1 ABOUT LVMH
2 COMMITMENTS
3 KEY FIGURES
4 GOVERNANCE
ABOUT 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 75 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:


LVMH
In 2022, LVMH represents:

79.2 bn €
Revenue 2022

+196,000
Employees

5,664
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 ».
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.

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.

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.

Every action taken by the Group and its employees reflects our commitment to ethics, corporate social responsibility and respect for the environment. They drive our Maisons’ performance and ensure their longevity. Firmly convinced that truly desirable products can only come from sustainable businesses, we are committed to ensuring that our products and the way they are made have a positive impact on our entire ecosystem and the places we operate, and that our Group is actively working to build a better future.
1987

The world leader in luxury, LVMH has deployed a business model marked by DYNAMIC GROWTH since its creation in 1987.
“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**
## WINE & SPIRITS

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>1365</td>
<td>Domaine des Lambrays</td>
</tr>
<tr>
<td>1593</td>
<td>Château d'Yquem</td>
</tr>
<tr>
<td>1668</td>
<td>Domaine de la Romanée-Conti</td>
</tr>
<tr>
<td>1729</td>
<td>Château Latour</td>
</tr>
<tr>
<td>1743</td>
<td>Moët &amp; Chandon</td>
</tr>
<tr>
<td>1765</td>
<td>Château Margaux</td>
</tr>
<tr>
<td>1772</td>
<td>Veuve Clicquot</td>
</tr>
<tr>
<td>1815</td>
<td>Ardbeg</td>
</tr>
<tr>
<td>1832</td>
<td>Château Cheval Blanc</td>
</tr>
<tr>
<td>1843</td>
<td>Krug</td>
</tr>
<tr>
<td>1843</td>
<td>Glenmorangie</td>
</tr>
<tr>
<td>1858</td>
<td>Mercier</td>
</tr>
<tr>
<td>1855</td>
<td>Château Galoupet</td>
</tr>
<tr>
<td>1859</td>
<td>Chandon</td>
</tr>
<tr>
<td>1873</td>
<td>Joseph Phelps</td>
</tr>
<tr>
<td>1877</td>
<td>Newton Vineyard</td>
</tr>
<tr>
<td>1885</td>
<td>Cloudy Bay</td>
</tr>
<tr>
<td>1992</td>
<td>Colgin Cellars</td>
</tr>
<tr>
<td>1999</td>
<td>Belvedere</td>
</tr>
<tr>
<td>1998</td>
<td>Bodega Numalthia</td>
</tr>
<tr>
<td>1999</td>
<td>Cheval des Andes</td>
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<tr>
<td>2006</td>
<td>Château d'Esclans</td>
</tr>
<tr>
<td>2010</td>
<td>Woodinville</td>
</tr>
<tr>
<td>2013</td>
<td>Ao Yun</td>
</tr>
<tr>
<td>2017</td>
<td>Clos 19</td>
</tr>
<tr>
<td>2017</td>
<td>Volcan de Mi Tierra</td>
</tr>
<tr>
<td>2020</td>
<td>Eminente</td>
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</tbody>
</table>

## FASHION & LEATHER GOODS

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
</tr>
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<tbody>
<tr>
<td>1846</td>
<td>Loewe</td>
</tr>
<tr>
<td>1849</td>
<td>Moynat</td>
</tr>
<tr>
<td>1854</td>
<td>Louis Vuitton</td>
</tr>
<tr>
<td>1895</td>
<td>Berluti</td>
</tr>
<tr>
<td>1898</td>
<td>Rimowa</td>
</tr>
<tr>
<td>1916</td>
<td>Patou</td>
</tr>
<tr>
<td>1924</td>
<td>Loro Piana</td>
</tr>
<tr>
<td>1925</td>
<td>Fendi</td>
</tr>
<tr>
<td>1945</td>
<td>Céline</td>
</tr>
<tr>
<td>1947</td>
<td>Dior</td>
</tr>
<tr>
<td>1947</td>
<td>Emilio Pucci</td>
</tr>
<tr>
<td>1952</td>
<td>Givenchy</td>
</tr>
<tr>
<td>1970</td>
<td>Kenzo</td>
</tr>
<tr>
<td>1984</td>
<td>Marc Jacobs</td>
</tr>
</tbody>
</table>

## PERFUME & COSMETICS

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>1803</td>
<td>Officine Universelle Buly</td>
</tr>
<tr>
<td>1828</td>
<td>Guerlain</td>
</tr>
<tr>
<td>1847</td>
<td>Acqua di Parma</td>
</tr>
<tr>
<td>1847</td>
<td>Parfums Christian Dior</td>
</tr>
<tr>
<td>1857</td>
<td>Parfums Givenchy</td>
</tr>
<tr>
<td>1872</td>
<td>Perfumes Loewe</td>
</tr>
<tr>
<td>1875</td>
<td>Ole Henriksen</td>
</tr>
<tr>
<td>1876</td>
<td>Benefit Cosmetics</td>
</tr>
<tr>
<td>1884</td>
<td>Make Up For Ever</td>
</tr>
<tr>
<td>1988</td>
<td>Kenzo Parfums</td>
</tr>
<tr>
<td>1991</td>
<td>Fresh</td>
</tr>
<tr>
<td>2008</td>
<td>KVD Beauty</td>
</tr>
<tr>
<td>2009</td>
<td>Maison Francis Kurkdjian</td>
</tr>
<tr>
<td>2012</td>
<td>Lip Lab</td>
</tr>
<tr>
<td>2016</td>
<td>Cha Ling</td>
</tr>
<tr>
<td>2017</td>
<td>Fenty Beauty by Rihanna</td>
</tr>
<tr>
<td>2022</td>
<td>Stella by Stella McCartney</td>
</tr>
</tbody>
</table>

1: Part of Estates & Wines
2: Part of The Glenmorangie Company
SELECTIVE RETAILING

1852 LE BON MARCHÉ
1958 STARBOARD CRUISE SERVICES
1960 DFS
1969 SEPHORA
1978 LA GRANDE ÉPICERIE DE PARIS
2017 24S

Watches & Jewelry

1780 CHAUMET
1837 TIFFANY & Co.
1860 TAG HEUER
1865 ZENITH
1884 BULGARI
1936 FRED
1957 REPOSSI
1980 HUBLOT

OTHER ACTIVITIES

1817 COVA
1849 ROYAL VAN LENT
1860 JARDIN D’ACCLIMATATION
1870 LA SAMARITAINÉ
1908 GROUPE LES ÉCHOS-LE PARISIEN
1976 BELMOND
2006 CHEVAL BLANC HOTELS

2014 FONDATION LOUIS VUITTON

4 : Part of Groupe Le Bon Marché
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.
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 The Morozov Collection, Icons of Modern Art, Simon Hantaï, The Centenary Exhibition, Monet – Mitchell, Basquiat x Warhol. Painting Four Hands, 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
KEY FIGURES
Key figures 2022

N°1 World luxury leader

75 Houses

5,664 Stores

79.2 bn € Revenue 2022

+ 196,000 Employees

LVMH
# Key figures

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>64,215</td>
<td>79,184</td>
<td>+23 %</td>
</tr>
<tr>
<td><strong>PROFIT FROM RECURRING OPERATIONS</strong></td>
<td>17,151</td>
<td>21,055</td>
<td>+23 %</td>
</tr>
<tr>
<td><strong>GROUP SHARE OF NET PROFIT</strong></td>
<td>12,036</td>
<td>14,084</td>
<td>+17 %</td>
</tr>
<tr>
<td><strong>FREE CASH FLOW</strong>*</td>
<td>13,531</td>
<td>10,113</td>
<td>-25 %</td>
</tr>
</tbody>
</table>

*Before available for sale financial assets and investments, transactions relating to equity and financing activities*
Key figures by business group

IN % OF REVENUE

- Selective retailing & other activities: 19%
- Watches & Jewelry: 13%
- Perfumes & Cosmetics: 10%
- Wines & Spirits: 9%
- Fashion & Leather goods: 49%

LVMH
Key figures by geographic region of delivery

IN % OF REVENUE

- United States (Inc. Hawaii): 27%
- ASIA (Exc. Japan): 30%
- EUROPE (Exc. France): 16%
- FRANCE: 8%
- JAPAN: 7%
- Others Markets: 12%
GOVERNANCE
Executive Committee
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-Savinel 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
Dominique Aumont
Director representing employees
Nicolas Bazire
Marie-Véronique Belloeil-Melkin
Director representing employees
Sophie Chassat*
Charles de Croisset*
Lead Director
Clara Gaymard*
Marie-Josée Kravis*
Laurent Mignon*
Marie-Laure Sauty de Chalon*
Yves-Thibault de Silguy*
Natacha Valla*
Hubert Védrine*

ADVISORY BOARD MEMBERS

Yann Arthus-Bertrand
Diego Della Valle
Lord Powell of Bayswater

PERFORMANCE AUDIT COMMITTEE

Clara Gaymard*
Chairman
Charles de Croisset*
Marie-Laure Sauty de Chalon*
Yves-Thibault de Silguy*

GOVERNANCE AND COMPENSATION COMMITTEE

Natacha Valla*
Chairman
Sophie Chassat*
Charles de Croisset*
Marie-Josée Kravis*

ETHICAL AND SUSTAINABLE DEVELOPMENT COMMITTEE

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

* Independent Director