



RÉMY COINTREAU

Interim Results  
Six months ended  
30 September 2009

London  
26 November 2009

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# Review of Operations

Jean-Marie Laborde  
Chief Executive Officer



RÉMY COINTREAU

# Key Figures

|                                       |                | Organic       | Published     |
|---------------------------------------|----------------|---------------|---------------|
| ■ <b>Turnover</b>                     | <b>€361.9m</b> | <b>(6.8)%</b> | <b>(0.9)%</b> |
| ➤ of which own brands                 | €318.9m        | (8.0)%        | (3.2)%        |
| ■ <b>Current operating profit</b>     | <b>€65.5m</b>  | <b>+2.0%</b>  | <b>+4.8%</b>  |
| ■ <b>Current operating margin</b>     | <b>18.1%</b>   | <b>18.7%</b>  | <b>-</b>      |
| ■ <b>Net profit (Group share)</b>     | <b>€39.8m</b>  |               |               |
| ■ <b><i>Net financial debt</i></b>    | <b>€526.2m</b> |               |               |
| ■ <b><i>Net debt/EBITDA ratio</i></b> | <b>3.24</b>    |               |               |



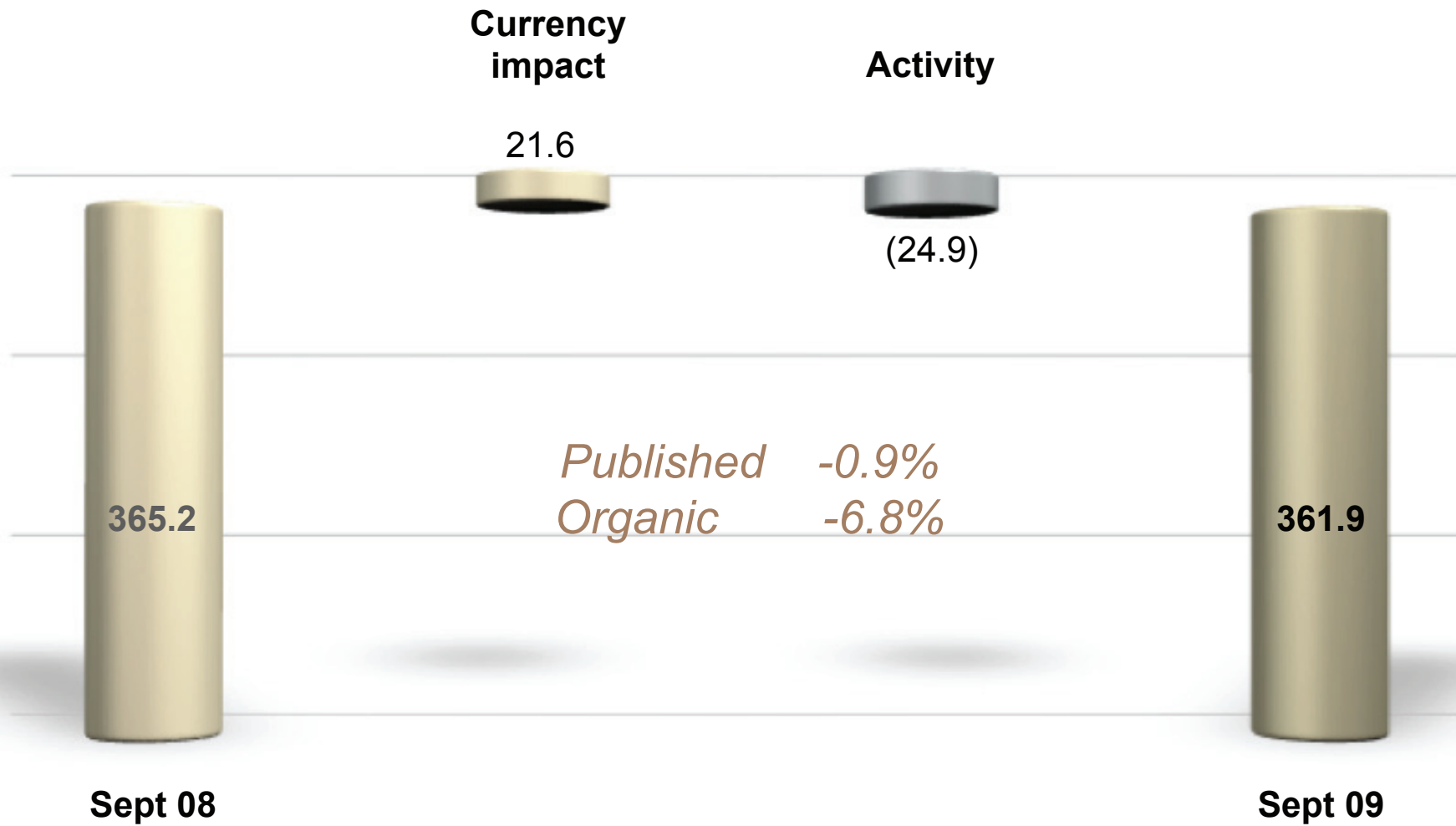
# Turnover: Growth in H2

|                           | % Change      |               |
|---------------------------|---------------|---------------|
|                           | Published     | Organic       |
| <b>H1</b>                 |               |               |
| Cognac                    | (4.8)         | (15.5)        |
| Liqueurs & Spirits        | (5.4)         | (7.7)         |
| Champagne                 | (39.6)        | (40.8)        |
| <b>Total Group brands</b> | <b>(10.8)</b> | <b>(17.2)</b> |
| <i>Partner brands*</i>    | 17.7          | 9.3           |
| <b>Total</b>              | <b>(7.7)</b>  | <b>(14.3)</b> |
| <b>H2</b>                 |               |               |
| Cognac                    | 15.3          | 6.5           |
| Liqueurs & Spirits        | 9.1           | 7.1           |
| Champagne                 | (43.0)        | (43.7)        |
| <b>Total Group brands</b> | <b>2.0</b>    | <b>(3.3)</b>  |
| <i>Partner brands</i>     | 22.2          | 15.7          |
| <b>Total</b>              | <b>3.8</b>    | <b>(1.6)</b>  |



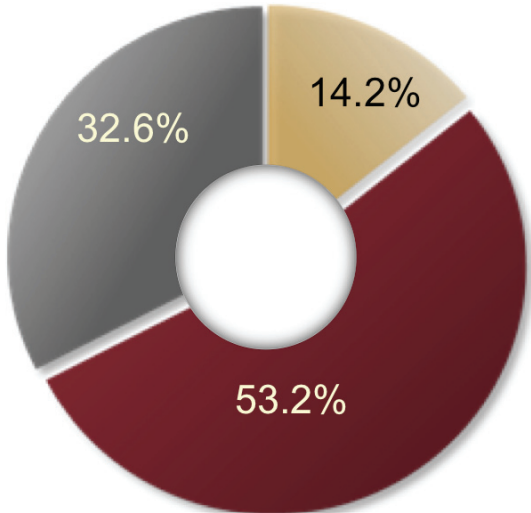
# Group Turnover

€m



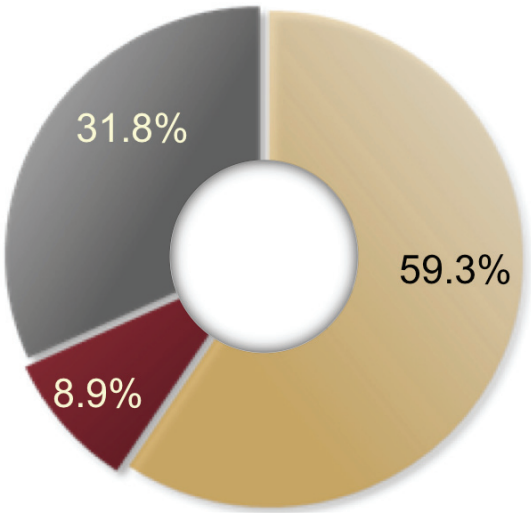
# Breakdown in Turnover of Group Products

(by division/geographic area)



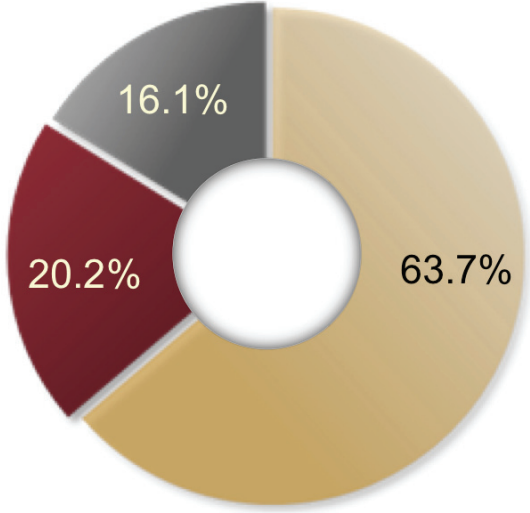
**Cognac**

57.3%



**Liqueurs & Spirits**

31.5%



**Champagne**

11.2%

**Americas**  
30.5%

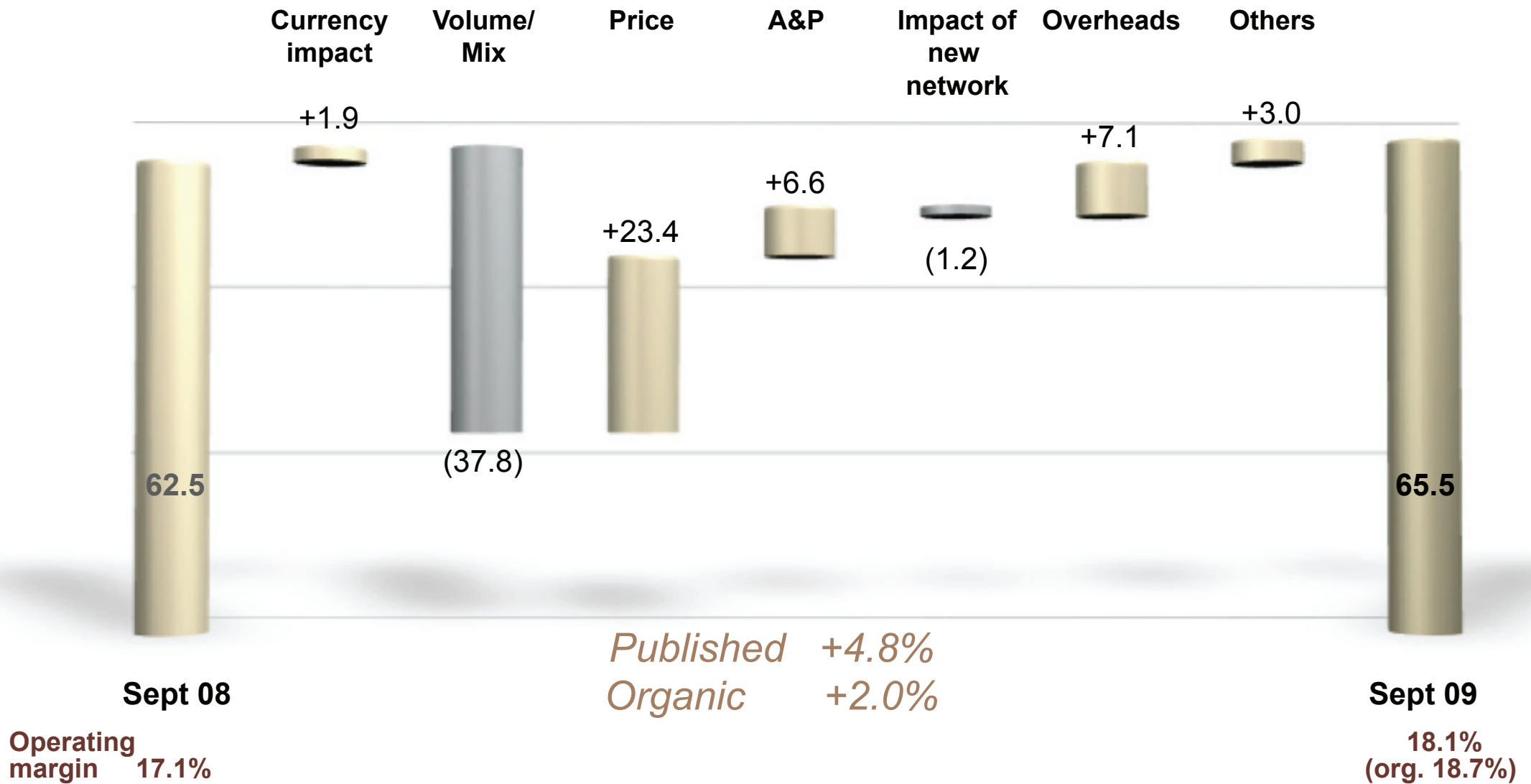
**Asia & Others**  
35.5%

**Europe**  
34.0%



# Group Current Operating Profit

€m



# Interim Results

Net

*(11.8)%*



Sept 08



Sept 09

Group share

*(17.6)%*



Sept 08



Sept 09

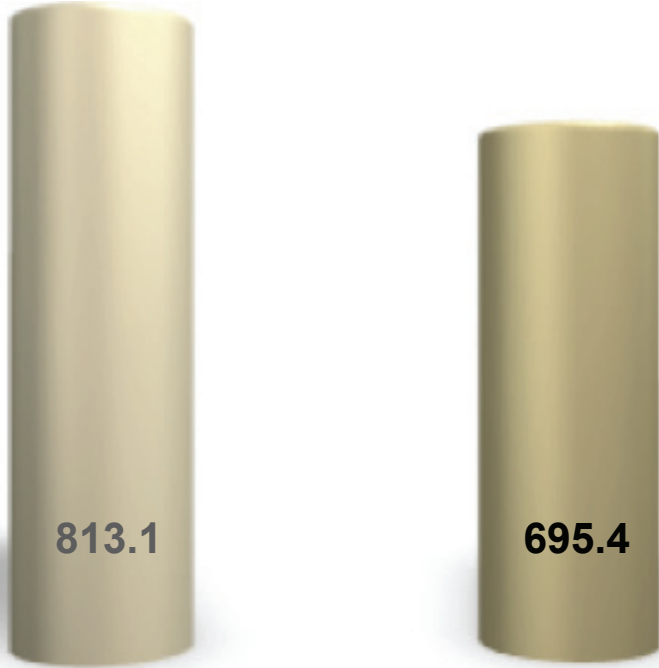




# Cognac

## Volume sales ('000 cases)

*Organic (14.5)%*



Sept 08

Sept 09

## Turnover (€m)

*Published +7.4%*

*Organic (2.2)%*

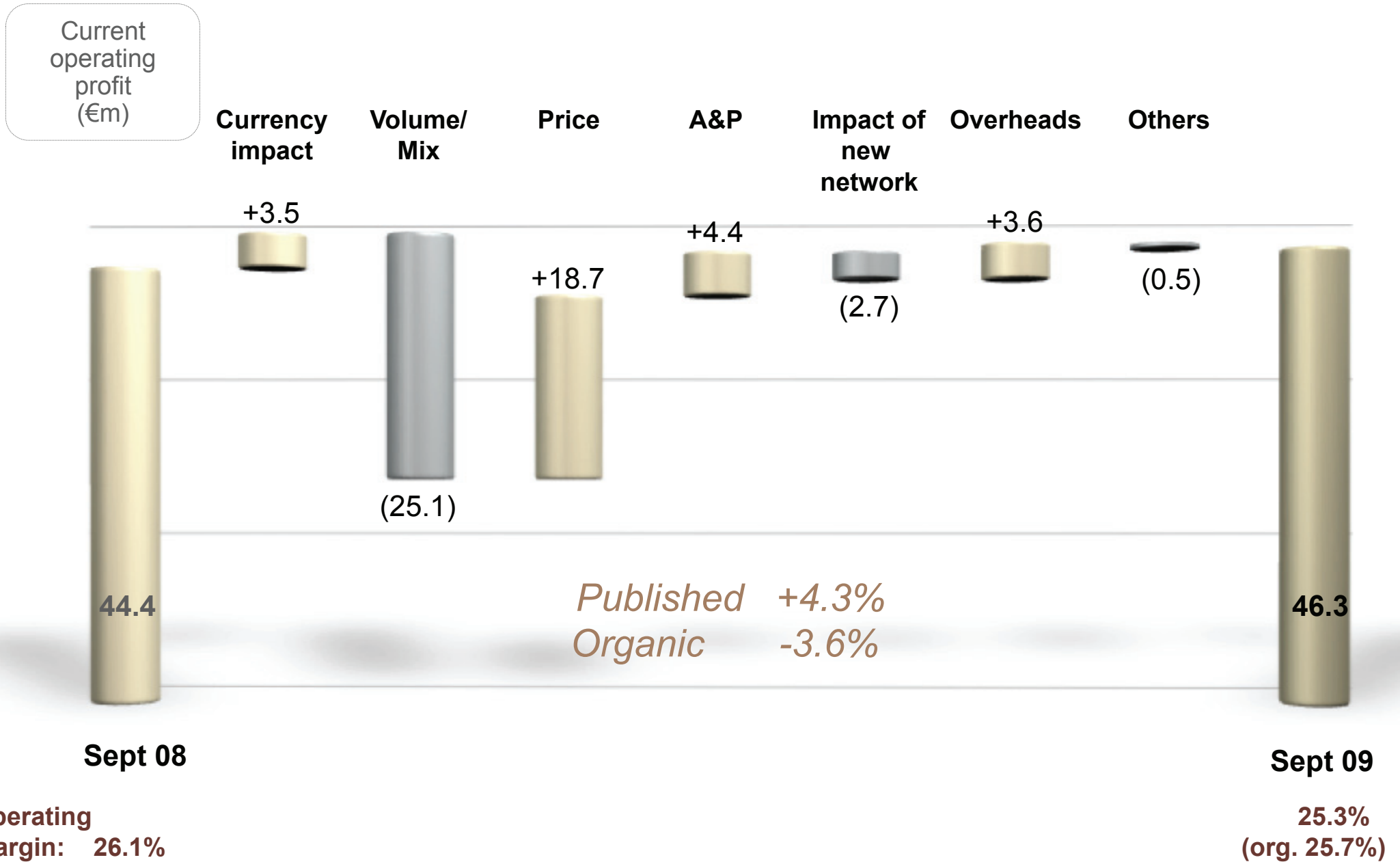


Sept 08

Sept 09



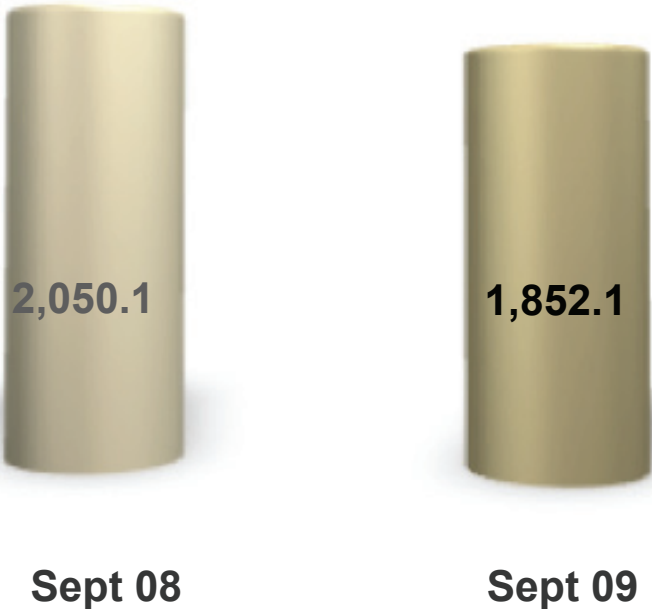
# Cognac



# Liqueurs & Spirits

Volume sales ('000 cases)

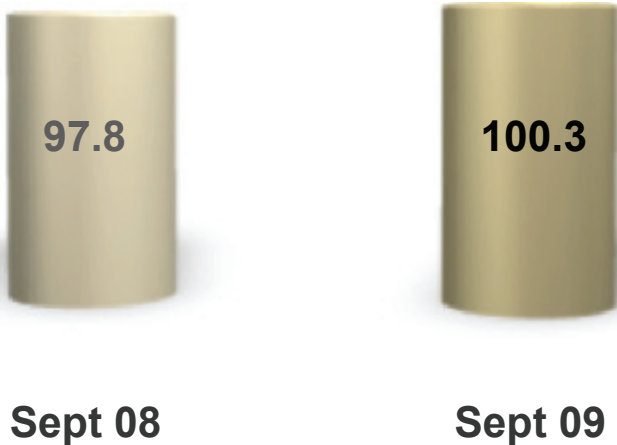
*Organic (9.7)%*



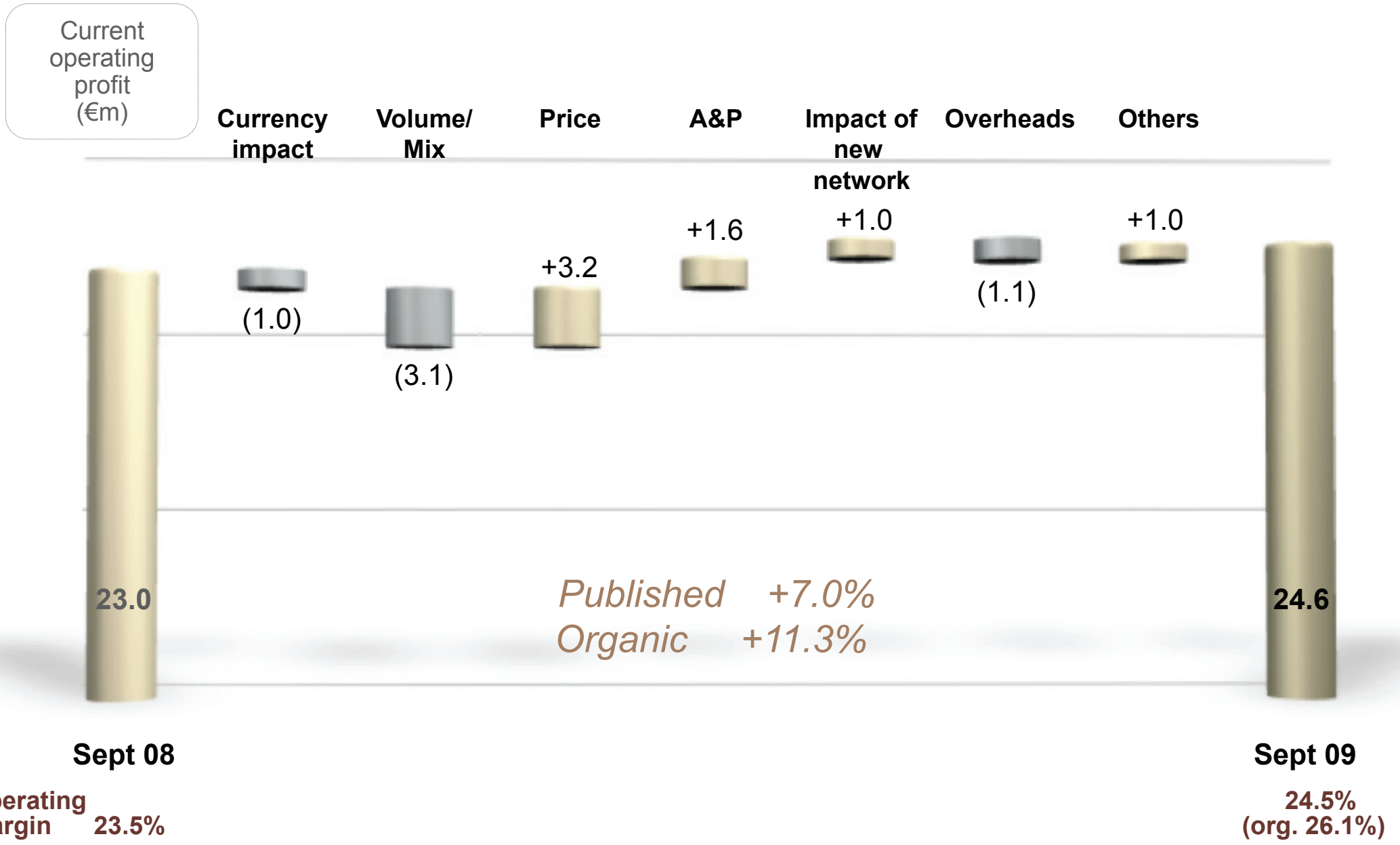
Turnover (€m)

*Published +2.6%*

*Organic +0.4%*

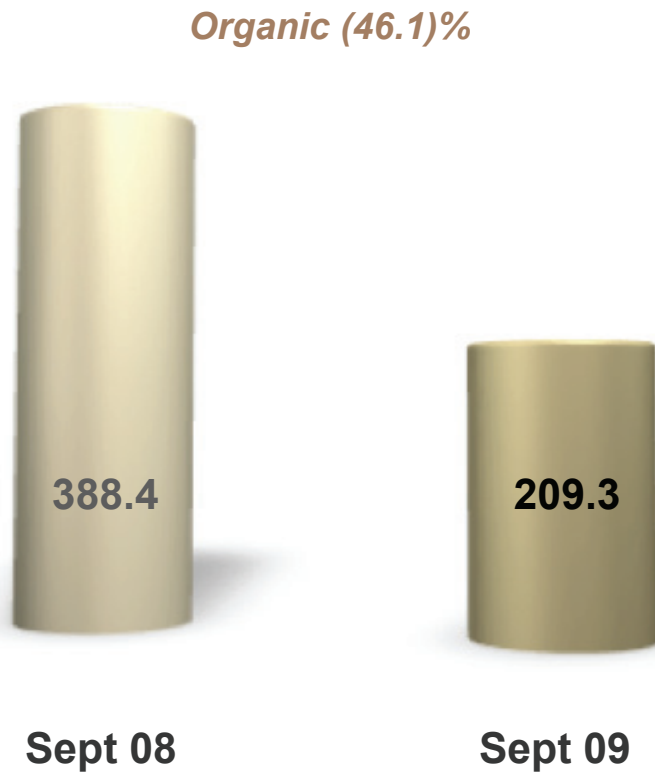


# Liqueurs & Spirits

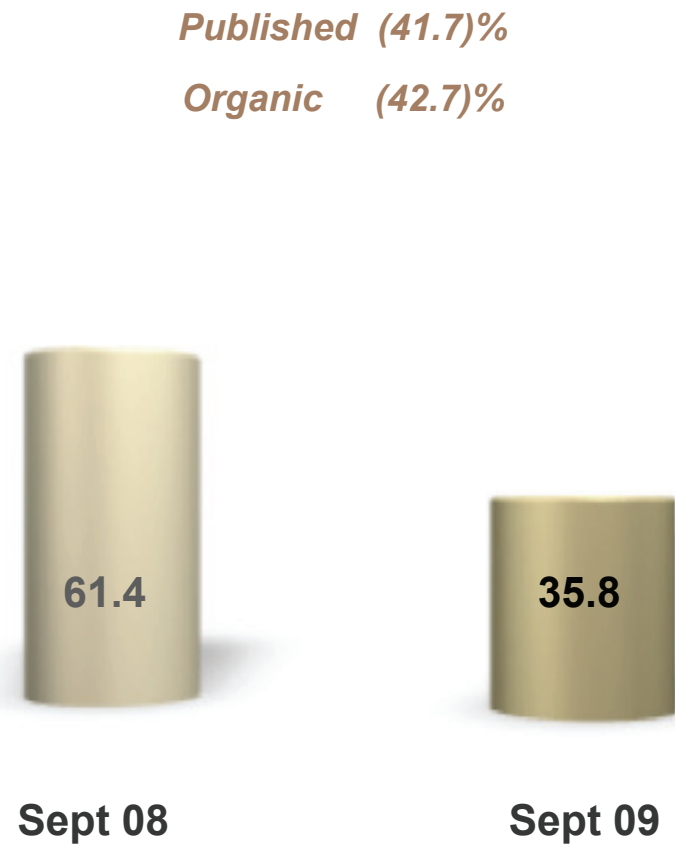


# Champagne

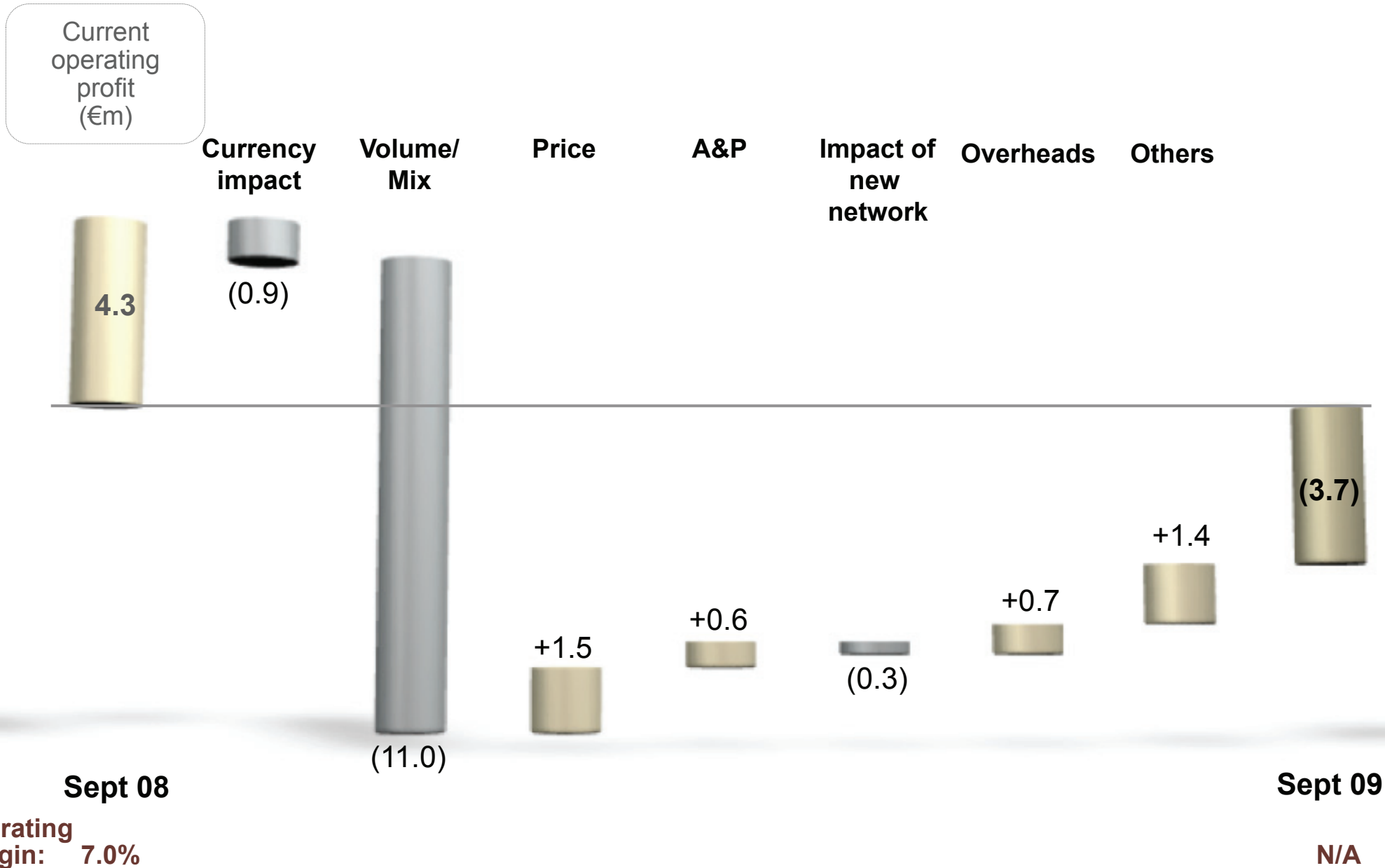
## Volume sales ('000 cases)



## Turnover (€m)

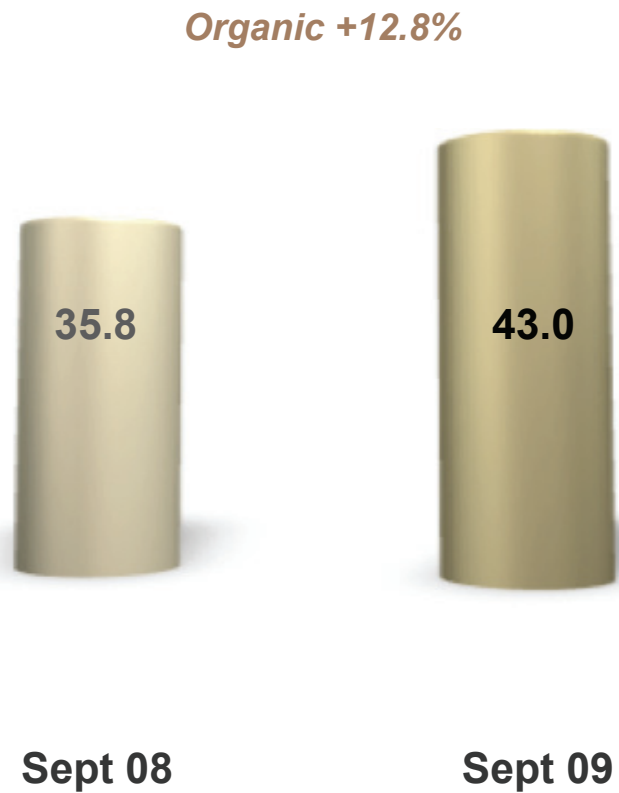


# Champagne

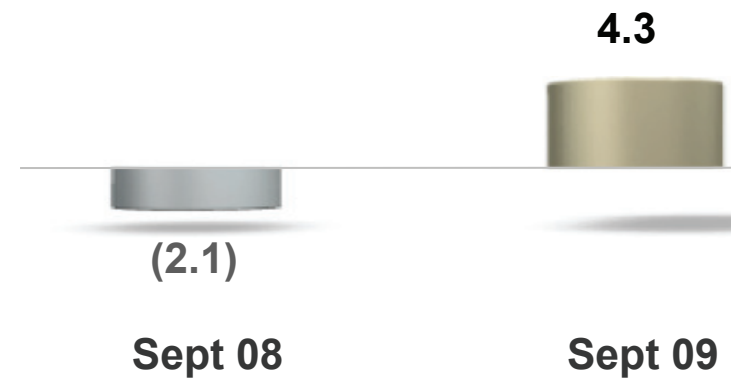


# Partner Brands

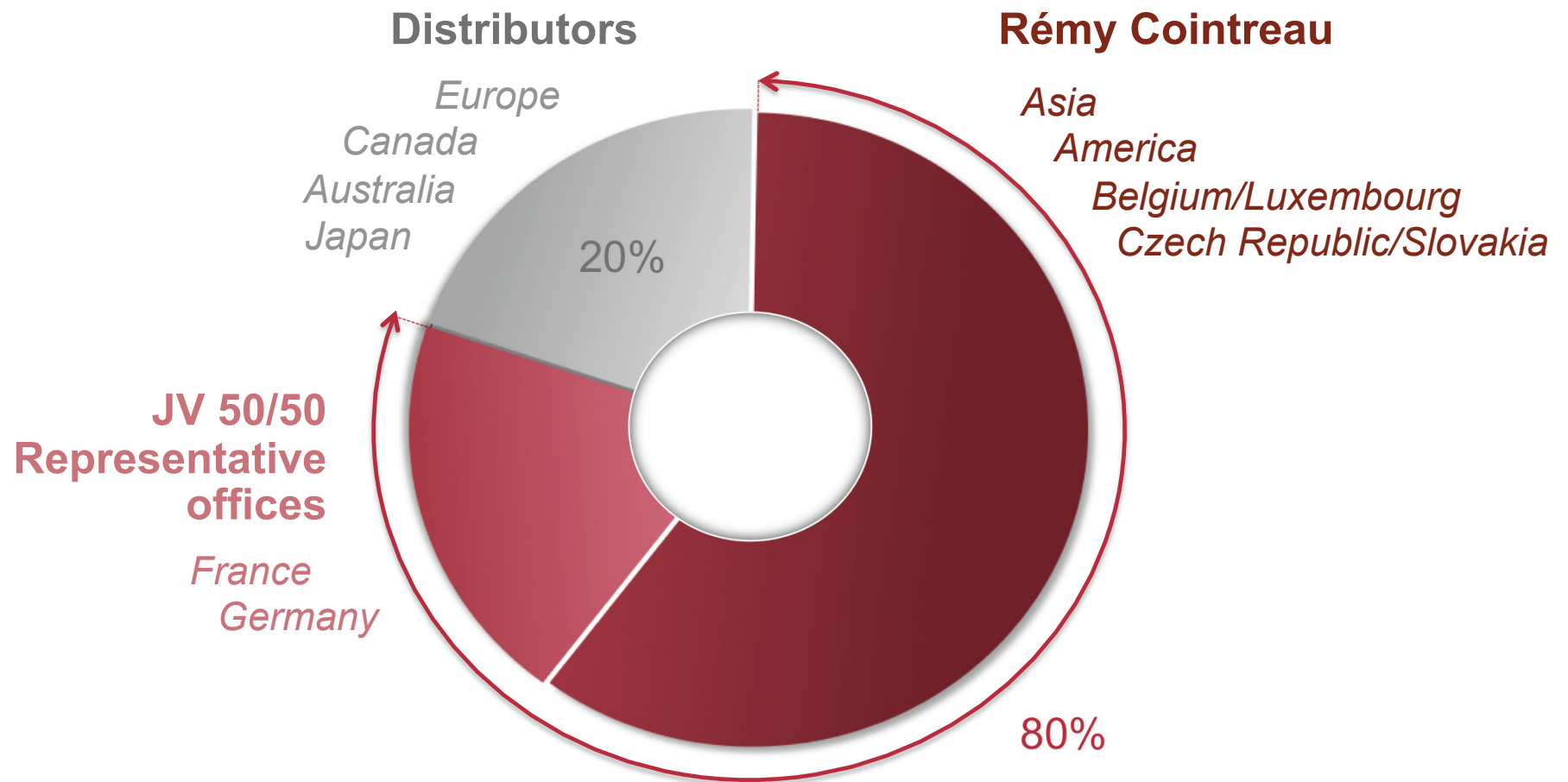
Turnover (€m)



Current operating profit (€m)



# Controlled Distribution



*Note: as % of turnover*





# Consolidated Interim Results

Hervé Dumesny  
Finance Director



RÉMY COINTREAU

# Analysis of Current Operating Profit

| (€m)                            | Sept 09      | Sept 08      |
|---------------------------------|--------------|--------------|
| Turnover                        | 361.9        | 365.2        |
| Gross profit                    | 207.6        | 205.1        |
| <i>in %</i>                     | 57.4         | 56.2         |
| Sales & marketing expenses      | (108.1)      | (103.1)      |
| Administrative expenses         | (37.6)       | (40.8)       |
| Other income & expenses         | 3.6          | 1.3          |
| Current operating profit        | 65.5         | 62.5         |
| <b>Current operating margin</b> | <b>18.1%</b> | <b>17.1%</b> |



# Analysis of Operating Profit

| (€m)                                      | Sept 09     | Sept 08     |
|---|-------------|-------------|
| Current operating profit                  | 65.5        | 62.5        |
| Other operating income & expenses         | (0.6)       | 19.4        |
| Release of Maxxium provision              | -           | 37.0        |
| Provision for writedown of Maxxium shares | -           | (16.0)      |
| Others                                    | (0.6)       | (1.6)       |
| <b>Operating profit</b>                   | <b>64.9</b> | <b>81.9</b> |



# Financial Charges

| (€m)                              | Sept 09       | Sept 08       |
|-----------------------------------|---------------|---------------|
| Net borrowing cost                | (12.0)        | (11.4)        |
| Net average financial debt        | 647.4         | 477.0         |
| Interest rate                     | 3.71%         | 4.76%         |
| Other financial income & expenses | 1.6           | (4.9)         |
| <b>Financial charges</b>          | <b>(10.4)</b> | <b>(16.3)</b> |



# Interim Results

| (€m)  | Sept 09       | Sept 08       |
|---|---------------|---------------|
| Current operating profit                    | 65.5          | 62.5          |
| Operating profit                            | 64.9          | 81.9          |
| <b>Financial charges</b>                    | <b>(10.4)</b> | <b>(16.3)</b> |
| Profit before tax                           | 54.5          | 65.6          |
| Taxation                                    | (16.7)        | (17.9)        |
| Share in profits of associated undertakings | 1.6           | 0.6           |
| Net profit from discontinued operations     | 3.2           | -             |
| Net profit from continuing operations       | 42.6          | 48.3          |
| <b>Net profit – Group share</b>             | <b>39.8</b>   | <b>48.3</b>   |



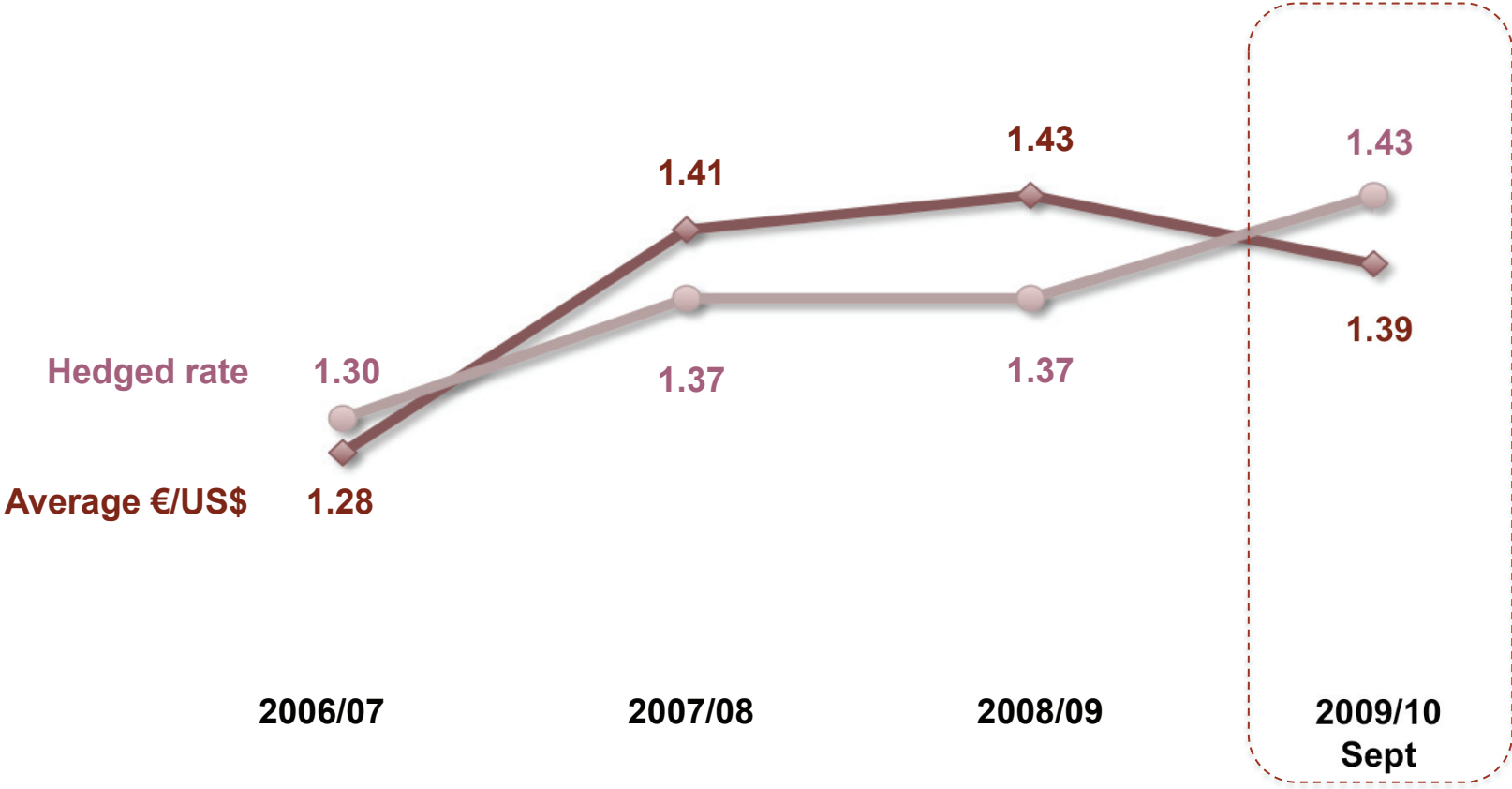
# Financial Debt & Cash Flow

| (€m)   | Sept 09    | Sept 08    |
|--|------------|------------|
| Net debt                                       | 526.2      | 437.1      |
| Operating cash flow from continuing activities | 16.5       | 19.9       |
| Other (inc. capital expenditure)               | (24.7)     | (11.9)     |
| <b>Cash flow before financing activities</b>   | <b>8.2</b> | <b>8.0</b> |

*Net debt ratio/EBITDA = 3.24*



# Change in Impact of Hedging



# Balance Sheet at 30 September - Assets

| (€m)                             | 2009           | 2008           |
|----------------------------------|----------------|----------------|
| Intangible assets                | 824.1          | 814.0          |
| Investments in associates        | 57.6           | 49.6           |
| Other investments                | 64.3           | 53.8           |
| Deferred tax assets              | 19.3           | 19.3           |
| <b>Non-current assets</b>        | <b>965.3</b>   | <b>936.7</b>   |
| Inventories                      | 929.1          | 841.7          |
| Trade accounts receivable        | 248.2          | 289.4          |
| Income tax recoverable           | 4.3            | 4.8            |
| Derivative financial instruments | 13.7           | 15.4           |
| Assets held for sale             | 0.2            | 62.4           |
| Cash and cash equivalents        | 98.8           | 32.9           |
| <b>Current assets</b>            | <b>1,294.3</b> | <b>1,246.6</b> |
| <b>Total assets</b>              | <b>2,259.6</b> | <b>2,183.3</b> |





# Balance Sheet at 30 September – Equity and Liabilities

| (€m)                                | 2009           | 2008           |
|-------------------------------------|----------------|----------------|
| Shareholders' equity                | 965.9          | 901.1          |
| Non-current liabilities             | 764.8          | 546.4          |
| Current liabilities                 | 528.9          | 735.8          |
| <b>Total equity and liabilities</b> | <b>2,259.6</b> | <b>2,183.3</b> |



# Outlook for 2009/10

## **In a difficult economic environment, Rémy Cointreau**

- Maintains its value and long-term strategy
- Is now based on a distribution network that is largely controlled
- Continues to control its costs to guarantee the appropriate level of investment for its key brands ...
- ... and is thus poised to benefit fully from the recovery when it is confirmed.

