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RÉMY COINTREAU

ANNUAL REPORT

2022/2023

MESSAGE FROM THE CHAIRWOMAN

— **MARIE-AMÉLIE
de LEUSSE,**
CHAIRWOMAN OF THE RÉMY
COINTREAU GROUP

**I write this first message
as Chairwoman
of the Rémy Cointreau
Group with determination
and confidence.**

I am obviously very proud to follow in the footsteps of my mother, Dominique Hériard Dubreuil, and my uncles, François Hériard Dubreuil and Marc Hériard Dubreuil, as Chairwoman of the Group. They have shown total commitment to our company over the years, and have set an inspiring example. My appointment is part of the generational transition of our family members on the Board of Directors, committed over the years to guaranteeing a smooth and productive changeover. This new generation, which I am pleased to represent today, will put all its energy into perpetuating our Maisons and their legacy, while upholding our values of “Terroir, People and Time” and the genetic make-up of our Group.



As well as striving to give value to what we have built over the centuries, we are determined to make this exceptional heritage flourish. To this end, the Group's 2030 strategy is now shared and supported by all our stakeholders. Our 2022/23 results are in line with that strategy, through the efforts of our teams worldwide and we sincerely congratulate them on their inspiring collective work. Our Group is therefore very well positioned to approach the coming year... or – rather - the years to come, as our success is and will only be long term, sustainable and responsible for the Earth and its population.

Here, we are all confident about the future. Having had the chance to work for six years in the Rémy Cointreau group, in Paris and then in Singapore, I am fully aware of the strengths of our teams, the uniqueness of our Maisons and the loyalty of our clients. Today, the vision and action of the CEO, Éric Vallat, allow us to build on our strengths and emerging outlooks. We share a philosophy and principles of action which, while securing the Group's knowledge base, give it the opportunity to look to the future and innovate.

Our portfolio has been beefed up and diversified (acquisition of Telmont Champagne and Belle de Brillet pear liqueur and cognac in 2020, creation of Maison Psyché haute parfumerie in 2022). We are also delighted with our performance in terms of sustainable development, with 80 million euros of investment committed over 10 years in 2020. Our "Sustainable Exception" plan reflects our ambition to grow responsibly and share value with all our stakeholders, in line with our commitments to the United Nations as part of the Global Compact. Finally, the Group's digital transformation continues to yield good results, on schedule to achieve the goal of 20% turnover in e-commerce by 2030.

But none of this would be possible without the Group's employees. I would therefore like to express my gratitude to them for their unwavering dedication. Together, we uphold the Group's legacy and, together, we are preparing to write a new chapter in Rémy Cointreau's centuries-old history.

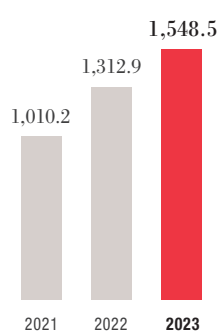
**Finally, I would like to thank
our shareholders for their trust
and constant support of the Group's
strategy and development.**

KEY FIGURES

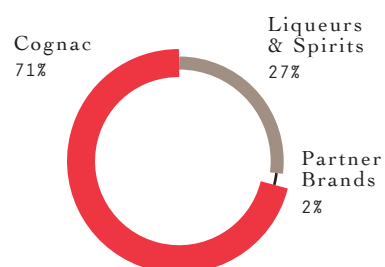
— FINANCIAL DATA

DATA FOR THE PERIOD FROM 1 APRIL 2022 TO 31 MARCH 2023

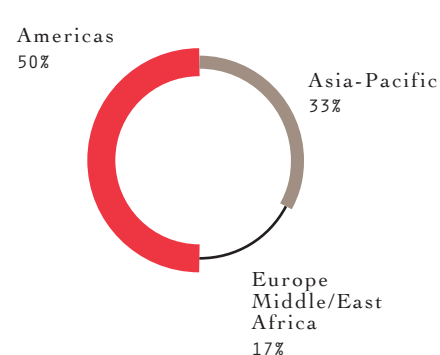
SALES (M€)



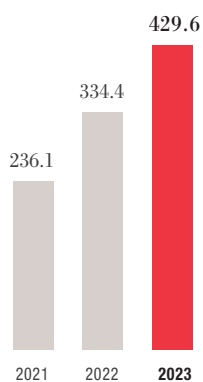
SALES BY DIVISION (%)



SALES BY GEOGRAPHIC AREA (%)



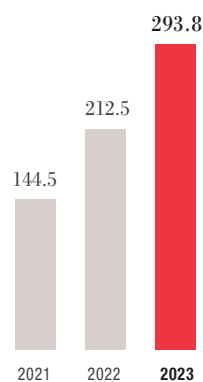
CURRENT OPERATING PROFIT (M€)



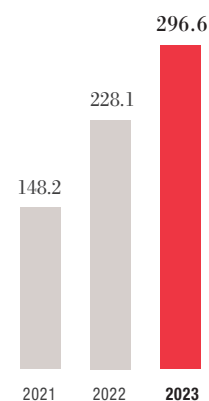
CURRENT OPERATING MARGIN (%)



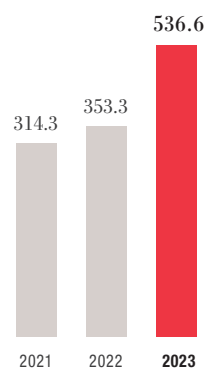
NET PROFIT - GROUP SHARE (M€)



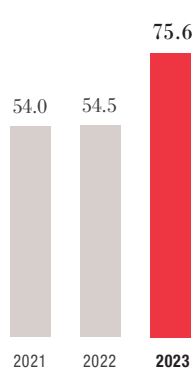
NET PROFIT EXCLUDING NON-RECURRING ITEMS (M€)



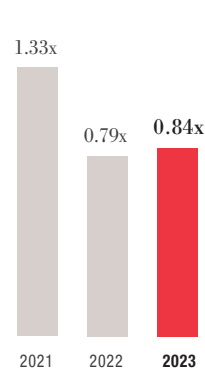
NET FINANCIAL DEBT (M€)



CAPITAL EXPENDITURE (M€)



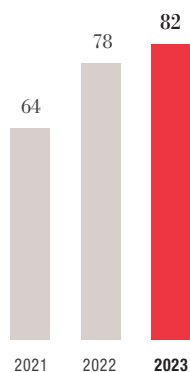
RATIO OF NET DEBT/ EBITDA



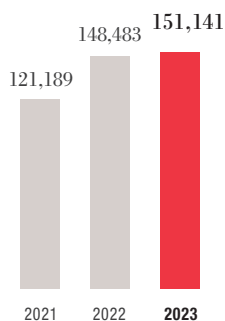
...AND NON-FINANCIAL DATA

DATA FOR THE PERIOD FROM 1 APRIL 2022 TO 31 MARCH 2023

PERCENTAGE OF AGRICULTURAL LAND MANAGED USING RESPONSIBLE AND SUSTAINABLE PRACTICES (in %)



GROUP CARBON FOOTPRINT ASSESSMENT (in T_{eq} CO₂)



RATINGS AND AWARDS 2023



Climate Disclosure Project (CDP)

A - leadership status



SCORE CARBONE®
AXYLIA



-5%

CHANGE IN THE GROUP'S CARBON FOOTPRINT PER BOTTLE COMPARED TO 2020/2021

26.8%

CURRENT OPERATING MARGIN AFTER CARBON BILL (SCOPES 1, 2 & 3)

78%

OF BOTTLES SOLD HAVE NO SECONDARY PACKAGING

83%

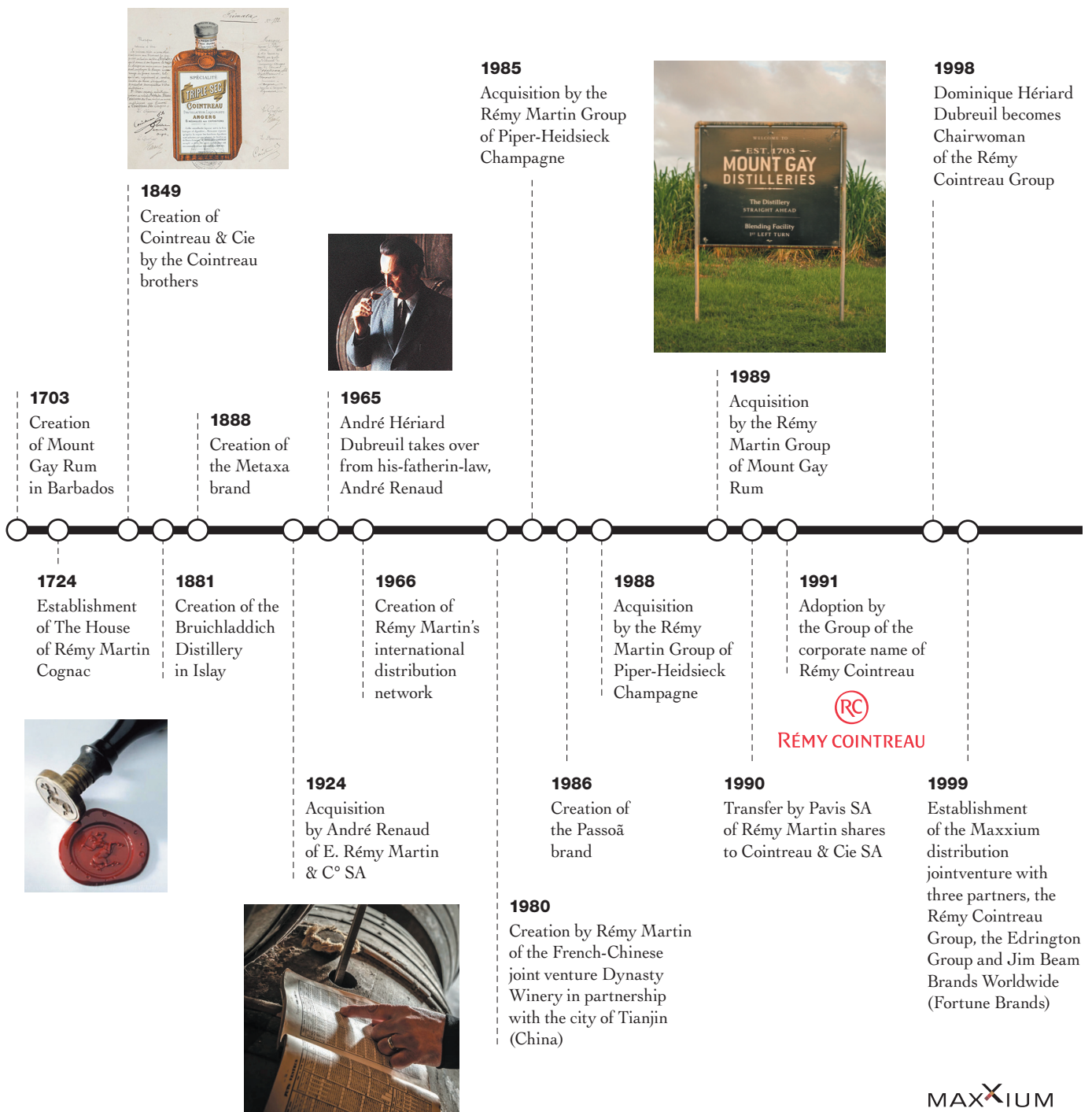
OF STRATEGIC SUPPLIERS HAVE A PROACTIVE CSR APPROACH

ABOUT THE GROUP

— MAJOR MILESTONES IN THE GROUP'S HISTORY

The Rémy Cointreau Group, whose charentaise origins date back to 1724, is the result of the merger in 1990 of the holding companies of the Hériard Dubreuil and Cointreau families, which controlled E. Rémy Martin & C° SA and Cointreau & Cie SA respectively. It is also the result of successive alliances between companies operating in the same Wines and Spirits business segment.

KEY DATES AND EVENTS



MAXXIMUM



GOVERNANCE THAT ENSURES CONTINUITY AND TRANSMISSION

THE BOARD OF DIRECTORS

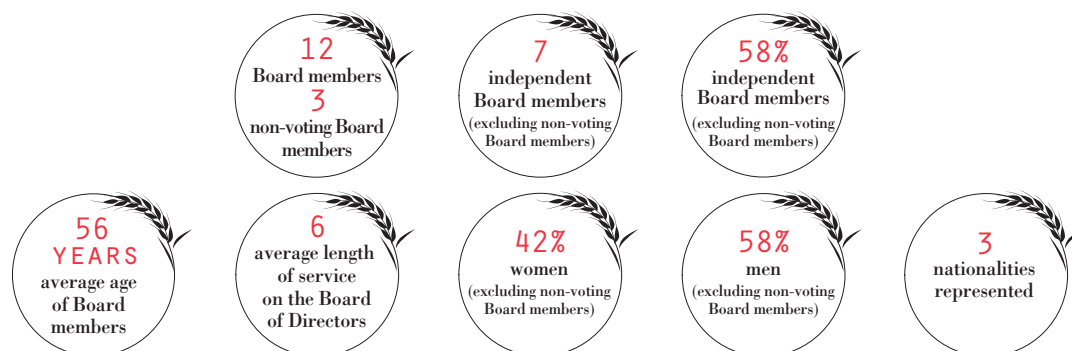
The Rémy Cointreau Group is administered by a Board of Directors which, since September 2004, has adopted a governance structure that separates the roles of Chairman of the Board of Directors and Chief Executive Officer. Competence and experience in the financial arena, the luxury goods sector and the management of large international companies are the selection criteria for board members.

The presence of several members who are permanent residents in various other countries also lends a welcome international and cultural dimension to the Board of Directors' work, either because they have performed a role outside of France during their career, or because they hold or have held one or more appointments in non-French companies.



COMPOSITION OF THE BOARD OF DIRECTORS AT 31 MARCH 2023

The composition of the Board aims to strike a balance between experience, expertise, independence and ethics, while respecting a balanced representation of women and men on Boards of Directors.



COMPOSITION OF THE BOARD OF DIRECTORS' COMMITTEES AT 31 MARCH 2023

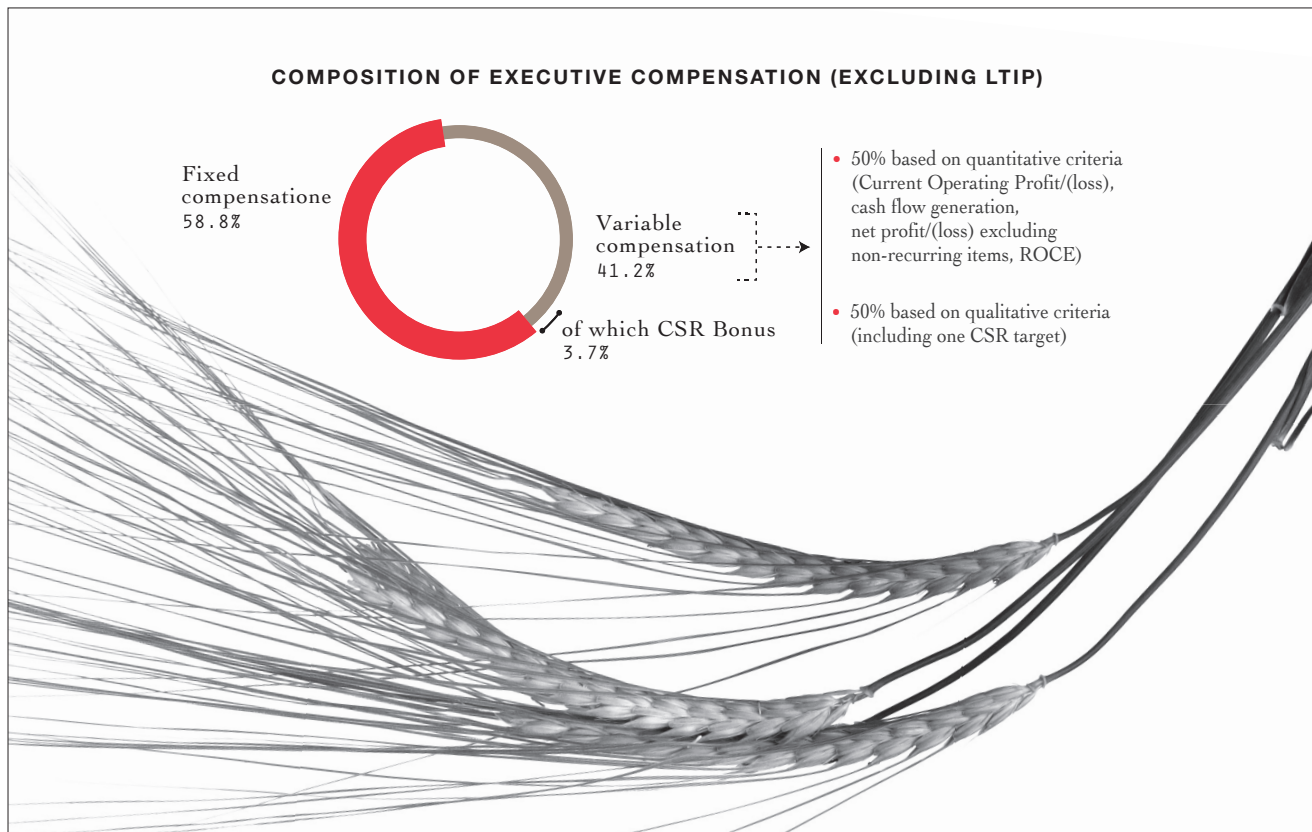
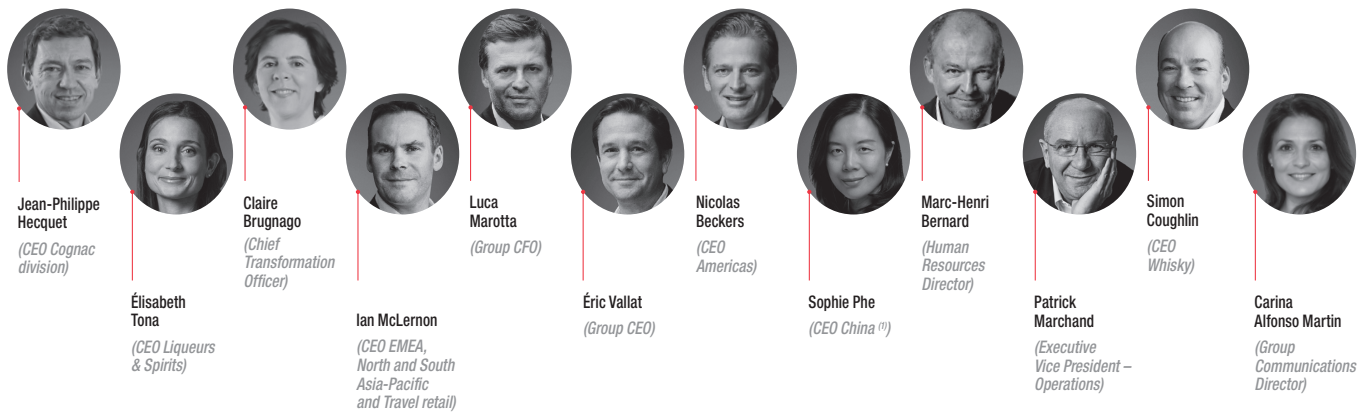
<p>AUDIT-FINANCE COMMITTEE</p> <p>4 members 75% independent</p> <p>Guylaine Saucier * Caroline Bois Emmanuel de Geuser * Marc Verspyck *</p>	<p>NOMINATION AND REMUNERATION COMMITTEE</p> <p>4 members 50% independent</p> <p>Bruno Pavlovsky * Caroline Bois Olivier Jolivet * Élie Hériard Dubreuil</p>	<p>CORPORATE SOCIAL RESPONSIBILITY COMMITTEE</p> <p>4 members 50% independent</p> <p>Dominique Hériard Dubreuil Olivier Jolivet * Hélène Dubrulle * Élie Hériard Dubreuil</p>
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* Independent board member.

SENIOR MANAGEMENT

Group Chief Executive Officer since 1 December 2019, **Éric Vallat** is supported by an Executive Committee comprising ten directors from six different nationalities and from a range of backgrounds: spirits, cosmetics, fashion and accessories, and tableware. The role of this Executive Committee is to implement the Group's strategy for 2030, which aims to continue its transformation, to build a more sustainable,

profitable and responsible business model, based on four strategic levers: enhancing the value per case of its spirits, moving towards client-centric business model, optimising its portfolio management by accelerating the development of the flagship brands of Liqueurs & Spirits and implementing the "Sustainable Exception" plan for more responsible growth.



(1) Including Taiwan, Macau and Hong Kong.

— A PORTFOLIO OF EXCEPTIONAL SPIRITS

The French family-controlled Rémy Cointreau Group boasts a portfolio of exceptional world-renowned spirits: Rémy Martin and LOUIS XIII cognacs, Cointreau liqueur, Greek Metaxa spirit, Mount Gay rum, St-Rémy brandy, The Botanist gin, and the single malt whiskies Bruichladdich, Port Charlotte, Octomore, Westland and Domaine des Hautes Glaces. Two new Houses recently enriched this portfolio: the Belle de Brillet liqueur and the Champagne House Telmont.



















During the 2022/2023 financial year, the Group's sales totalled €1,548.5 million and Current Operating Profit (COP) came to €429.6 million. As such, sales were up by 10.1% and COP was up by 16.2% at constant scope and exchange rates. The current operating margin was 27.7%, reaching its all-time high.

The Rémy Cointreau Group's internal organisation is based on 11 brand divisions and four sales divisions (Americas, Europe-Middle East-Africa, Asia-Pacific and Global Travel Retail). All these divisions receive support from the holding company. Depending on the spirit category, production process and geographic sales distribution, the Group's brands are allocated to one of the following two divisions: "Cognac" or "Liqueurs & Spirits".

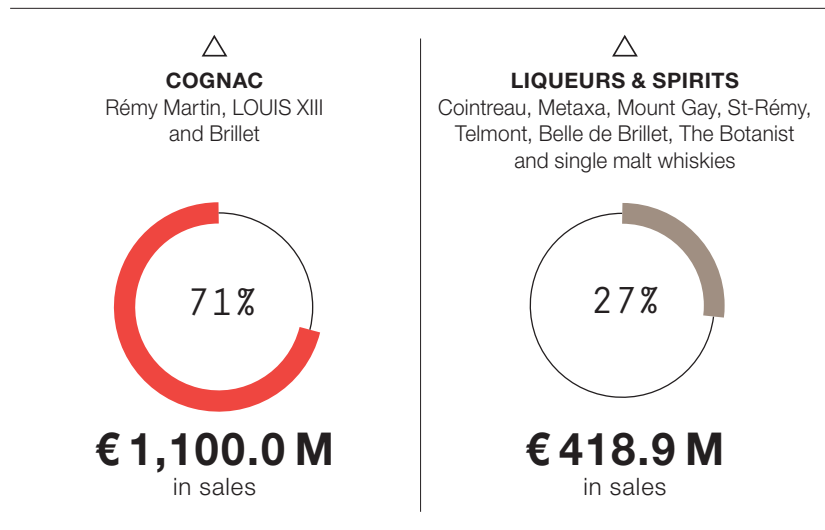
Brands which Rémy Cointreau distributes through its network on behalf of third parties form a separate category, "Partner Brands".



RÉMY COINTREAU'S GROUP BRANDS

	COGNAC	LIQUEUR	WHISKY	GIN	RUM	BROWN SPIRITS	CHAMPAGNE
UPPER LUXURY							
LUXURY							
ULTRA PREMIUM							
PREMIUM							

SALES BY DIVISION



COGNAC

COGNAC BRANDS

The Cognac division includes the brands of the House of Rémy Martin (Rémy Martin and LOUIS XIII) and the House of Brillet. These cognacs are made exclusively from *eaux-de-vie* sourced in Grande Champagne and Petite Champagne, the two leading crus of the Cognac appellation, which offer the greatest ageing potential (more than 100 years, for some Grande Champagne *eaux-de-vie*).

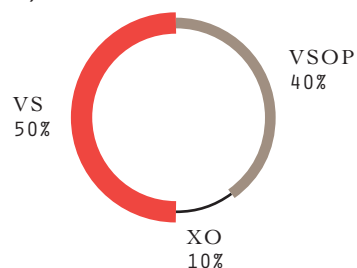
The House of Rémy Martin is positioned in the high-end segment, with four flagship products:

- VSOP Fine Champagne;
- the “intermediate” quality products: 1738 Accord Royal and CLUB;
- XO Excellence Fine Champagne;
- LOUIS XIII Grande Champagne.

COMPETITIVE POSITIONING

Four Cognac brands share around 82% of the world market by volume and nearly 88% by value (source: IWSR): Hennessy (LVMH), Martell (Pernod Ricard), the House of Rémy Martin (Rémy Cointreau), and Courvoisier (Suntory). The House of Rémy Martin’s market share of cognac shipments for all qualities combined is 14.1% by volume (source: BNIC March 2023), up +0.5pt compared to March 2022. Virtually all the shipments of the House of Rémy Martin are in the superior quality segment (VSOP and XO qualities), which accounts approximately for 50% of the total cognac market (BNIC March 2023).

WORLDWIDE COGNAC SHIPMENTS BY QUALITY (Source: BNIC)



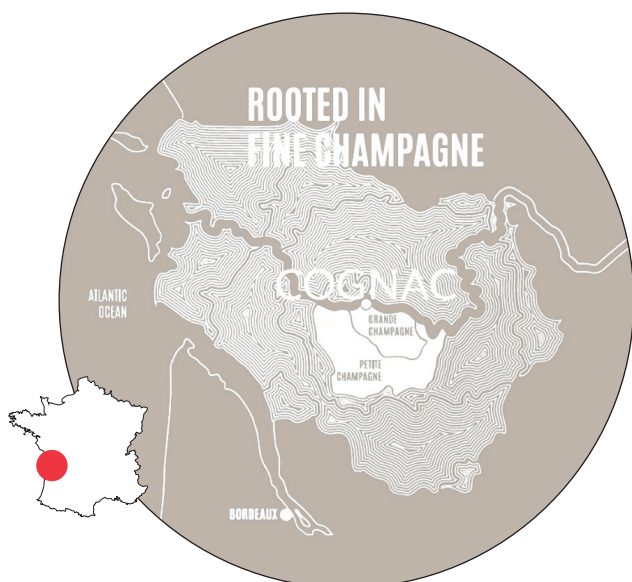
COGNAC APPELLATION D’ORIGINE CONTRÔLÉE AND “FINE CHAMPAGNE”

Cognac is an *appellation d’origine contrôlée* (AOC) brandy (*eaux-de-vie* distilled from grapes) that comes from vineyards in the Cognac region (south-west France). The appellation covers six crus: Grande Champagne, Petite Champagne, Borderies, Fins Bois, Bons Bois and Bois Ordinaires. “Fine Champagne”, which refers to a cognac made exclusively from the first two crus, Grande Champagne (at least 50%) and Petite Champagne make up a separate *appellation d’origine contrôlée* within the Cognac AOC.

Rémy Martin only selects its *eaux-de-vie* from the “Fine Champagne” (Grande Champagne and Petite Champagne) AOC, whose quality is best suited to the production of its superior quality cognacs with their longer ageing potential.

Cognac is a blend of *eaux-de-vie* of different vintages (after ageing in oak barrels). Accordingly, there are several quality levels classified in accordance with legal standards (BNIC) based on the youngest *eau-de-vie* used:

- VS (“Very Special”), which by law must be aged for a minimum of two years;
- QS (*Qualité Supérieure*), covering all the VSOP and QSS labels;
- VSOP (“Very Superior Old Pale”), which by law must be aged for a minimum of four years;
- QSS (*Qualité Supérieure Supérieure*), which by law must be aged for a minimum of ten years;
- XO (“Extra Old”), which is included in the QSS category.





THE HOUSE OF RÉMY MARTIN AND THE SOURCING OF EAUX-DE-VIE

All the House of Rémy Martin cognacs are produced in and around the town of Cognac, on a site that includes ageing and fermentation cellars, laboratories, a packaging complex, offices and a visitor and reception centre.

The House also owns wine estates (238 hectares of vines eligible for the Cognac appellation), as well as a new distillery in Juillac, which opened in November 2018. However, the stock of Cognac *eaux-de-vie* has been built up largely as a result of exclusive partnerships with Grande and Petite Champagne producers. This partnership policy, introduced in 1966, has enabled the Group to manage its long-term supplies and meet the quality standards required by the House of Rémy Martin.

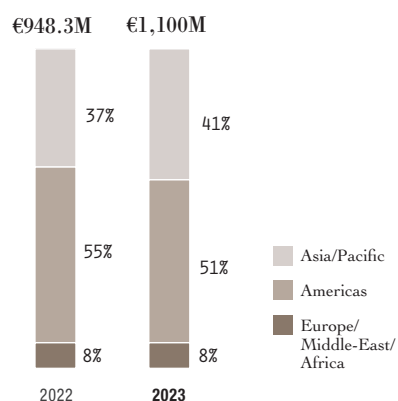
The partnership mainly consists of a cooperative, Alliance Fine Champagne (AFC), whose members manage around 60% of the Grande Champagne and Petite Champagne vineyards, *via* different types of multi-year agreements: collective and individual agreements.

From an accounting point of view, the commitments made by the House of Rémy Martin through the AFC are fully recognised in the consolidated statement of financial position of the Rémy Cointreau Group, once the *eaux-de-vie* covered by these agreements have been produced and have passed quality control. Any contractual obligations not yet produced are disclosed in off-balance sheet commitments.

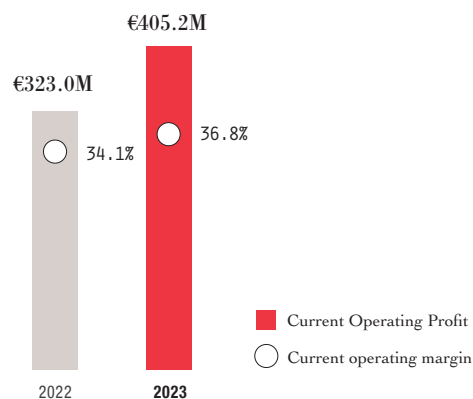
KEY FIGURES OF THE COGNAC DIVISION

In 2022/2023, the Cognac division accounted for 71% of the Group's total sales and generated 99% of its international sales. Americas (51%) and Asia-Pacific (41%) are the division's top contributing regions, but the Europe-Middle East-Africa region (8%) also offers medium-term growth potential.

SALES (in € millions)
AND GEOGRAPHIC BREAKDOWN (in %)



CURRENT OPERATING PROFIT (in € millions)
AND CURRENT OPERATING MARGIN (in %)



— LIQUEURS & SPIRITS

LIQUEURS & SPIRITS BRANDS

The Liqueurs & Spirits division is made up of twelve wine and spirit brands in categories such as liqueurs, brandy, gin, single malt whisky, rum and Champagne. Within each category, the wines and spirits have particular characteristics, the main one being that all the brands are produced in their country of origin, often with know-how passed down through generations:

- Cointreau, an orange peel liqueur and Belle de Brillet, a Williams pear liqueur;
- Metaxa, a Greek brown spirit, produced from a blend of wine distillates and aged Muscat wine;
- Mount Gay, a rum from Barbados;

- St-Rémy, a French brandy;
- The Botanist, a gin from the Isle of Islay (Scotland);
- Bruichladdich, Port Charlotte and Octomore, three brands of single malt Scotch whisky from the Isle of Islay (Scotland);
- Le Domaine des Hautes Glaces and its range of single malt whiskies produced in the heart of the French Alps;
- Westland and its range of single malt whiskies produced in the state of Washington, US;
- Telmont, a winegrower's Champagne located in Damery, France;
- Belle de Brillet, a French pear & cognac *eaux-de-vie* liqueur.

COMPETITIVE POSITIONING

The Liqueurs & Spirits brands operate in a market characterised by a large number of players (of various sizes), with numerous international brands coexisting alongside local brands.

LIQUEURS & SPIRITS: SOURCING AND PRODUCTION SITES

The Group's Liqueurs & Spirits brands do not have significant sourcing or production constraints. Consequently, the Group purchases the necessary ingredients (barley, oranges, aromatics, sugar cane, grapes, etc.) for the *eaux-de-vie* distillation process, utilising the specific know-how of each brand. The Group's master distillers and blenders then take care of the ageing and blending of the *eaux-de-vie* as required.

The Rémy Cointreau Group also sub-contracts part of its bottling operations to other companies located abroad, in particular Greece for the production of Metaxa, for all markets. Sub-contracting represents 15% of the total volume of Group Brands.



ANGERS (France)

The production of the Cointreau liqueur and the St-Rémy brandy range is located in St-Barthélémy d'Anjou (on the outskirts of Angers). This site also carries out bottling operations for other Group Brands. It comprises distilling facilities, fermentation cellars, laboratories, a packaging complex, offices, a visitor and reception centre.



TRIÈVES (France)

Le Domaine des Hautes Glaces, located in the heart of the Trièves region of the Alps, is a mountain farm/distillery which combines French know-how (distilling with traditional Charente stills) and ingredients from local producers. The supplies of barley, rye and spelt (organically grown) come exclusively from growers in the Alps.



DAMERY (France)

Founded in 1912, the Telmont Champagne House is a century-old family house located in Damery, near Épernay on the slopes of the Marne valley. It is one of the last family-owned vineyards in Champagne and is based on a very demanding environmental commitment. Since 2017, more than a third of the grapes harvested are "AB" certified (organically produced) or are in the process of being converted.



BRANDONS AND ST-LUCY (BARBADOS)

Mount Gay rum is produced at the distillery of the same name, located close to Mount Gay in the north of the island of Barbados, in the parish of St-Lucy. The storage cellars in which the casks of rum are aged are also located at this historic site. Since January 2015, an additional 134 hectares of agricultural land at this site have been devoted to the farming of sugar cane. Mount Gay Distilleries' head office and bottling facilities are located in Brandons, close to the port of Bridgetown in the south of the island.



ISLE OF ISLAY (Scotland)

The Bruichladdich distillery is located on the Isle of Islay in Scotland, one of the world's most iconic locations for the production of single malt Scotch whiskies.

The production operation (distilling, ageing, bottling) is carried out on the island, on a historic site created in 1881. In March 2018, the acquisition of around 15 hectares of agricultural land was signed. This agricultural land adjoins the distillery, and will mainly be devoted to growing barley and trialling different varieties.



SEATTLE (us)

Westland Distillery (US), located in South Downtown Seattle in the state of Washington, gets its malt from producers in the terroirs of the Pacific North-West.



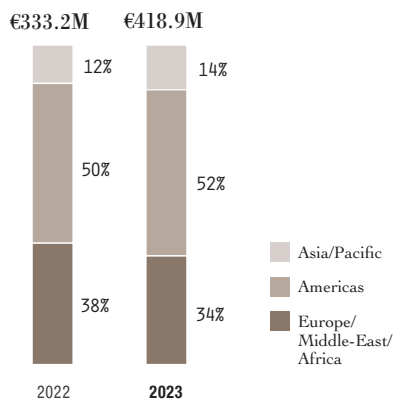
SAMOS (Greece)

As part of its terroir policy, the House of Metaxa acquired a 1.2 hectare wine property on the island of Samos, located at the heart of the island's muscat vineyards. Muscat wine is an essential component in Metaxa's signature taste.

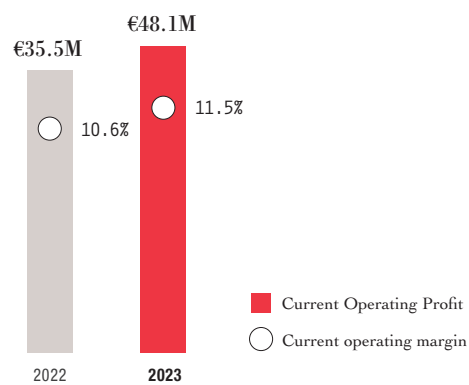
LIQUEURS & SPIRITS KEY FIGURES

In 2022/2023, the Liqueurs & Spirits division accounted for 27% of the Group's total sales. Americas (52%) and the Europe-Middle East-Africa region (34%) are the top contributing regions in the division. Although smaller (14%), Asia-Pacific represents a significant development opportunity for the division in the coming years.

SALES (in € millions) **AND GEOGRAPHIC BREAKDOWN** (in %)



CURRENT OPERATING PROFIT (in € millions) **AND CURRENT OPERATING MARGIN** (in %)



PARTNER BRANDS

In 2022/2023, Partner Brands accounted for 2% of the Group's total sales.

This category includes brands belonging to other operators in the Wines & Spirits sector. These are distributed by Rémy Cointreau under global agreements or agreements limited to a particular country or region.

Following the non-renewal of many distribution agreements in recent years (as part of the Group's policy of moving upmarket), the brands still distributed (as of 31 March 2023) are Passoã liqueur and certain spirits of the William Grant & Sons Group.

STRATEGY AND OBJECTIVES

— AN UNCHANGED AMBITION: TO BECOME THE GLOBAL LEADER IN EXCEPTIONAL SPIRITS

The Spirits market features an extensive number of co-existing local and international brands in a particularly competitive environment.

Against this background, Rémy Cointreau has, for many years, implemented a value creation strategy aimed at developing its upmarket brands in the high-end segments of the global markets, which offer high growth and earnings potential. Over the past 15 years, the implementation of this strategy has led the Group to

sell brands and other assets deemed less suited to its value creation strategy and to take full control of its distribution in key markets (exit from Maxxium in April 2009).

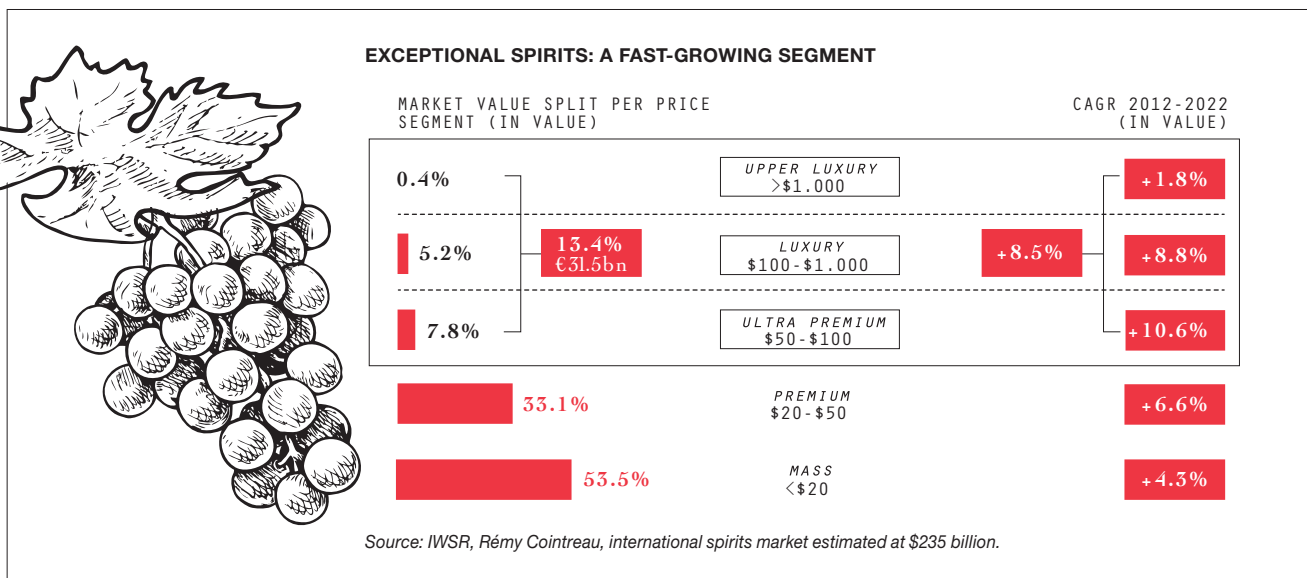
Since 2015, the Group has accelerated its strategy of moving upmarket so as to differentiate itself and emphasise its uniqueness: ultimately, the Group's ambition is to become the world leader in exceptional spirits.



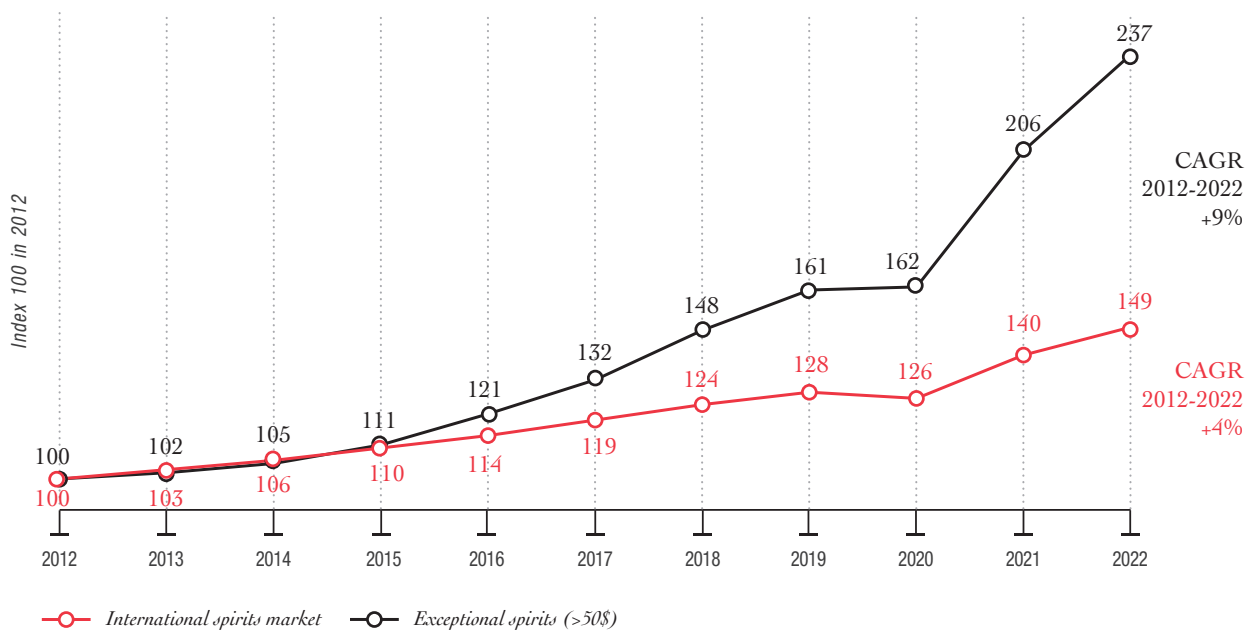
EXCEPTIONAL SPIRITS ENJOY AN ATTRACTIVE DYNAMIC

The Rémy Cointreau Group's positioning in the high-end segment of exceptional spirits is a very appropriate place to be: exceptional spirits are enjoying an attractive dynamic (+9.0% growth per year on average, compared with +4.0% for the spirits market as a whole

over the last ten years), driven by more upmarket demand and an increasingly discerning clientele in terms of the quality, production, know-how and history of the spirits they consume.



THE EXCEPTIONAL SPIRITS SEGMENT HAS STRUCTURALLY OUTPERFORMED THE GLOBAL SPIRITS MARKET SINCE 2012



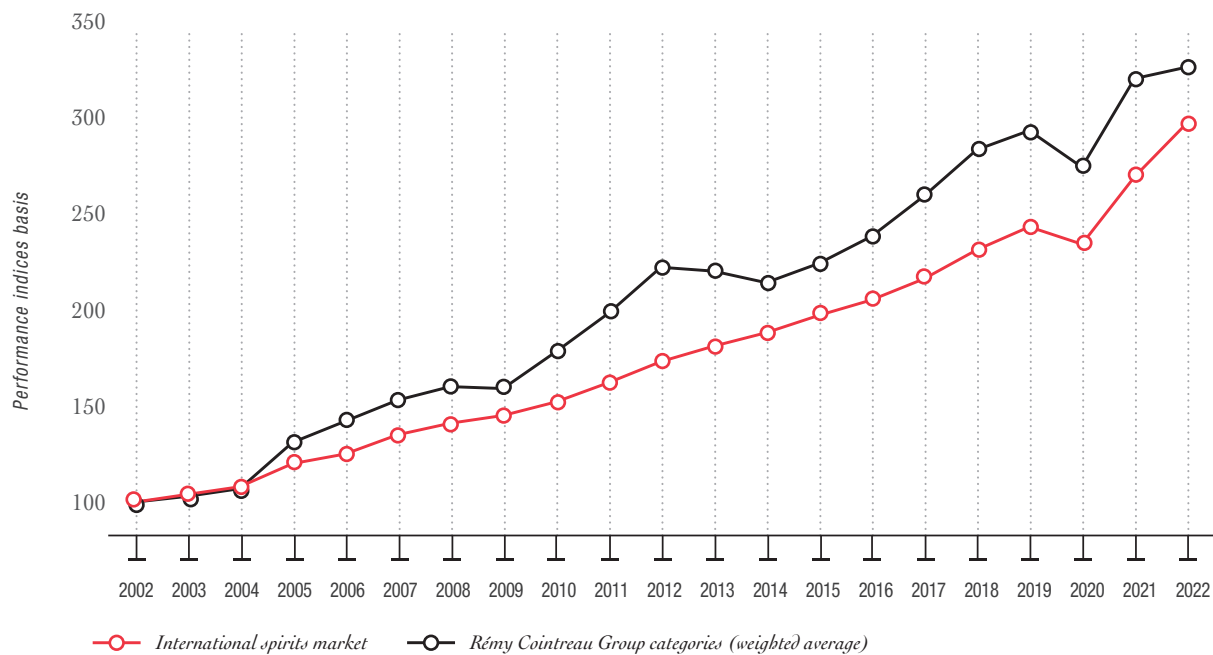
Source: IWSR, Rémy Cointreau

— POSITIONED IN FAST-GROWING CATEGORIES OF SPIRITS

In addition, Rémy Cointreau Group Brands belong to categories of spirits (such as cognac, single malt whisky, dark rum or gin) that have benefited from strong momentum (+6.1% per year on average

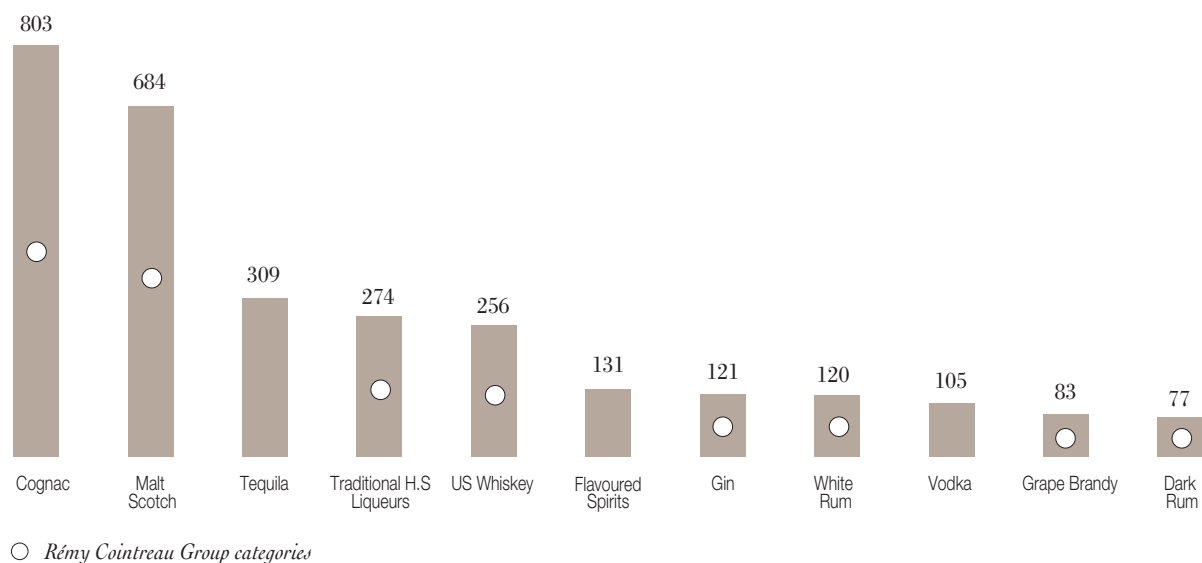
during the 2002-2022 period). The international spirits market grew +5.6% on average over the last 20 years.

RÉMY COINTREAU GROUP'S CATEGORIES STRUCTURALLY OUTPERFORMED MARKET GROWTH



Correspondingly, these categories offer very attractive valuation levels (“value per case”): cognac, single malt whisky and liqueurs are the categories of spirits with the highest value per case on the market. As a result, the average value per case of the Group’s brands portfolio was nearly €530, compared to just over €120 for the international spirits market.

VALUE PER CASE BY CATEGORY OF SPIRITS (in €)



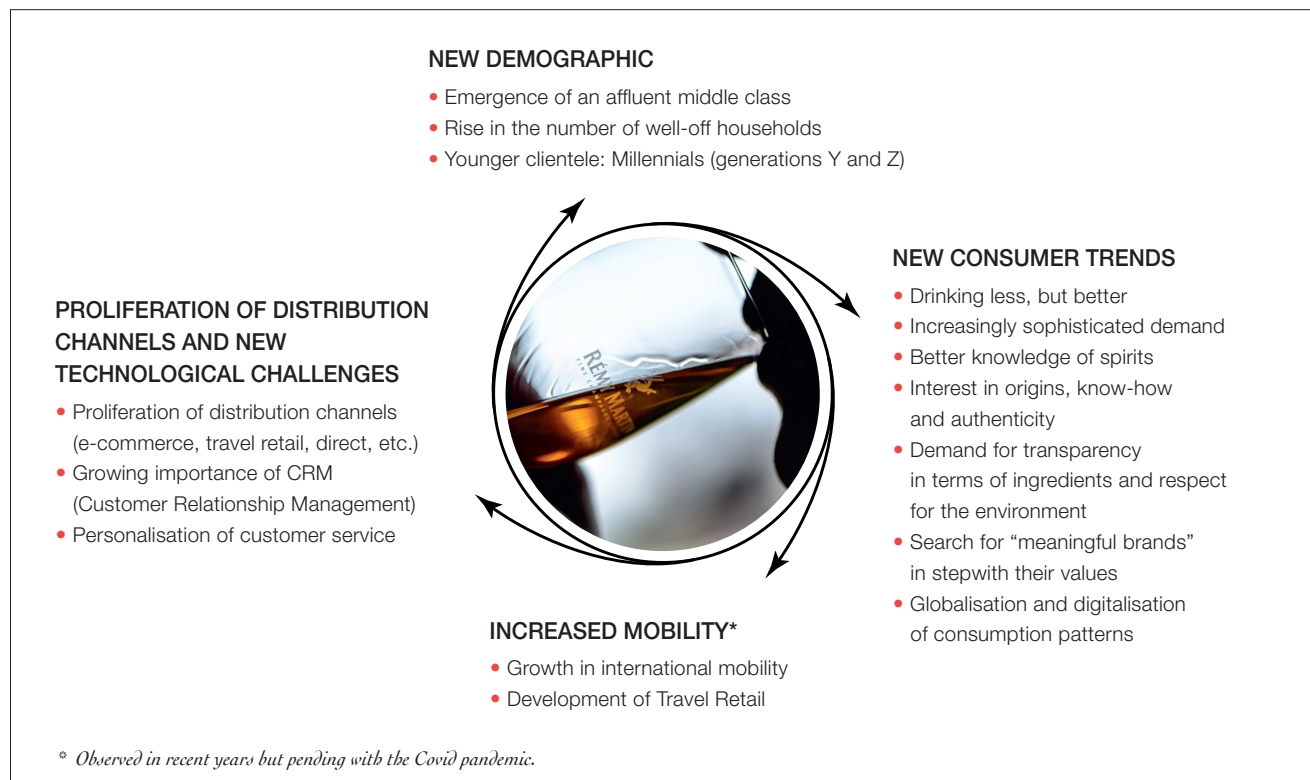
Source: IWSR, Rémy Cointreau.



— A NEW GENERATION OF CLIENTS

Beyond the changes observed in the context of the Covid pandemic (which have mainly accelerated pre-existing trends), consumers of high-end spirits have changed in recent years. More connected, from the upper middle classes, younger – millennials from generations Y and Z – they are looking for knowledge – the origin of spirits,

history, know-how, differentiation – but also an increasing demand for transparency on product quality. Our clients are also looking for a more convenient way of buying our spirits (growth of e-commerce), as well as more services, an enhanced shopping experience and a tailor-made offering.



A DISTRIBUTION NETWORK, LOCAL KNOW-HOW, INTERNATIONAL PRESENCE

DISTRIBUTION AND ADMINISTRATION

The Group has premises and commercial or administrative offices in many countries, including the USA (primarily New York), China (Shanghai and Hong Kong), Singapore, Russia and the United Kingdom (London and Glasgow). The Group does not own any premises in these countries and therefore uses leasing contracts.

Moreover, the registered office of Rémy Cointreau, which includes most of the Group's central services, is based in rented premises at 21, rue Balzac, Paris.

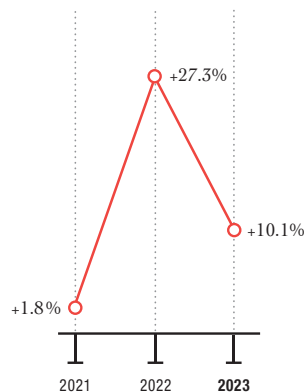
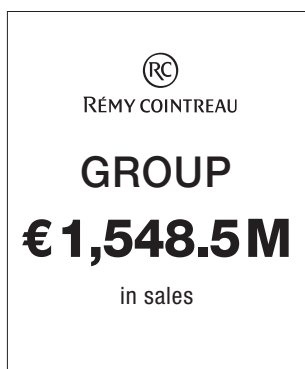
Rémy Cointreau began building its distribution network across all continents at the end of the 1950s

Today, the Group has a dozen directly owned subsidiaries (from the United States to China, including the United Kingdom, Belgium, Malaysia and Japan). This distribution network allows the Group to implement a price strategy and to be selective about its sales outlets in a manner consistent with its high-end positioning.



- Group administrative sites
- Group production sites
- ✈ Travel Retail representative offices

ORGANIC SALES GROWTH



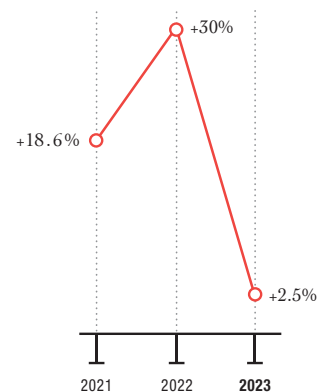
AMERICAS

€780.0M

in sales

50%

of Group sales





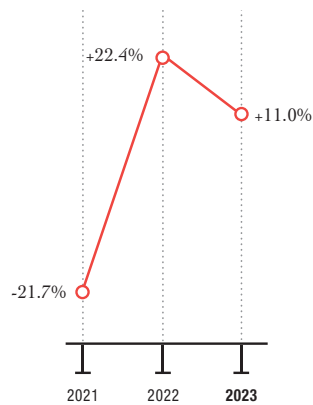
**EUROPE,
MIDDLE-EAST
& AFRICA**

€259.5M

in sales

17%

of Group sales



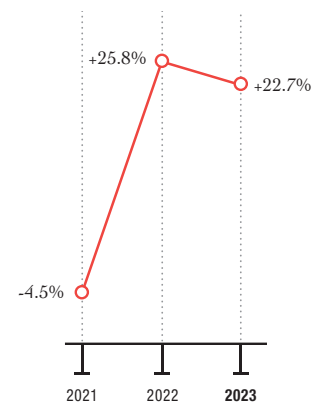
**ASIA-
PACIFIC**

€509.0M

in sales

33%

of Group sales



* Organic decline largely attributable to the expiration of Partner Brand distribution contracts. Organic decrease of 6.4% for Group Brands.

— A NEW STEP IN THE VALUE STRATEGY

INTRODUCTION

The transformation of Rémy Cointreau's business model since 2015 (acceleration of the strategy to move the brand portfolio upmarket and the implementation of an end-client-centric culture) has clearly brought results. Between 2015 and 2019, the Group delivered average organic growth in sales of 7% per annum and its current operating margin rose by 4.4 points over the period.

Since December 2019 the Group has moved on to a new step in its value strategy, which consists in optimising its portfolio strategy to build a more sustainable, profitable and responsible business model. The Group has seen its sales increase by +43.6% since 2019/2020 (pre-Covid) on a like-for-like basis.

Because such an in-depth transformation takes time, the Group has set its targets at 2030. This timeframe is also consistent with the Group's mindset and raw material purchasing planning for some of its brands, such as Rémy Martin XO.

THE FOUR STRATEGIC LEVERS

1

ENHANCING THE VALUE PER CASE OF OUR SPIRITS

The "portfolio strategy" consists in assigning a role to each Group Brand to maximise the Group's value per case and gross margin. The priority for the most profitable brands will thus be to step-up their growth (driven by increased investments), while the less profitable will have profitability improvement targets (by gradually refocusing them on their high-end products).

By increasing its gross margin, the Group will expand its investment capacity behind its priority brands, thus creating a virtuous circle of more sustainable and profitable growth.

2

MOVING FROM A "CLIENT-CENTRIC CULTURE" TO A "CLIENT-CENTRIC BUSINESS MODEL"

During the past five financial years, the Group has implemented an end-client-centric culture by establishing direct and personalised relationships through human, media and digital investments to enhance brand appeal.

The Group is now seeking to move on to the next step by implementing a genuine client-centric business model. This should translate into a significant increase in the Group's direct sales, whether through digital, own stores or its network of "Private Client Directors". To do this, it must implement or strengthen the tools that will enable it to communicate with, educate, retain and sell directly to its clients.

3

ACCELERATING THE DEVELOPMENT OF THE LIQUEURS & SPIRITS PRIORITY BRANDS

The Liqueurs & Spirits portfolio still has significant growth prospects due to the fact that its brands are far from their full potential in their existing markets, in particular in terms of retail penetration.

Some brands have accordingly been identified as priorities to contribute to the Group's profitable growth. The expected mix and scale effects should gradually result in an improvement of the division's profitability, despite reinvestments in brand communication and education.

4

THE "SUSTAINABLE EXCEPTION" PLAN FOR MORE RESPONSIBLE GROWTH

After having defined its values (Terroirs, People, Time and Exception) in 2016, the Group is now seeking to reflect them through a responsible growth plan. The key features of the "Sustainable Exception" plan are ecological agriculture in all terroirs involved in crafting the Group's spirits, the use of renewable energies for production sites, eco-design for all brand packaging and a gradual reduction in carbon emissions aligned with the international ambition of "Net Zero Carbon" by 2050.

Moreover, as a family-owned Group, Rémy Cointreau is a people-centric company, which deeply respects the Women and the Men that comprise it and who, through their know-how and commitment, contribute to the success of the Group and its strategy. Its ambition is to become even more inclusive, whether in terms of the representation of women, ethnic diversity or age within the decision-making bodies.

Lastly, thanks to its positioning in the exceptional spirits market, the Group is fully aware of its duty to set an example regarding responsible consumption. Accordingly, the Group promotes occasional consumption to celebrate exceptional moments, with moderation.

AN AMBITIOUS AND RESPONSIBLE STRATEGY FOR 2030

The Group has thus set itself **five transformation targets** for 2030:

- **a new business model for the LOUIS XIII brand**, featuring significant development of direct sales, breaking with the conventions of the industry;
- **an increased proportion of "intermediate" qualities** (1738 Accord Royal, CLUB) and **XO quality** at Rémy Martin;
- **an increased contribution from the Liqueurs & Spirits division** within the Group and a sharp improvement in its profitability;
- **superior pricing for all brands** within their respective categories;
- **development of digital channels to 20%** of the Group's sales.

— VALUE CREATION

THE GROUP'S DNA



TERROIRS

- Exceptional terroirs (Cognac, Islay, Samos, Barbados, etc.)
- 82% of our agricultural raw materials are "responsible and sustainable agriculture" certified
- 99% of our winegrowers within the AOC Cognac are committed to "High Environmental Value" agriculture



PEOPLE

- Preservation of ancestral know-how (cellar masters)
- Commitment to employee well-being
- Shared ethical responsibility



TIME

- Family-owned company since 1724
- Ageing of certain of our eaux-de-vie for more than 100 years
- Engaged governance to support the Group for the long term

EXCEPTIONAL SPIRITS THAT TASTE LIKE THEIR TERROIR...

HIGH-END POSITIONING IN HIGH-GROWTH SEGMENTS

A portfolio of 14 exceptional spirits

SUSTAINABLE VALUE CREATION

Adding value to our spirits (price/mix gains)

Reinforcement of brand recognition and attractiveness

... AND WHICH CREATE VALUE

Portfolio management optimisation:

- clarification of each brand's mission within the Group;
- setting of priorities, maximising the investments behind the most profitable brands.



**Sustained, responsible,
profitable growth
in sales; maximising
of gross margin**

Increase in investment capacity:

- brands (media, digital, education);
- the distribution network: development of a direct distribution network (shops, e-commerce, Private Client Directors, *etc.*);
- product development with respect for the environment (responsible agriculture, eco-packaging, reduction of carbon emissions)

SHARED WITH ITS STAKEHOLDERS



EMPLOYEES

- Average Group salary: score of **105** compared with international benchmark
- Close to **35,000 hours** of training



GOVERNMENT

- **€116.3 million** paid in corporate income tax in 2022/2023 (tax rate: 28.4%)



CIVIL SOCIETY

- **€2 million** (over a period of five years) invested by the Rémy Cointreau Foundation to promote and transfer exemplary skills and know-how



SHAREHOLDERS

- Steady increase in dividends over the past 20 years
- Significant increase in dividend to **€3.00** in 2022/2023 (including an exceptional €1 dividend)
- Stock market capitalisation up nearly **€3 billion** over the last five financial years (at 31 March 2023)



LOCAL COMMUNITIES

- Strong commitment within the communities of Cognac (France), Angers (France), Islay (Scotland) and Barbados



SUPPLIERS

- Alliance Fine Champagne: **2.10%** shareholder of Rémy Cointreau
- Partner training provided by our agronomists (sustainable agriculture)

— FINANCIAL AND NON-FINANCIAL TARGETS

Since the announcement of its 2030 strategic plan in June 2020, Rémy Cointreau has made significant progress in the implementation of its four strategic priorities, enabling it to be ahead of the objectives set.

2023/2024 OUTLOOK

In 2023-24, Rémy Cointreau anticipates a continued strong normalization of consumption in the United States, at a level that will nonetheless remain significantly higher than in 2019-20.

At the same time, the Group expects strong growth in the rest of the world, led by major gains in China, a very good showing in EMEA and the Rest of Asia, and business similar to levels observed in 2019-20 in Travel Retail.

Against this backdrop, the Group expects sales to remain stable on an organic basis in 2023-24, with:

- a strong sales decline in the first half, reflecting a very strong fall in the United States and high bases for comparison;
- a strong recovery in the second half, driven by a sharp rebound in the US starting in the third quarter.

Rémy Cointreau intends to confirm its level of organic profitability based on:

- continued roll-out of a value-driven strategy built on a firm pricing policy and improved price mix;
- resilient gross margin in a persistently inflationary context;
- stabilization of the ratio of marketing and communication spend/sales;
- tight control of overhead costs.

The Group estimates that currency will have an unfavorable impact for:

- sales: between -€50m and -€60m;
- Current Operating Profit: between -€10M€ and -€15m.

2029/2030 OBJECTIVES CONFIRMED

In the medium term, Rémy Cointreau is reasserting its ambition to become the world leader in exceptional spirits, with a growth outlook that is still attractive, particularly in a world of more responsible consumption.

For this, Rémy Cointreau intends to pursue its value strategy and the construction of a business model that will deliver both profitable and responsible growth.



FINANCIAL AND NON-FINANCIAL TARGETS

► FINANCIAL TARGETS ⁽¹⁾

72% gross margin

33% Current Operating Margin

► “SUSTAINABLE EXCEPTION” PLAN

100% of its direct agricultural partners trained in agroecological practices by 2030

Reduction of

50% in carbon emissions per bottle by 2030

“NET ZERO CARBON” BY 2050⁽²⁾

⁽¹⁾ Based on rates and scope for 2019/2020.

⁽²⁾ Trajectory validated by the Science-Based Targets Initiative (SBTi).

THE GROUP'S MAIN CHALLENGES AND RISKS

— THE GROUP'S MAIN NON-FINANCIAL CHALLENGES

Terroirs, People and Time. The Rémy Cointreau Group's CSR ambition is built around the three key pillars of our signature:

- preserving our Terroirs and promoting our soils as a solution to global warming;
- taking action for our people and our communities because sustainable transformation can only be achieved through collective work;
- committing over time; because the planet cannot wait, we are already contributing to Carbon Neutrality for the Group while investing to reduce our environmental footprint.

This year, CSR challenges were analysed from the perspective of double materiality (ESG impacts on the Group and the Group's ESG impacts). This principle is a central element of the European regulator's approach to the structuring of future CSR strategies. It involves thinking about the challenges in terms of associated risks and opportunities.






Of the 20 or so issues identified, the main environmental, social, human rights and corruption risks can be grouped into three global risks:

- **climate:** the Group's ability to reduce its carbon impact (global risk, risk of carbon taxation and a restrictive regulatory framework);

- **environmental risks:** quality of agricultural supply in a context of climate change, deterioration of biodiversity and lack of water (risk of availability and quality of agricultural raw materials and water for the production of products);
- **responsible consumption:** acceptability of alcohol by society (risk related to the health of our employees and customers).

The senior executives who are members of the Rémy Cointreau Executive Committee have a portion of their variable compensation (composed of 50% quantitative criteria and 50% qualitative criteria) indexed to CSR objectives. As detailed in this document in section 3.5.1, one of the four qualitative criteria making up their variable compensation is a CSR objective defined according to the Group's priority issues.

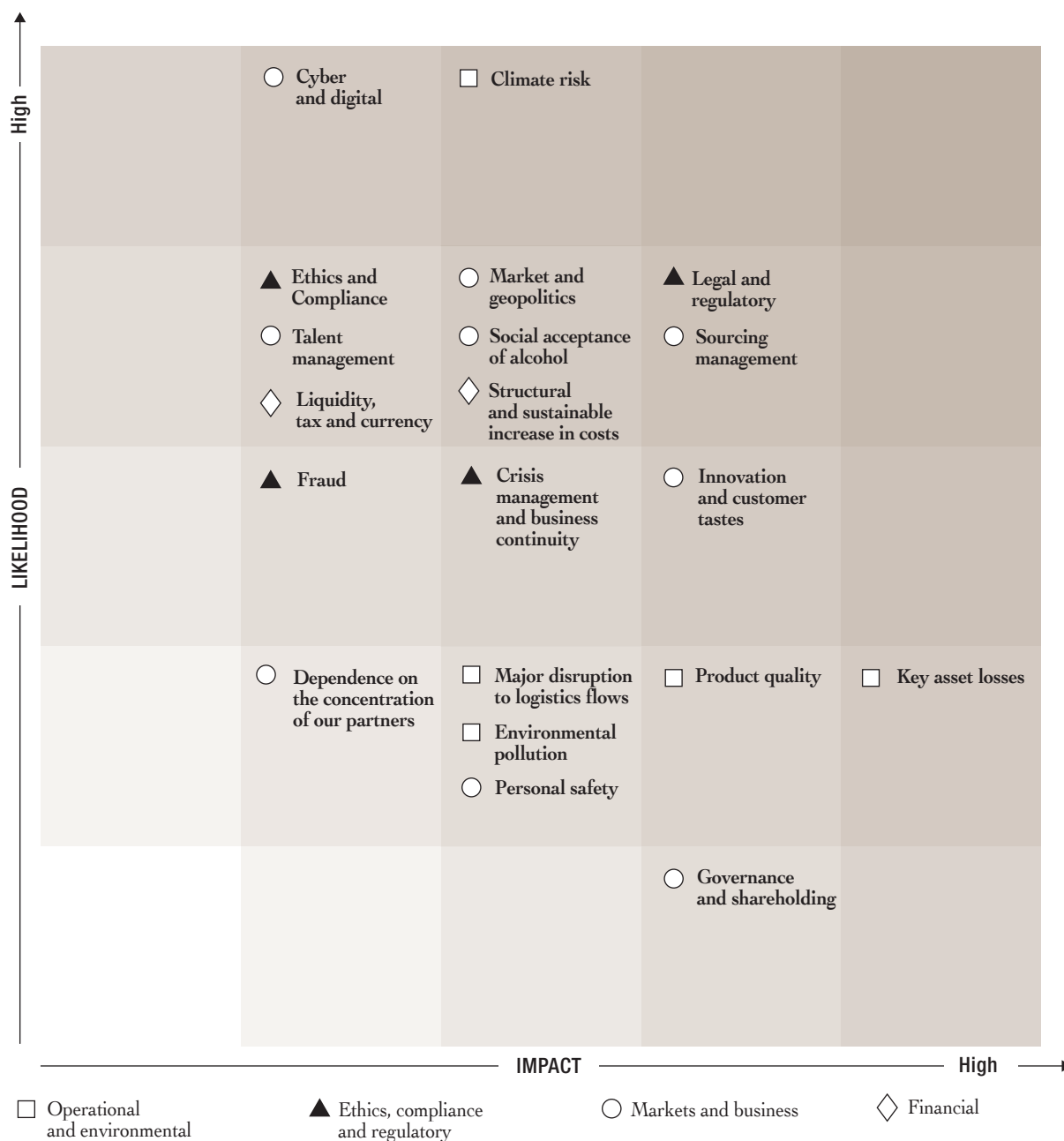
In 2022/2023, the CSR objectives of the members of the Executive Committee were linked to the following issues: responsible consumption (SDG 3), diversity & inclusion (SDG 5), circular economy (SDG 12), climate (SDG 13) and adaptation of terroirs and biodiversity (SDG 15). For the members of the Executive Committee who do not have a specific CSR objective, their CSR performance corresponds to the arithmetic average of the specific objectives of the other members.

CHALLENGE	ASSOCIATED SDG	MEMBER OF THE EXECUTIVE COMMITTEE WITH A CSR OBJECTIVE RELATING TO THIS CHALLENGE
Responsible consumption		Elisabeth Tona (CEO Liqueurs & Spirits) Sophie Phe (CEO China) Nicolas Beckers (CEO Americas) Ian Mc Leron (CEO EMEA, North/South Asia and Travel Retail)
Diversity & Inclusion		Claire Brugnago (CEO Transformation) Marc-Henri Bernard (Human Resources Director)
Circular economy		Simon Coughlin (CEO Whisky) Elisabeth Tona (CEO Liqueurs & Spirits)
Climate		Jean Philippe Hecquet (CEO Cognac division) Simon Coughlin (CEO Whisky) Patrick Marchand (Executive Vice President of Operations)
Adaptation of terroirs and biodiversity		Jean Philippe Hecquet (CEO Cognac division)

THE GROUP'S MAIN STRATEGIC AND FINANCIAL RISKS

The Group has set up a system to anticipate and manage its risks. This system is constantly updated to take into account any regulatory, legislative, economic, societal, geopolitical and competition changes.

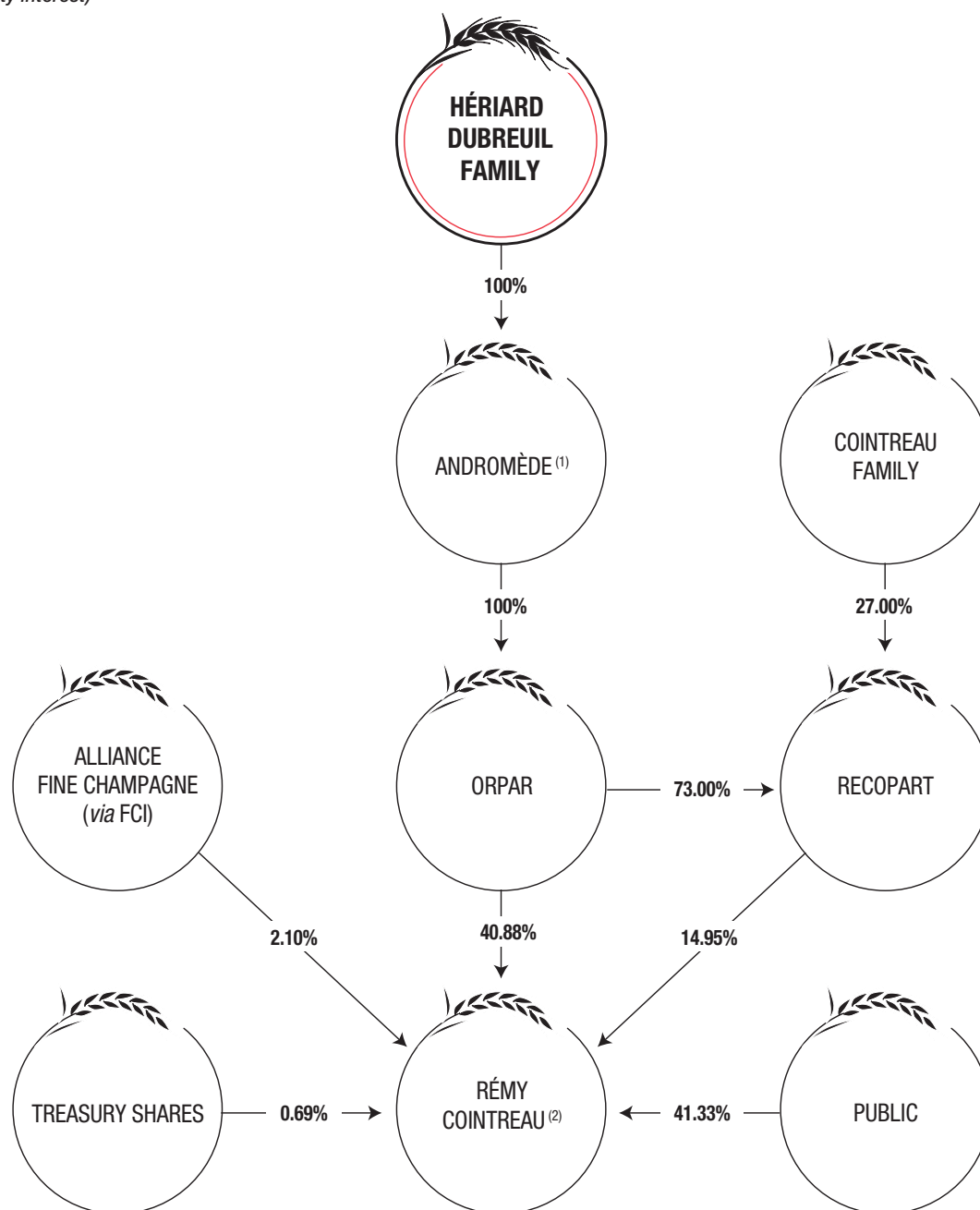
The main risk factors to which the Group is exposed given its business model are presented in this table (more details can be found in chapter 2 of this document).



COMPANY OWNERSHIP

— SHAREHOLDING STRUCTURE

AT 31 MARCH 2023
(% equity interest)



(1) Rémy Cointreau is consolidated within the Andromède Group.
(2) Only Rémy Cointreau shares are traded on the stock market.

— SHARE PERFORMANCE AND DIVIDENDS

THE GROUP'S STRATEGY HAS BOOSTED THE SHARE PRICE OVER THE PAST FIVE YEARS

Rémy Cointreau shares have risen by 45.1% over the past five years, reflected in an increase of nearly €3 billion in the market capitalisation. This value creation confirms the relevance of the strategy put in place by the Executive Committee and implemented by the Group's employees.



REGULAR DIVIDEND POLICY

Over the past 20 years, the Group has paid an annual dividend which has increased in stages. In addition, it paid an extraordinary dividend of €1.0 per share in respect of 2010/2011, 2011/2012, 2018/2019, 2021/2022 and 2022/2023.

