its Houses, as well as to encourage and protect creativity.

VERTICAL INTEGRATION

Vertical integration fosters excellence both upstream and downstream.

CREATING SYNERGIES

Sharing of resources on a Group scale creates intelligent synergies while respecting the individual identities.

SUSTAINING SAVOIR-FAIRE

LVMH and its Houses have developed forward-thinking initiatives to transmit savoir-faire.

BALANCE ACROSS BUSINESS SEGMENTS AND GEOGRAPHIES

LVMH



WINE & SPIRITS

1365 LE CLOS DES LAMBRAYS
1593 CHÂTEAU D'YQUEM
1668 DOM PÉRIGNON
1729 RUINART
1743 MOËT & CHANDON
1765 HENNESSY
1772 VEUVE CLICQUOT
1815 ARDBEG²
1832 CHÂTEAU CHEVAL BLANC
1843 KRUG
1843 GLENMORANGIE²
1858 MERCIER
1959 CHANDON¹
1970 CAPE MENTELLE¹
1977 NEWTON¹
1985 CLOUDY BAY¹
1992 COLGIN CELLARS
1993 BELVEDERE
1998 BODEGA NUMANTHIA¹
1999 CHEVAL DES ANDES¹
1999 TERRAZAS DE LOS ANDES
2010 WOODINVILLE
2013 AO YUN¹
2017 CLOS 19
2017 VOLCAN DE MI TIERRA

FASHION & LEATHER GOODS

1846 LOEWE
1854 LOUIS VUITTON
1895 BERLUTI
1898 RIMOWA
1916 PATOU
1924 LORO PIANA
1925 FENDI
1945 CELINE
1947 DIOR
1947 EMILIO PUCCI
1952 GIVENCHY
1970 KENZO
1984 PINK SHIRTMAKER
1984 MARC JACOBS
2004 NICHOLAS KIRKWOOD
2019 FENTY

PERFUME & COSMETICS

1828 GUERLAIN
1916 ACQUA DI PARMA
1947 PARFUMS CHRISTIAN DIOR
1957 PARFUMS GIVENCHY
1972 PERFUMES LOEWE
1976 BENEFIT COSMETICS
1984 MAKE UP FOR EVER
1988 KENZO PARFUMS
1991 FRESH
2008 KAT VON D
2009 MAISON FRANCIS KURKDJIAN
2017 FENTY BEAUTY

1 : Part of Estates & Wines

2 : Part of The Glenmorangie Company

LVMH

SELECTIVE RETAILING

1852 LE BON MARCHÉ
1870 LA SAMARITAINE
1958 STARBOARD CRUISE SERVICES
1960 DFS
1969 SEPHORA
1978 LA GRANDE ÉPICERIE⁴

WATCHES & JEWELRY

1780 CHAUMET
1860 TAG HEUER
1865 ZENITH
1884 BULGARI
1936 FRED
1980 HUBLOT

OTHER ACTIVITIES

1817 COVA
1849 ROYAL VAN LENT
1860 JARDIN D'ACCLIMATATION
1908 GROUPE LES ÉCHOS
1976 BELMOND
2006 HÔTELS CHEVAL BLANC

2014 FONDATION LOUIS VUITTON

4 : Part of Groupe Le Bon Marché

LVMH

2 COMMITMENTS

LVMH



A committed Group

ART & CULTURE

Initiated in 1990, our corporate philanthropy program supports arts and culture by sharing a passion for artistic disciplines and creativity with the widest possible audience.

SOCIAL & ENVIRONMENTAL RESPONSIBILITY

LVMH has made sustainable development a strategic priority since its founding.

LEADERSHIP & ENTREPRENEURSHIP

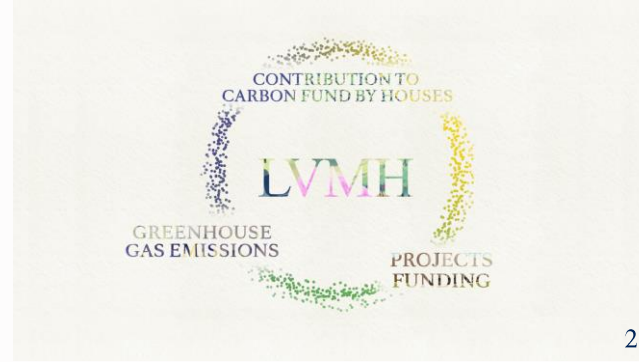
At LVMH, performance is underpinned by the leadership of our managers, whose vision and ability to inspire their teams enable the entire organization to achieve ambitious objectives.

TRANSMISSION & SAVOIR-FAIRE

LVMH and its Maisons are the custodians of an unparalleled heritage of time-honored craftsmanship and creative skills, and take great care in protecting and developing savoir-faire that has sometimes been passed on for centuries.

LVMH

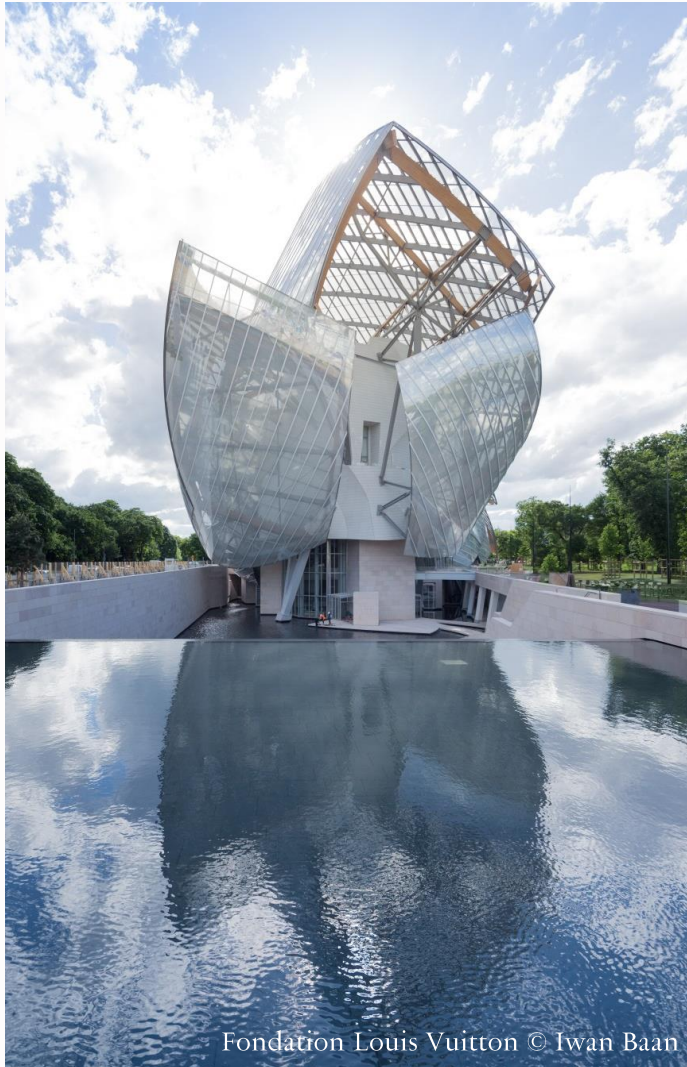
A committed Group



1. THE FONDATION LOUIS VUITTON
2. LVMH INTERNAL CARBON FUND
3. THE INSTITUT DES MÉTIERS D'EXCELLENCE LVMH
4. WE CARE FOR MODELS

5. THE JOURNÉES PARTICULIÈRES
6. THE LVMH PRIZE FOR YOUNG FASHION DESIGNERS
7. DARE
8. THE LVMH INNOVATION AWARD

LVMH



Fondation Louis Vuitton © Iwan Baan

The Fondation Louis Vuitton

Initiated by Bernard Arnault in **2006**, the Fondation Louis Vuitton in Paris opened to the public on **October 27, 2014**.

The Foundation embodies the myriad actions taken by the LVMH group over the past 25 years in **support of art, culture and heritage**.

With its forceful impact and unique, groundbreaking design, the building created by Frank Gehry is itself the **first artistic statement** by the Fondation Louis Vuitton.

In addition to its permanent collection, the Foundation commissions works from artists and organizes temporary exhibitions of modern and contemporary art, along with multidisciplinary installations.

Since its opening the Fondation Louis Vuitton has hosted many exhibitions such as **Icons of modern art. The Shchukin Collection, Jean-Michel Basquiat, Egon Schiele, Being modern: MoMA in Paris, etc.**

The Fondation Louis Vuitton project has adopted an exemplary environmental approach and was chosen as a **pilot project** for new HQE® (High Environmental Quality) guidelines applicable to cultural buildings.

LVMH



LVMH

KEY FIGURES

LVMH

Key figures 2018

N°1

*World luxury
leader*

75

Houses

4,592

Stores

€ 46.8

Billion revenue

156,000

Employees

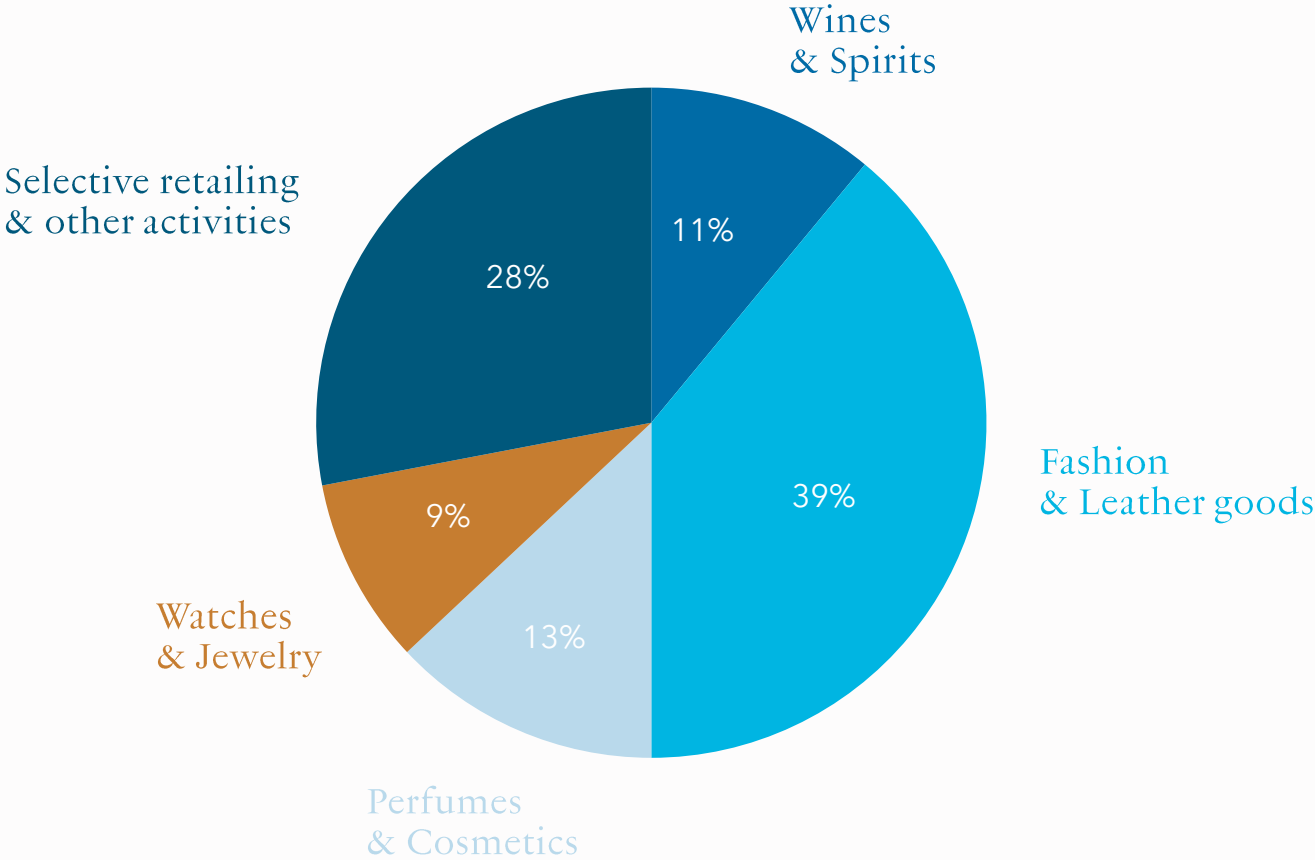
Key figures

In millions of euros	2017	2018	Variation %
REVENUE	42 636	46 826	+ 10%
PROFIT FROM RECURRING OPERATIONS	8 293	10 003	+ 21%
GROUP SHARE OF NET PROFIT	5 365	6 354	+ 18%
FREE CASH FLOW*	4 696	5 452	+ 16%

* Before available for sale financial assets and investments, transactions relating to equity and financing activities

Key figures by business group

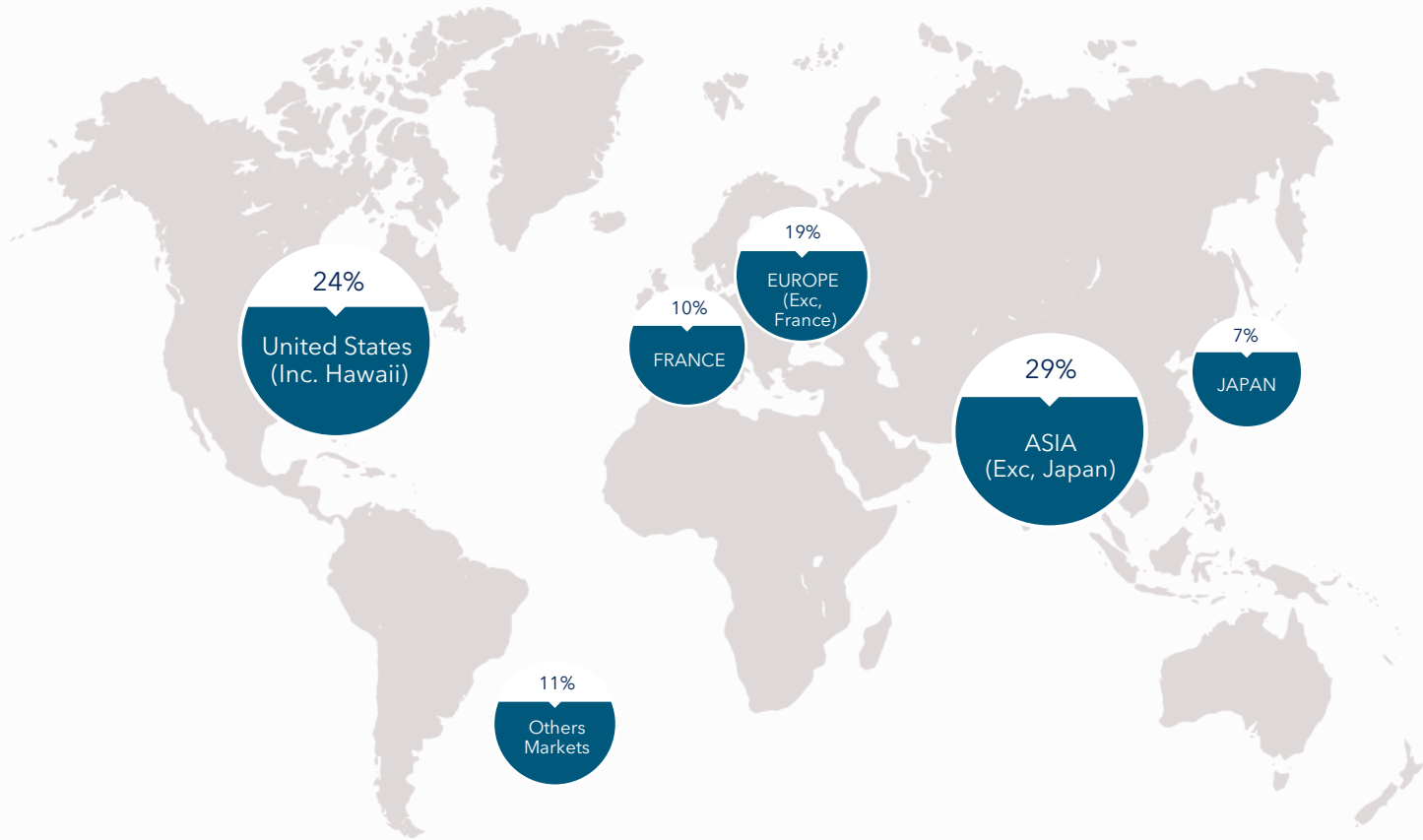
IN % OF REVENUE



LVMH

Key figures by geographic region of delivery

IN % OF REVENUE



GOVERNANCE

LVMH

Executive Committee



BERNARD ARNAULT
*Chairman and Chief
Executive Officer*



ANTONIO BELLONI
*Group Managing
Director*



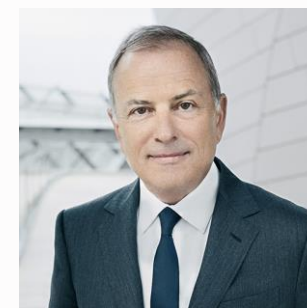
DELPHINE ARNAULT
*Louis Vuitton
Products*



NICOLAS BAZIRE
*Development and
acquisitions*



PIETRO BECCARI
*Christian Dior
Couture*



MICHAEL BURKE
Louis Vuitton



CHANTAL GAEMPERLE
*Human Resources
and Synergies*



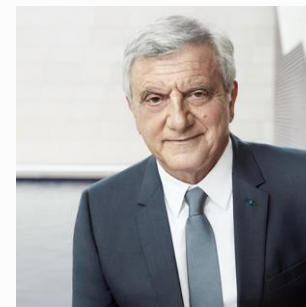
JEAN-JACQUES GUIONY
Finances



CHRIS DE LAPUENTE
Sephora and beauty



PHILIPPE SCHAUS
Wines and Spirits



SIDNEY TOLEDANO
Fashion Group



JEAN-BAPTISTE VOISIN
Strategy



Biography of Bernard Arnault

Bernard Arnault is Chairman and CEO of LVMH. Born to an industrial family in Roubaix, France on March 5, 1949, Mr. Arnault attended the Roubaix lycée and the Faidherbe lycée in Lille. He then went on to study at the Ecole Polytechnique, graduating in 1971.

He began his professional career that year as an engineer with the Ferret-Savinell construction company and successively was promoted to various executive management positions before becoming Chairman in 1978.

Mr. Arnault remained there until 1984, when he undertook the reorganization of the Financière Agache holding company. He returned the group to profitability as he embarked upon a strategy of developing the world's leading luxury products company. In the process, he reinvigorated Christian Dior as the cornerstone of the new organization.

In 1989, Mr. Arnault became the majority shareholder of LVMH Moët Hennessy – Louis Vuitton, creating the world's leading luxury products group. Mr. Arnault has been Chairman and CEO of the company since that date. Mr. Arnault is also President of the Board of Directors of Groupe Arnault S.A. (his family holding company).

Mr. Arnault is married and has five children. He has been awarded the honorary titles of Grand Officer of the Legion of Honour and Commander of the Order of Arts and Letters.

LVMH

Board of Directors

Bernard Arnault
*Chairman & Chief
Executive Officer*

Antonio Belloni
Group Managing Director

Antoine Arnault
Delphine Arnault
Nicolas Bazire
Sophie Chassat*
Charles de Croisset*
Diego Della Valle*
Clara Gaymard*
Iris Knobloch*
Marie-Josée Kravis*
Lord Powell of Bayswater
Marie-Laure Sauty de
Chalon*
Yves-Thibault de Silguy*
Hubert Védérine*

* *Independent Director*

ADVISORY BOARD MEMBERS

Yann Arthus-Bertrand
Paolo Bulgari

PERFORMANCE AUDIT COMMITTEE

Yves-Thibault de Silguy*
Chairman
Antoine Arnault
Charles de Croisset*

NOMINATION AND COMPENSATION COMMITTEE

Charles de Croisset*
Chairman
Yves-Thibault de Silguy*
Marie-Josée Kravis*

ETHICAL AND SUSTAINABLE DEVELOPMENT COMMITTEE

Yves-Thibault de Silguy*
Chairman
Delphine Arnault
Marie-Laure Sauty de Chalon*
Hubert Védérine*



L V M H 22 AV M O N T A I G N E

PARIS 8^e ARR.