



Board Culture Statement

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Purpose

The Watches of Switzerland PLC board of directors (the “Board, We, Us”) recognises the importance of culture both in the boardroom, within the senior management team and throughout the organisation. The tone we set as a Board shapes expectations and behaviours across the organisation and reflects the values that underpin our purpose: to WOW our clients while caring for our colleagues, our communities and our planet.

Policy Statement

As Chair of the Watches of Switzerland Group Board, it’s my firm belief that culture, purpose and governance are inseparable and fundamental to the long-term success of our business. The tone we set as a Board shapes expectations and behaviours across the organisation and reflects the values that underpin our purpose: to WOW our clients while caring for our colleagues, our communities and our planet. We deliver our purpose through exceptional service, craftsmanship and expertise, while protecting and enhancing the world-class brands we have the privilege to represent.

Our reputation is one of our most valuable assets and is critical to maintaining the confidence of our clients, colleagues, brand partners, regulators, investors and the wider communities we serve. We recognise that trust is fragile - it is built through responsible decisions, ethical conduct and transparency, and can only be sustained when we consistently demonstrate integrity in all that we do.

We earn confidence by being honest, by listening carefully, by welcoming scrutiny, and by responding with clarity, humility and respect and ultimately, by doing what we say we will do, and I expect every Board member to model these behaviours visibly.

We are committed to transparent decision-making, rigorous debate and proactive risk management. We foster a culture where different perspectives are encouraged and where constructive challenge strengthens outcomes and ensures that opportunities and risks are considered in a balanced and disciplined manner. We will always prioritise responsible leadership and sustainable value creation over short-term gain. Above all, we are custodians of a heritage built on authenticity, craftsmanship and trust. Protecting and enhancing the reputation of the Watches of Switzerland Group - and the confidence placed in us by our luxury brand partners and our stakeholders - requires courage, unity of purpose and disciplined execution. Together, we will continue to lead with integrity and uphold the highest standards of conduct expected of us as the stewards of this exceptional Group.

Ian Carter, Chair, Watches of Switzerland Group PLC

Monitoring & Reporting

Our Company Secretary & General Counsel is responsible for maintaining this policy.
The Policy was approved by the Watches of Switzerland Group PLC Board on 2 December 2025.



THE
WATCHES
OF SWITZERLAND
GROUP