

# CONSOLIDATED FINANCIAL STATEMENTS OF THE RÉMY COINTREAU GROUP AT 31 MARCH 2020

## Consolidated income statement

| <i>(in € millions)</i>  | <i>Notes</i> | <b>2020</b>    | <b>2019</b>    |
|---|--------------|----------------|----------------|
| <b>Net sales</b>  | 16           | <b>1,024.8</b> | <b>1,125.9</b> |
| Cost of sales   |              | (347.9)        | (415.1)        |
| <b>Gross margin</b>   |              | <b>676.9</b>   | <b>710.9</b>   |
| Distribution costs  | 17           | (355.0)        | (346.0)        |
| Administrative expenses   | 17           | (106.8)        | (100.7)        |
| <b>Current operating profit/(loss)</b>  | 16           | <b>215.1</b>   | <b>264.1</b>   |
| Other operating expenses  | 19           | (19.7)         | 1.7            |
| <b>Operating profit/(loss)</b>  |              | <b>195.5</b>   | <b>265.8</b>   |
| Cost of net financial debt  |              | (12.7)         | (13.7)         |
| Other financial income/(expense)  |              | (15.3)         | (18.8)         |
| <b>Net financial income/(expense)</b>   | 20           | <b>(28.0)</b>  | <b>(32.5)</b>  |
| <b>Profit/(loss) before tax and before share in profit/(loss) of associates</b> |              | <b>167.5</b>   | <b>233.3</b>   |
| Income tax  | 21           | (60.9)         | (67.7)         |
| Share in profit/(loss) of associate   | 6            | 0.3            | (6.7)          |
| <b>Profit/(Loss) from continuing operations</b>                                 |              | <b>106.9</b>   | <b>159.0</b>   |
| Net profit/(loss) from discontinued operations                                  | 22           | 6.4            | -              |
| <b>Net profit/(loss) for the period</b>   |              | <b>113.2</b>   | <b>159.0</b>   |
| Of which:   |              |                |                |
| attributable to non-controlling interests                                       |              | (0.1)          | (0.2)          |
| attributable to owners of the parent  |              | 113.4          | 159.2          |
| <b>Net earnings per share – from continuing operations (€)</b>                  |              |                |                |
| basic   |              | 2.15           | 3.17           |
| diluted   |              | 2.04           | 3.02           |
| <b>Net earnings per share - attributable to owners of the parent (€)</b>        |              |                |                |
| basic   |              | 2.28           | 3.18           |
| diluted   |              | 2.17           | 3.03           |
| <b>Number of shares used for the calculation</b>                                |              |                |                |
| basic   | 11.2         | 49,806,712     | 50,068,992     |
| diluted   | 11.2         | 52,400,986     | 52,680,567     |

# Consolidated statement of comprehensive income

| <i>(in € millions)</i>                                   | <b>2020</b>  | <b>2019</b>  |
|--|--------------|--------------|
| <b>Net profit/(loss) for the period</b>                  | <b>113.2</b> | <b>159.0</b> |
| Movement in the value of hedging instruments             | 5.3          | (15.1)       |
| Actuarial difference on pension commitments              | (0.5)        | 0.1          |
| Fair value change of shares through comprehensive income | (4.4)        | -            |
| Related tax effect                                       | (2.2)        | 5.1          |
| Movement in translation differences                      | (3.5)        | 2.3          |
| <b>Total income/(expenses) recorded in equity</b>        | <b>(5.2)</b> | <b>(7.6)</b> |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>         | <b>108.1</b> | <b>151.4</b> |
| Of which:  |              |              |
| attributable to owners of the parent                     | 108.1        | 151.5        |
| non-controlling interests                                | (0.1)        | (0.1)        |

# Consolidated statement of financial position

| <i>(in € millions)</i>   | Notes | 2020           | 2019           |
|--|-------|----------------|----------------|
| Goodwill and other intangible assets                               | 3     | 498.2          | 515.4          |
| User rights, IFRS 16   | 4     | 20.8           | 27.2           |
| Property, plant and equipment                                      | 5     | 310.1          | 269.3          |
| Investments in associates  | 6     | 0.9            | 1.1            |
| Other financial assets   | 7     | 87.3           | 93.9           |
| Deferred tax liability   | 21    | 23.2           | 17.5           |
| <b>Non-current assets</b>  |       | <b>940.6</b>   | <b>924.4</b>   |
| Inventories  | 8     | 1,363.9        | 1,245.5        |
| Trade and other receivables  | 9     | 199.4          | 271.1          |
| Income tax receivables   | 21    | 10.4           | 3.3            |
| Derivative financial instruments                                   | 15    | 5.1            | 1.8            |
| Cash and cash equivalents  | 10    | 269.4          | 178.6          |
| <b>Current assets</b>  |       | <b>1,848.2</b> | <b>1,700.2</b> |
| <b>TOTAL ASSETS</b>  |       | <b>2,788.7</b> | <b>2,624.6</b> |
| Share capital  |       | 80.2           | 80.2           |
| Share premium  |       | 795.1          | 795.1          |
| Treasury shares  |       | (30.0)         | (34.4)         |
| Consolidated reserves and profit/(loss) for the period             |       | 534.4          | 558.0          |
| Translation differences  |       | 22.7           | 26.2           |
| <b>Shareholders' equity - attributable to owners of the parent</b> |       | <b>1,402.5</b> | <b>1,425.1</b> |
| Non-controlling interests  |       | 0.9            | 1.0            |
| <b>Shareholders' equity</b>  | 11    | <b>1,403.4</b> | <b>1,426.1</b> |
| Long-term financial debt   | 12    | 452.0          | 423.8          |
| Provision for employee benefits                                    |       | 30.3           | 31.5           |
| Long-term provisions for liabilities and charges                   | 13    | 2.2            | 8.1            |
| Deferred tax liability   | 21    | 59.4           | 62.4           |
| <b>Non-current liabilities</b>                                     |       | <b>543.9</b>   | <b>525.8</b>   |
| Short-term financial debt and accrued interest charge              | 12    | 268.3          | 98.1           |
| Trade and other payables   | 14    | 534.4          | 543.8          |
| Income tax payables  | 21    | 18.7           | 18.4           |
| Short-term provisions for liabilities and charges                  | 13    | 11.5           | 2.3            |
| Derivative financial instruments                                   | 15    | 8.7            | 10.1           |
| <b>Current liabilities</b>   |       | <b>841.5</b>   | <b>672.7</b>   |
| <b>TOTAL EQUITY AND LIABILITIES</b>                                |       | <b>2,788.7</b> | <b>2,624.6</b> |

# Change in consolidated shareholders' equity

*in € million*

|                                   | Share capital and premium | Treasury shares | Reserves and net profit/(loss) | Translation differences | Profit/(loss) recorded in equity | Attributable to:     |                          | Total equity   |
|-----------------------------------|---------------------------|-----------------|--------------------------------|-------------------------|----------------------------------|----------------------|--------------------------|----------------|
|                                   |                           |                 |                                |                         |                                  | owners of the parent | noncontrolling interests |                |
| <b>At 1 April 2018</b>            | <b>885.3</b>              | <b>(20.5)</b>   | <b>507.6</b>                   | <b>24.0</b>             | <b>(13.4)</b>                    | <b>1,383.0</b>       | <b>1.1</b>               | <b>1,384.1</b> |
| Net profit/(loss) for the period  | -                         | -               | 159.2                          | -                       | -                                | 159.2                | (0.2)                    | 159.0          |
| Gains/(losses) recorded in equity | -                         | -               | -                              | 2.2                     | (9.9)                            | (7.7)                | 0.1                      | (7.6)          |
| Share-based payments              | -                         | -               | 3.1                            | -                       | -                                | 3.1                  | -                        | 3.1            |
| Transactions on treasury shares   | -                         | (103.5)         | -                              | -                       | -                                | (103.5)              | -                        | (103.5)        |
| Dividends                         | 73.4                      | -               | (82.5)                         | -                       | -                                | (9.1)                | -                        | (9.1)          |
| Capital reduction                 | (83.3)                    | 83.3            | -                              | -                       | -                                | -                    | -                        | -              |
| Reclassification                  | -                         | 6.3             | (6.3)                          | -                       | -                                | -                    | -                        | -              |
| <b>At 31 March 2019</b>           | <b>875.4</b>              | <b>(34.4)</b>   | <b>581.2</b>                   | <b>26.2</b>             | <b>(23.2)</b>                    | <b>1,425.1</b>       | <b>1.0</b>               | <b>1,426.1</b> |
| Net profit/(loss) for the period  | -                         | -               | 113.4                          | -                       | -                                | 113.4                | (0.1)                    | 113.2          |
| Gains/(losses) recorded in equity | -                         | -               | -                              | (3.5)                   | (1.7)                            | (5.2)                | 0.1                      | (5.2)          |
| Share-based payments              | -                         | -               | 3.6                            | -                       | -                                | 3.6                  | -                        | 3.6            |
| Transactions on treasury shares   | -                         | (1.9)           | -                              | -                       | -                                | (1.9)                | -                        | (1.9)          |
| Dividends                         | -                         | -               | (132.0)                        | -                       | -                                | (132.0)              | -                        | (132.0)        |
| Reclassification                  | -                         | 6.4             | (6.4)                          | -                       | -                                | -                    | -                        | -              |
| Other movements                   | -                         | -               | (0.5)                          | -                       | -                                | (0.5)                | -                        | (0.5)          |
| <b>At 31 March 2020</b>           | <b>875.4</b>              | <b>(30.0)</b>   | <b>559.3</b>                   | <b>22.7</b>             | <b>(24.9)</b>                    | <b>1,402.5</b>       | <b>0.9</b>               | <b>1,403.4</b> |

# Consolidated statement of cash flows

| <i>(in € millions)</i>  | <i>Notes</i> | <b>2020</b>   | <b>2019</b>    |
|---|--------------|---------------|----------------|
| Current operating profit/(loss)                                   |              | 215.1         | 264.1          |
| Depreciation, amortisation and impairment                         |              | 33.4          | 30.3           |
| Share-based payments  |              | 3.6           | 3.1            |
| Dividends received from associates                                | 6            | 0.3           | 0.5            |
| <b>EBITDA</b>   |              | <b>252.4</b>  | <b>298.1</b>   |
| Change in inventories   | 8            | (128.7)       | (69.6)         |
| Change in trade receivables                                       |              | 74.0          | (45.5)         |
| Change in trade payables  |              | (4.5)         | (46.3)         |
| Change in other receivables and payables                          |              | (13.1)        | (0.1)          |
| <b>Change in working capital requirement</b>                      | <b>24</b>    | <b>(72.3)</b> | <b>(161.6)</b> |
| <b>Net cash flow from operations</b>                              |              | <b>180.2</b>  | <b>136.5</b>   |
| Other operating income/(expense)                                  |              | (0.7)         | (3.8)          |
| Financial result  |              | (13.1)        | (15.4)         |
| Income tax  |              | (85.8)        | (64.1)         |
| <b>Other operating cash flows</b>                                 |              | <b>(99.7)</b> | <b>(83.4)</b>  |
| <b>Net cash flow from operating activities</b>                    |              | <b>80.5</b>   | <b>53.1</b>    |
| Purchase of intangible assets and property, plant and equipment   | 3/5          | (64.8)        | (44.6)         |
| Disposal of intangible assets and property, plant and equipment   |              | 1.0           | 4.6            |
| Disposal of shares in associates and non-consolidated investments | 7            | 9.1           | 1.4            |
| Net cash flow from other investments                              | 7            | 2.3           | 85.5           |
| <b>Net cash flow from investment activities</b>                   |              | <b>(52.5)</b> | <b>46.9</b>    |
| Treasury shares   | 11           | (1.9)         | (103.5)        |
| Payment of lease liabilities – IFRS 16                            | 4            | (6.8)         | (6.4)          |
| Increase in financial debt  | 12           | 220.9         | 40.2           |
| Repayment of financial debt                                       | 12           | (18.1)        | (23.0)         |
| Dividends paid  |              | (132.0)       | (9.1)          |
| <b>Net cash flow from financing activities</b>                    |              | <b>62.1</b>   | <b>(101.8)</b> |
| Translation differences on cash and cash equivalents              |              | 0.6           | (6.4)          |
| <b>Change in cash and cash equivalents</b>                        |              | <b>90.8</b>   | <b>(8.2)</b>   |
| <b>Cash and cash equivalents at start of year</b>                 | <b>10</b>    | <b>178.6</b>  | <b>186.8</b>   |
| <b>Cash and cash equivalents at end of year</b>                   | <b>10</b>    | <b>269.4</b>  | <b>178.6</b>   |

# Consolidated statement of cash flows

## INTRODUCTION

Rémy Cointreau is a *société anonyme* (joint stock company) with a Board of Directors subject to French legislation and in particular the French Commercial Code. Rémy Cointreau shares are listed on Euronext Paris.

The consolidated financial statements presented below were approved by the Board of Directors on 3 June 2020. They will be submitted for shareholder approval at the Shareholders' Meeting on 23 July 2020.

## NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Rémy Cointreau's financial year runs from 1 April to 31 March. The consolidated financial statements are presented in millions of euros.

In accordance with European regulation (EC) No. 1606/2002 of 19 July 2002, Rémy Cointreau's consolidated financial statements are prepared in accordance with international accounting standards applicable within the European Union as of 31 March 2020.

The accounting principles applied in the preparation of the consolidated financial statements for the period ended 31 March 2020 comply with IFRS, as adopted by the European Union. These standards can be consulted on the European Commission website at:

[www.eur-lex.europa.eu](http://www.eur-lex.europa.eu)

### Changes to accounting principles compared with the previous financial year

The standards and amendments for which application was first compulsory from 1 January 2019 and which impacted the Group's consolidated financial statements are as follows:

- IFRIC 23 - "Uncertainty over income tax treatments" is mandatory for financial years beginning on or after 1 January 2019. In accordance with IFRIC 23, tax risks relating to income tax – which were previously recognised under provisions – are now recognised as income tax payables. At 31 March 2020, following the application of this interpretation, the Group reclassified €7.4 million from "Provisions for liabilities and charges" to "Income tax payables." The application of this interpretation has not had any other significant impact on the Group's financial statements.

As a reminder, IFRS 16 "Leases" was applied in advance as from 1 April 2018. The Group selected the "simplified retrospective" method in applying the measures stipulated by the standard. The procedures and impacts of first-time application were set out in the consolidated financial statements to 31 March 2019.

The standards and amendments for which application was first mandatory from 1 January 2019 and which had no significant impact on the Group's consolidated financial statements are as follows:

- Amendments to IFRS 3 entitled "Definition of a business";
- Amendments to IFRS 9 entitled "Prepayment Features with Negative Compensation";
- Amendments to IAS 19 entitled "Plan Amendment, Curtailment or Settlement";
- Amendments to IAS 28 entitled "Long-term Interests in Associates and Joint Ventures";
- IFRS annual improvement cycle 2015-2017;

The standards, interpretations and amendments not yet adopted by Europe but eligible for early application as from 1 January 2019, and for which the Group did not choose early application for the consolidated financial statements for the year ended 31 March 2020, are as follows:

- Amendments to IAS 1 and IAS 8: amendment of the definition of the term "material";

### NOTE 1.1 USE OF ESTIMATES

The preparation of the financial statements in accordance with International Financial Reporting Standards requires the use of estimates and assumptions that have a bearing on the amounts reported in the financial statements and whose subsequent revision could affect future results. This is particularly the case in respect of the items described below.

#### Asset impairment tests

The Group regularly uses discounted future cash flow calculations and/or market values of comparable assets for impairment tests performed on the carrying amount of intangible assets with an indefinite useful life, when required by standards or circumstances. The underlying parameters of such calculations are subject to assumptions, the future evolution of which may lead to significant changes in subsequent values.

#### Provisions for liabilities and charges

The recognition of provisions, generally intended to cover compensation payable in the event of disputes with third parties, requires the Group's management to estimate the level of probability associated with this risk and also the outcome of negotiations, transactions and legal proceedings that are or may be conducted with the third parties concerned.

## Pension commitments and other post-employment benefits

The valuation of these obligations is determined by the use of actuarial methods involving assumptions in respect of the discount rate, expected return on plan assets, salary increases, life expectancy, etc. Given the long-term nature of these obligations, any changes to these assumptions may have a material impact on the valuation.

## Derivative financial instruments

Derivative financial instruments held by the Group in connection with its ordinary activities, mainly in the form of options, are valued using the methods prevailing in the financial markets. Note that these valuations are based on market data as at the balance sheet date. These values may fluctuate rapidly due to constant changes in the financial markets.

## NOTE 1.2 CONSOLIDATION METHODS

Rémy Cointreau is the consolidating company.

The financial statements of the companies under the exclusive control of Rémy Cointreau are fully consolidated. An investor controls an issuing entity when it is exposed or has rights to variable returns due to its ties with the issuing entity and it has the ability to influence these returns due to the power that it holds over the entity. Consequently, the investor controls an issuing entity if, and only if, all the items below are present:

- it holds power over the issuing entity;
- it is exposed or has rights to variable returns due to its ties with the issuing entity (special purpose entities, see also Note 1.7);
- it has the ability to exercise power over the issuing entity such as to influence the amount of returns it obtains.

Equity investments in companies in which the Group exercises significant influence (associates) are accounted for by the equity method. A significant influence is presumed to exist, unless it is clearly shown that this is not the case, when the parent company holds, directly or indirectly, 20% or more of the voting rights in the Company.

Consolidated companies prepare their financial statements in accordance with generally accepted accounting principles in their country. Where necessary, adjustments are made to these financial statements to bring their accounting policies into line with those used by the Group.

All significant transactions between consolidated companies as well as intra-Group gains and losses are eliminated on consolidation.

## NOTE 1.3 TRANSLATION OF THE FINANCIAL STATEMENTS OF FOREIGN SUBSIDIARIES

The consolidated financial statements of the Rémy Cointreau Group are stated in euros, the functional currency of Rémy Cointreau SA.

The balance sheets of subsidiaries, whose functional currency is not the euro, are translated at the closing exchange rate. The income statements and statements of cash flows are translated at the average exchange rate for the period concerned. Differences arising from the use of different exchange rates are recognised directly in equity under "Translation differences" until the sale or liquidation of the subsidiary concerned.

## NOTE 1.4 FOREIGN-CURRENCY TRANSACTIONS

In relation to each entity, transactions denominated in currencies other than the functional currency are recorded in the functional currency using the exchange rate applicable on the date of transaction. At the end of each period, monetary assets and liabilities denominated in foreign currencies are revalued at the closing exchange rate. The resulting differences are recognised in either the operating profit/(loss) or net financial income/(expense) depending on the nature of the underlying transactions.

By way of exception, revaluation differences relating to transactions classified as net investment hedges are recognised directly in equity under "Translation differences".

As a general rule, distribution subsidiaries invoice their customers in the functional currency of the customer and make purchases from production subsidiaries in their own functional currency (not in the functional currency of the production company). The majority of the Group's production subsidiaries are located in the euro zone, despite the euro representing only 25% of its sales. As a result, production subsidiaries and some distribution subsidiaries are significantly exposed to changes in foreign exchange rates.

The Group manages this risk, and other similar risks associated with the financing of its "non euro" subsidiaries, centrally through the use of derivative financial instruments which are recognised in accordance with IFRS 9. The hedging instruments are concluded over a rolling 18-month period. At the end of each period, the Group may retain a portfolio of instruments intended to hedge the cash flows of subsequent years. Over the course of the financial year, the instruments retained at the start of the year reach maturity.

The revaluation effects of foreign currency derivative financial instruments at the end of each period are recognised in financial income for the portion that must be recorded as income in accordance with the standard, regardless of the type of cash flows hedged (trading or financial). These revaluations, dependent upon the closing exchange rate for each currency, have no bearing on the income that will actually be generated upon maturity of the instruments.

The income actually generated upon maturity of financial instruments allocated in the financial year is recorded in either gross margin or financial income depending on the type of cash flows hedged (trading or financial).

## NOTE 1.5 BUSINESS COMBINATIONS AND GOODWILL

Goodwill represents the difference between the cost of acquisition of the businesses and the fair value of identifiable assets and liabilities at the date of acquisition.

In accordance with IFRS 3 “Business combinations”, goodwill is not amortised but is subject to impairment testing at least annually and as soon as there is any indication of a decrease in value. For the purpose of this testing, goodwill is allocated to Cash Generating Units (CGUs).

Costs related to an acquisition are recognised in profit and loss for the periods in which the costs are incurred and the services received. They are classified as “Other operating income and expenses” in the consolidated income statement and as net cash flow from investment activities in the consolidated cash flow statement.

## NOTE 1.6 DEFINITION OF CERTAIN INDICATORS

### A) Net sales

Net sales include wholesale trading of finished goods in branded wines and spirits marketed by the Group to:

- to distributors;
- to agents;
- to wholesalers, mainly in North America and China.

These sales are recognised when control has been transferred to the customer, which generally occurs on shipment.

These amounts are stated net of duties and taxes and are determined by reference to customer prices. Sales to wholesalers are recognised net of any provisions for discounts, rebates and other forms of trade agreements when they result in the customer ultimately paying a lower price for the goods.

### B) Current operating profit, operating profit, net profit/(loss) from discontinued operations

Current operating profit/(loss) comprises all elements relating to the Group’s activities with the exception of:

- the operating profit from operations that were deconsolidated or discontinued during the period or for which plans to this effect have been approved by the Board of Directors. The corresponding operating profit/(loss) is reclassified in the item “Net profit/(loss) from discontinued operations” together with other items of income and expense relating to these activities;
- items that, given their nature, frequency and materiality, cannot be considered as part of the Group’s ordinary activities and which affect inter-period comparisons. They include notably impairment provisions in respect of brands and other non-current assets recognised as a result of impairment tests (see Note 3), provisions for restructuring and litigation, and significant gains and losses on the sale of assets other than those relating to operations that already have been, or are to be, discontinued.

### C) Earnings before interest, tax, depreciation and amortisation (EBITDA)

This aggregate is used to calculate certain ratios. It corresponds to: current operating profit + depreciation and amortisation expenses on property, plant and equipment and intangible assets for the period + expenses relating to stock option and similar plans + dividends paid by associates during the period.

### D) Net debt

This measure is used to calculate certain ratios. It corresponds to: long-term financial debt + short-term financial debt and accrued interest - cash and cash equivalents. Debt includes IFRS 16 lease liabilities.

## NOTE 1.7 CONSOLIDATION OF COOPERATIVES

Since 1 April 2003, the Rémy Cointreau Group has fully consolidated as a special purpose entity, the Alliance Fine Champagne (AFC) co-operative, in respect of the scope of operations relating to Rémy Cointreau.

This consolidation is reflected by the recognition in the consolidated statement of financial position of the inventories that AFC holds and intends to deliver to Rémy Cointreau. These inventories include inventories held by the distillers in connection with three-year supply agreements. Corresponding entries are included in financial debt and trade payables. The resulting finance costs are also included in the Rémy Cointreau Group’s cost of financial debt.

## NOTE 2 IMPACT OF COVID-19

The last quarter of the financial year was indelibly marked by the Covid-19 pandemic, which prompted an emergency health statement by the World Health Organization on 30 January 2020. The health-related measures taken in every country resulted in the closing of certain venues where the Group’s products are sold, specifically the on-trade sector and Travel Retail. The Group took all measures to protect its employees’ health and also fully assumed all of its societal responsibilities by contributing wherever it could to the production of hand sanitizer, donating materials, equipment, and money, and not using any government subsidies.

On 2 April 2020, the Group had issued an estimate of the impact of the pandemic on its yearly earnings, i.e. an expected 26% loss in organic net sales in the last quarter, resulting in an organic decline in yearly net sales in the order of 9%, and a 25% decrease in current operating profit.

This global crisis will continue to affect the Group’s operations during the coming financial year. Cost-cutting measures have been implemented without compromising the Group’s strategy. Furthermore, the Group remains confident that its financing will remain available and its debt controlled. Financial debt, which is a key indicator for the Group’s management, is the subject of continuously updated forecasts. The Rémy Cointreau Group’s balance sheet structure is solid, and the Group is confident that it can emerge from this crisis even stronger.



## NOTE 3 GOODWILL AND OTHER INTANGIBLE ASSETS

With the exception of software licences, "Brands and other intangible assets" mainly comprises the value of intangible assets identified when acquisitions are made by the Group: residual goodwill, brands and distribution rights.

For certain brands owned by the Group, the value recorded in the balance sheet is the result of the acquisition of non-controlling interests or businesses subsequent to the creation or inclusion of the brand. The amount recorded in the balance sheet therefore represents only a percentage of the value of the brand.

The values recorded under "Brands" in the Rémy Cointreau Group's statement of financial position are not amortised as they have the benefit of legal protection, generate higher earnings than those of similar unbranded products and have an indefinite useful life.

Brands are tested for impairment at least annually at the period end and as soon as there is any indication of a decrease in value. These tests, described below, also relate to goodwill and distribution rights, where appropriate.

Expenditure incurred to create new brands or to develop existing brands and all expenses relating to the registration and legal protection of brands are systematically recognised in the income statement for the period in which they are incurred.

Pursuant to IAS 38 "Intangible assets", advertising and promotional expenses are recorded as expenses in the period in which they are incurred.

The Rémy Cointreau Group does not capitalise any research and development costs.

Other intangible assets are amortised over a period of three to seven years.

### Impairment tests

For impairment tests performed on the carrying amount of intangible assets with an indefinite useful life, when required by standards or circumstances, the Group regularly uses discounted future cash flow calculations and/or market values of comparable assets. The underlying parameters of such calculations are subject to assumptions, the future evolution of which may lead to significant changes in subsequent values.

The value in use of assets is tested as soon as there is any indication that it may be impaired, and automatically at each year-end in the case of assets with an indefinite useful life.

When impairment tests indicate that the present value is less than the carrying amount and that this loss is deemed to be permanent, impairment is recognised in the income statement.

For these tests, assets are allocated to Cash Generating Units (CGUs). In the Group's case, the structure of these units is based on the brand portfolio. Each brand or group of brands constitutes a unit when the brand or brands generate cash inflows that are largely independent of those generated by other brands or groups of brands.

These tests consist of comparing the carrying amount of the assets or Group of assets with their present value, the latter being the higher of their value in use and their market value less any costs involved in selling the assets.

The principal method used to estimate value in use is based on the present value of estimated future cash flows (excluding interest) generated by the use of each brand, asset or group of assets. Cash flows are estimated based on medium-term plans, the duration of which is tailored to the individual characteristics of each business. For example, the duration is five years for brands without ageing processes and 12 years for those with ageing processes. The terminal value is determined by applying a perpetual growth rate. Different discount rates are used and include a specific risk premium for each business.

When recent transactions involving similar assets have taken place, the multiples for these transactions are used to determine market value.

With respect to operational entities that the Group's management has decided to sell, the assets concerned are stated at the lower of their carrying amount and estimated market value after transaction costs. If negotiations are in progress, the value is based on the best estimate of their outcome as of the balance sheet date.

| <i>(in € millions)</i>  | Goodwill    | Brands       | Distribution rights | Other       | Total        |
|---|-------------|--------------|---------------------|-------------|--------------|
| <b>Gross value at 31 March 2019</b>                             | <b>50.3</b> | <b>512.1</b> | <b>3.8</b>          | <b>43.9</b> | <b>610.3</b> |
| Acquisitions  | -           | -            | -                   | 7.3         | 7.3          |
| Disposals, items scrapped                                       | -           | -            | -                   | (4.3)       | (4.3)        |
| Derecognition   | -           | -            | -                   | (0.4)       | (0.4)        |
| Translation differences   | (0.1)       | 0.0          | 0.1                 | 0.2         | 0.2          |
| <b>Gross value at 31 March 2020</b>                             | <b>50.3</b> | <b>512.2</b> | <b>3.9</b>          | <b>46.8</b> | <b>613.1</b> |
| <b>Accumulated depreciation and impairment at 31 March 2019</b> | <b>2.0</b>  | <b>61.0</b>  | <b>3.8</b>          | <b>28.0</b> | <b>94.9</b>  |
| Increase  | 18.8        | -            | -                   | 5.1         | 23.9         |
| Disposals, items scrapped                                       | -           | -            | -                   | (4.3)       | (4.3)        |
| Derecognition   | -           | -            | -                   | (0.4)       | (0.4)        |
| Translation differences   | 0.3         | 0.3          | 0.1                 | 0.1         | 0.8          |
| <b>Accumulated depreciation and impairment at 31 March 2020</b> | <b>21.1</b> | <b>61.3</b>  | <b>3.9</b>          | <b>28.6</b> | <b>114.9</b> |
| <b>Net carrying amount at 31 March 2019</b>                     | <b>48.3</b> | <b>451.2</b> | <b>0.0</b>          | <b>15.9</b> | <b>515.4</b> |
| <b>Net carrying amount at 31 March 2020</b>                     | <b>29.1</b> | <b>450.9</b> | <b>0.0</b>          | <b>18.2</b> | <b>498.2</b> |

<sup>(1)</sup> Impairment of the balance of goodwill: Westland €19.1 million (partial impairment), Mount Gay €2.0 million euros (total impairment). Brand impairment: Metaxa €45.0 million (partial impairment), Mount Gay €8.2 million (total impairment), other secondary brands €8.1 million.

The "Other" heading mainly includes software acquired and developed internally.

The "Goodwill" item, at a net value of €29.1 million at 31 March 2020, includes the goodwill generated upon the acquisitions of Bruichladdich Distillery Company Ltd (September 2012), Domaines des Hautes Glaces (January 2017), and The Westland Distillery Company (January 2017). Westland's relative goodwill was partially impaired for €18.8 million for the financial year ended 31 March 2020 (€19.1 million to closing rate). This impairment loss results from the application of the relevant accounting standards (see below), which do not enable the long-term business model that the Group is developing for such brands to be taken into account. The Group is continuing to invest strongly to support this brand, which is a perfect reflection of the Group's values: "Terroir, people and time".

The "Brands" item, with a net value of €450.9 million at 31 March 2020, includes:

| <i>(in € millions)</i>   | Net carrying amount |   |
|--|---------------------|---|
| "Historical" brands: Rémy Martin and Cointreau                             | 281.8               | These values come from the recognition of minority interest buybacks and do not therefore represent a comprehensive assessment of these brands.   |
| Acquired brands of significant importance: Metaxa, Bruichladdich, Westland | 165.9               | Metaxa brand acquired in 2000<br>Bruichladdich (including Port Charlotte and Octomore) brands acquired in 2012<br>Westland brand acquired in 2017 |
| Other acquired brands of secondary importance                              | 3.2                 |   |
| Total  | 450.9               |   |

## IMPAIRMENT TEST OF BRANDS AND OTHER INTANGIBLE ASSETS

In accordance with IAS 36, goodwill and brands that are attached or part of various Cash-Generating Units (CGUs) are tested each year to measure their net carrying amount against their present value.

At 31 March 2020, these tests included the recommendations of accounting standard setters in view of the COVID-19 global health crisis. In particular, the future cash flows being used to calculate the value in use of the various CGUs were subjected to specific scenarios to account for the potential impact of the health crisis, which began at the end of the financial year, over the next two years.

What follows is a summary of the tests carried out at 31 March 2020:

| CGU           | Discount rate before tax | Perpetual growth rate | Test result        | Sensitivity                    |  |
|---------------|--------------------------|-----------------------|--------------------|--------------------------------|--|
|               |                          |                       |                    | Discount rate +50 basis points | Perpetual growth rate -50 basis points |
| Rémy Martin   | 9.6%                     | 2.5%                  | No impairment      | No impairment                  | No impairment                          |
| Cointreau     | 9.1%                     | 2.2%                  | No impairment      | No impairment                  | No impairment                          |
| Metaxa        | 9.8%                     | 2.4%                  | No impairment      | Impairment of €10 million      | Impairment of €8 million               |
| Bruichladdich | 12.9%                    | 2.2%                  | No impairment      | No impairment                  | No impairment                          |
| Westland      | 12.9%                    | 2.1%                  | Partial impairment | Impairment of €3 million       | Impairment of €6 million               |

## NOTE 4 USER RIGHTS, IFRS 16

IFRS 16 "Leases" will become mandatory for financial years beginning on or after 1 January 2019. Rémy Cointreau had opted for the early application of this standard, from 1 April 2018. The chosen transition method was the "simplified retrospective" method, with the implementation of the simplifying measures envisaged in the standard (exclusion of contracts of less than one year and exclusion of contracts for low-value assets).

The discount rate used corresponds to each company's incremental borrowing rate at 1 April 2018 for all contracts outstanding at that date. For new leases, the prevailing rate at the lease inception date is used. The discount rates range from 1% to 6.5% and are calculated on the basis of the entity's risk profile and the maturity of the restated contract. They include a country risk component.

Restatements apply to operating leases, mainly for offices and warehouses. The period used for the valuation of these rental commitments runs until January 2029 and corresponds to the potentially extended contractual term if the Group intends to exercise a renewal option.

Pursuant to IFRS 16, leases are recognised as rights-of-use for the underlying assets in return for a liability representing the present value of future rents. The rights-of-use are depreciated while the liability is reduced in the amount of the rent paid during the financial year. A financial expense records the effect of the accretion of the liability.

### NOTE 4.1 ANALYSIS OF CHANGE

| <i>(in € millions)</i>                 | Gross amount | Depreciation and amortisation | Total       |
|--|--------------|-------------------------------|-------------|
| <b>At 31 March 2019</b>                | <b>34.1</b>  | <b>(6.9)</b>                  | <b>27.2</b> |
| New leases or extension of lease terms | 3.1          | -                             | 3.1         |
| Expired leases                         | (1.0)        | -                             | (1.0)       |
| Derecognition                          | (2.0)        | 0.4                           | (1.6)       |
| Depreciation and amortisation          | -            | (7.1)                         | (7.1)       |
| Translation differences                | 0.2          | (0.1)                         | 0.1         |
| Other movements                        | (0.2)        | 0.2                           | -           |
| <b>At 31 March 2020</b>                | <b>34.3</b>  | <b>(13.5)</b>                 | <b>20.8</b> |

The rental expense for contracts excluded from IFRS 16 is not significant.

## NOTE 4.2 BREAKDOWN BY ASSET CATEGORY

| (in € millions)                 | Net carrying amount |             | Depreciation and amortisation expense |              |
|---------------------------------|---------------------|-------------|---------------------------------------|--------------|
|                                 | 2020                | 2019        | 2020                                  | 2019         |
| Offices                         | 18.2                | 23.8        | (6.3)                                 | (5.9)        |
| Warehouses and production sites | 2.2                 | 2.7         | (0.4)                                 | (0.6)        |
| Other                           | 0.4                 | 0.6         | (0.4)                                 | (0.3)        |
| <b>TOTAL</b>                    | <b>20.8</b>         | <b>27.2</b> | <b>(7.1)</b>                          | <b>(6.9)</b> |

## NOTE 5 PROPERTY, PLANT AND EQUIPMENT

### Gross amount

In accordance with IAS 16 "Property, Plant and Equipment", the gross value of items of property, plant and equipment corresponds to their acquisition or production cost. These assets are not revalued subsequently.

Their value does not include any finance costs.

Capital grants are deducted from the cost of the property, plant or equipment to which they relate.

Maintenance and repair costs are recognised in the income statement when incurred, except when intended to increase productivity and/or to extend the useful life of an asset.

The assets concerned are depreciated using the methods and useful lives described below.

### Depreciation

Depreciation is calculated using the straight-line method applied to the acquisition cost less any estimated residual value.

The Rémy Cointreau Group's property, plant and equipment are predominantly used in production. Given that they are used until the end of their estimated useful lives, it is deemed that they have no material residual value.

Depreciation is based on the estimated useful lives of the different categories of property, plant and equipment, being the periods during which it is estimated that the Group will derive economic benefits from these assets.

- Buildings, depending on the components ..... 10-75 years
- Stills, casks, vats ..... 35-50 years
- Technical plant, machinery and equipment ..... 3-15 years
- Computer hardware ..... 3-5 years
- Other non-current assets ..... 5-10 years

| (in € millions)   | Land        | Buildings    | Other        | In progress | Total        |
|---|-------------|--------------|--------------|-------------|--------------|
| <b>Gross value at 31 March 2019</b>                             | <b>18.6</b> | <b>146.6</b> | <b>302.2</b> | <b>18.8</b> | <b>486.2</b> |
| Acquisitions  | 3.3         | 14.6         | 14.9         | 30.2        | 63.0         |
| Disposals, items scrapped                                       | (0.4)       | (1.8)        | (6.4)        | -           | (8.6)        |
| Derecognition   | -           | (0.0)        | (0.1)        | -           | (0.1)        |
| Other movements   | 0.2         | 7.1          | 5.8          | (12.0)      | 1.0          |
| Translation differences   | 0.0         | (0.5)        | (0.0)        | 0.1         | (0.5)        |
| <b>Gross value at 31 March 2020</b>                             | <b>21.7</b> | <b>165.9</b> | <b>316.4</b> | <b>37.0</b> | <b>541.1</b> |
| <b>Accumulated depreciation and impairment at 31 March 2019</b> | <b>3.0</b>  | <b>55.7</b>  | <b>158.2</b> | <b>-</b>    | <b>216.9</b> |
| Increase  | 0.3         | 4.3          | 16.6         | -           | 21.2         |
| Disposals, items scrapped                                       | (0.3)       | (1.0)        | (5.9)        | -           | (7.3)        |
| Derecognition   | -           | (0.0)        | (0.1)        | -           | (0.1)        |
| Other movements   | 0.0         | 0.2          | (0.0)        | -           | 0.2          |
| Translation differences   | -           | 0.0          | (0.0)        | -           | (0.0)        |
| <b>Accumulated depreciation and impairment at 31 March 2020</b> | <b>3.0</b>  | <b>59.2</b>  | <b>168.8</b> | <b>-</b>    | <b>231.0</b> |
| <b>Net carrying amount at 31 March 2019</b>                     | <b>15.6</b> | <b>90.9</b>  | <b>144.0</b> | <b>18.8</b> | <b>269.3</b> |
| <b>Net carrying amount at 31 March 2020</b>                     | <b>18.7</b> | <b>106.7</b> | <b>147.7</b> | <b>37.0</b> | <b>310.1</b> |

As of 31 March 2020, no property, plant or equipment owned by the Group was subject to impairment provisions. These non-current assets are unencumbered.

During the financial year ended 31 March 2020, acquisitions essentially involved substantial investment programmes on the Cognac, Islay, Barbados, Seattle, and St. Jean d'Hérans sites (new buildings or renovation of existing facilities).

## NOTE 6 INVESTMENTS IN ASSOCIATES

Investments in associates represent equity interests in companies meeting the principle described in Note 1.2.

| (in € millions)             | Spirits Platform | Total      |
|-----------------------------|------------------|------------|
| <b>At 31 March 2019</b>     | <b>1.1</b>       | <b>1.1</b> |
| Dividend paid               | (0.3)            | (0.3)      |
| Profit/(loss) of the period | 0.3              | 0.3        |
| Translation differences     | (0.1)            | (0.1)      |
| <b>At 31 March 2020</b>     | <b>0.9</b>       | <b>0.9</b> |

On 31 July 2015, the Rémy Cointreau Group acquired a 37% stake in Spirits Platform Pty Ltd for €0.7 million. When this company was created, a €0.4 million loan was granted to certain shareholders for a five-year term, recognised in "Other financial assets." Spirits Platform Pty Ltd, consolidated using the equity method, distributes Rémy Cointreau's brand portfolio in the Australian market.

Its financial year-end is 30 September. Its net sales for the Rémy Cointreau financial year ended 31 March 2020 totalled €33.6 million (€31.6 million at 31 March 2019). Its total assets amounted to €15.1 million at 31 March 2020 (2019: €15.1 million).

In the financial year ended 31 March 2020, the Rémy Cointreau Group generated net sales of €7.6 million with Spirits Platform (2019: €8.2 million).

## NOTE 7 OTHER FINANCIAL ASSETS

| <i>(in € millions)</i>                                       | 2020        | 2019        |
|--|-------------|-------------|
| Non-consolidated equity investments (Note 7.1)               | 10.4        | 14.4        |
| Other equity investment financial assets (Note 7.2)          | 71.3        | 71.3        |
| Sub-leasing assets – IFRS 16 (Note 7.3)                      | 2.2         | 2.6         |
| Loans to non-consolidated equity investments                 | 0.3         | 0.4         |
| Liquidity account excluding Rémy Cointreau shares (Note 7.4) | 1.5         | 3.9         |
| Other  | 1.5         | 1.3         |
| <b>TOTAL</b>   | <b>87.3</b> | <b>93.9</b> |

### NOTE 7.1 NON-CONSOLIDATED EQUITY INVESTMENTS

| <i>(in € millions)</i>                | % held | 2020        | % held | 2019        |
|---------------------------------------|--------|-------------|--------|-------------|
| Dynasty Fine Wines Group Ltd (China)  | 27.0%  | 9.9         | 27.0%  | 13.9        |
| Balchoa-Vinhos de Portugal (Portugal) | 0.8%   | 0.5         | 0.8%   | 0.5         |
| <b>TOTAL</b>                          |        | <b>10.4</b> |        | <b>14.4</b> |

This item mainly includes the valuation of the investment in the Chinese Dynasty Fine Wines group, a major wine player in China, listed on the Hong Kong stock exchange. Said equity investment is recognised in accordance with IFRS 9. With a closing share price of HKD 0.25, the valuation of the investment was €9.9 million at 31 March 2020, representing a decrease of €4.0 million (€4.4 million before the currency effect) compared to the financial year ended 31 March 2019, for which the counterparty was recognised in equity.

### NOTE 7.2 OTHER EQUITY INVESTMENT FINANCIAL ASSETS

Following an agreement entered into on 14 October 2016, Rémy Cointreau and Lucas Bols NV created a joint venture, Passoã SAS, to oversee the operation and continued development of the Passoã brand. The parties issued put and call options on their respective securities in Passoã SAS which may not be exercised before 1 December 2020. Unwinding of these instruments could enable Lucas Bols NV to acquire all the securities held by the Rémy Cointreau Group in Passoã SAS. The fair value of these instruments is recorded under "Other equity investment financial assets" for their estimated realisable value at 31 March 2020, €71.3 million.

### NOTE 7.3 SUB-LEASING ASSETS - IFRS 16

This sub-leasing asset is linked to the application of IFRS 16 (Note 4) and relates to an office lease in the United States.

### NOTE 7.4 LIQUIDITY ACCOUNT

Since the financial year ended 31 March 2006, Rémy Cointreau signed a liquidity agreement with a financial intermediary. This type of agreement does not qualify as "Cash and cash equivalents". Furthermore, the balance on the account corresponding to the value of Rémy Cointreau shares held under the agreement is reclassified as treasury shares as a deduction from consolidated equity (Note 11.1).

## NOTE 8 INVENTORIES

Inventories are recognised when the risks and rewards of their ownership have passed to the Rémy Cointreau Group. The application of this principle which is part of the IFRS conceptual framework, results in the recognition of inventories that are held physically and legally by third parties. The counterparty to these inventories is generally recorded in trade payables.

Inventories are stated at the lower of cost and net realisable value.

A substantial part of the inventories held by the Rémy Cointreau Group consists of *eaux-de-vie* (cognac, brandy, rum, malt Scotch whisky) that are undergoing ageing. These inventories may be held for periods ranging from 3 to more than 70 years. They remain classified within current assets in accordance with industry practice.

Inventories originating from agricultural assets owned or operated directly by the Group are not material.

The inventories undergoing ageing are recognised at cost, excluding interest, which is recorded in financial expenses in the period during which it is incurred. The cost price comprises the purchase price plus incidental costs and is increased each year by including costs directly attributable to the ageing process as well as to reflect evaporation.

The approach used to determine realisable value takes into account the sale price of the finished goods developed using these inventories.

Finished goods inventories are stated at the lower of the cost price calculated using the weighted average cost method and net realisable value.

### NOTE 8.1 BREAKDOWN BY CATEGORY

| <i>(in € millions)</i>              | 2020           | 2019           |
|-------------------------------------|----------------|----------------|
| Raw materials                       | 38.7           | 31.6           |
| Ageing eaux-de-vie <sup>(1)</sup>   | 1,222.2        | 1,103.4        |
| Goods for resale and finished goods | 106.0          | 114.4          |
| <b>Gross amount</b>                 | <b>1,366.9</b> | <b>1,249.4</b> |
| Provision for impairment            | (2.9)          | (4.0)          |
| <b>Carrying amount</b>              | <b>1,363.9</b> | <b>1,245.5</b> |

*(1) of which AFC inventories (March 2020: €316.5 million, March 2019: €298.7 million)*

As of 31 March 2020, some inventories were subject to agricultural warrants for €62.0 million (2019: €70.0 million).

### NOTE 8.2 ANALYSIS OF CHANGE

| <i>(in € millions)</i>          | Gross amount   | Impairment   | Carrying amount |
|---------------------------------|----------------|--------------|-----------------|
| <b>Balance at 31 March 2019</b> | <b>1,249.4</b> | <b>(4.0)</b> | <b>1,245.5</b>  |
| Movement                        | 128.7          | 0.9          | 129.6           |
| Other                           | (8.2)          | 0.2          | (8.0)           |
| Translation differences         | (3.1)          | (0.0)        | (3.1)           |
| <b>Balance at 31 March 2020</b> | <b>1,366.9</b> | <b>(2.9)</b> | <b>1,363.9</b>  |

## NOTE 9 TRADE AND OTHER RECEIVABLES

Trade receivables, which are generally collected within three months, are stated at nominal value.

| <i>(in € millions)</i>   | 2020         | 2019         |
|--|--------------|--------------|
| Trade receivables  | 103.8        | 194.5        |
| Receivables related to taxes and social charges (excl. income tax) | 20.4         | 13.1         |
| Sundry prepaid expenses  | 8.7          | 8.9          |
| Advances paid  | 47.9         | 39.3         |
| Other receivables  | 18.5         | 15.3         |
| <b>TOTAL</b>   | <b>199.4</b> | <b>271.1</b> |
| of which provision for doubtful debts                              | (1.7)        | (2.3)        |

At 31 March 2020, the breakdown of trade receivables by maturity was as follows:

| <i>(in € millions)</i>         | Total        | Not yet due | Due                |                    |
|--------------------------------|--------------|-------------|--------------------|--------------------|
|                                |              |             | Less than 3 months | More than 3 months |
| <b>Trade receivables gross</b> | <b>105.5</b> | <b>68.7</b> | <b>19.0</b>        | <b>17.7</b>        |

The Group is engaged in factoring programmes in Europe, the United States, and Asia-Pacific (excluding China) with specialised companies, top-tier bank subsidiaries.

Through these programmes, the Group is able to transfer to the factor all credit and carrying risks related to the accounts receivable of certain customers, up to a certain credit limit. These programmes meet the conditions set forth by IFRS 9 enabling the Group to deconsolidate its receivables once they are transferred to the factor.

Factoring programmes put in place at 31 March 2020 have accelerated €97.9 million in customer payments (2019: €48.9 million).

## NOTE 10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash and short-term investments that are considered highly liquid, can be converted into a known amount of cash and involve immaterial risk of loss in value in relation to the criteria specified in IAS 7.

| <i>(in € millions)</i> | 2020         | 2019         |
|------------------------|--------------|--------------|
| Short-term deposits    | -            | 0.6          |
| Cash at bank           | 269.4        | 178.0        |
| <b>TOTAL</b>           | <b>269.4</b> | <b>178.6</b> |

At year-end, due to the context stemming from the health crisis, the Group made drawdowns in excess of its needs from its credit facilities in order to secure the financing of the first quarter of the next financial year. This explains the sharp increase in the "Cash and cash equivalents" item between the two financial years.



## NOTE 11 SHAREHOLDERS' EQUITY

### NOTE 11.1 SHARE CAPITAL, SHARE PREMIUM AND TREASURY SHARES

|                         | Number of shares  | Treasury shares  | Total number of shares | Share capital | Share premium | Treasury shares |
|-------------------------|-------------------|------------------|------------------------|---------------|---------------|-----------------|
| <b>At 31 March 2019</b> | <b>50,149,787</b> | <b>(342,088)</b> | <b>49,807,699</b>      | <b>80.2</b>   | <b>795.1</b>  | <b>(34.4)</b>   |
| 2016 bonus share plan   | -                 | 66,700           | 66,700                 | -             | -             | 6.4             |
| Liquidity account       | -                 | (24,678)         | (24,678)               | -             | -             | (1.9)           |
| <b>At 31 March 2020</b> | <b>50,149,787</b> | <b>(300,066)</b> | <b>49,849,721</b>      | <b>80.2</b>   | <b>795.1</b>  | <b>(30.0)</b>   |

#### Share capital and premium

At 31 March 2020, the share capital consisted of 50,149,787 shares with a par value of €1.60.

#### Treasury shares

Treasury shares: Group investments in Rémy Cointreau shares are deducted from consolidated equity at their acquisition cost. These shares are generally held with the aim of serving bonus share plans or under a liquidity contract.

At 31 March 2020, Rémy Cointreau held 269,485 treasury shares intended to cover current or future bonus share plans and 30,581 treasury shares under the liquidity contract.

### NOTE 11.2 NUMBER OF SHARES USED FOR THE CALCULATION OF EARNINGS PER SHARE

Basic earnings per share are calculated according to the weighted average number of shares in issue during the reporting period, less the average number of treasury shares held over the period.

Diluted earnings per share are calculated based on the weighted average number of shares in issue during the financial year, less the average number of treasury shares held over the period, plus the weighted average number of shares that would be generated by the settlement of the bonus share plans in progress at the reporting date as well as the potential conversion of convertible bonds (OCEANE). These calculations follow the rules of IAS 33.

In the event that diluted earnings per share are higher than basic earnings per share, diluted earnings per share are adjusted to the level of basic earnings per share.

|  | 2020              | 2019              |
|--|-------------------|-------------------|
| <b>Average number of shares (basic):</b>                     |                   |                   |
| Average number of shares                                     | 50,149,787        | 50,451,656        |
| Average number of treasury shares                            | (343,075)         | (382,664)         |
| <b>Total used for calculating basic earnings per share</b>   | <b>49,806,712</b> | <b>50,068,992</b> |
| <b>Average number of shares (diluted):</b>                   |                   |                   |
| Average number of shares (basic)                             | 49,806,712        | 50,068,992        |
| Dilution effect of bonus share plans                         | 87,725            | 124,990           |
| Dilution effect on OCEANE                                    | 2,506,549         | 2,486,675         |
| <b>Total used for calculating diluted earnings per share</b> | <b>52,400,986</b> | <b>52,680,657</b> |

## NOTE 11.3 BONUS SHARE PLANS

| Grant date <sup>(1)</sup> | Plan No. | Vesting period | Minimum retention period | Rights granted initially | Value of right at grant date | Lapsed rights | Rights granted at the end of the vesting period | Rights outstanding at 31 March 2020 |
|---------------------------|----------|----------------|--------------------------|--------------------------|------------------------------|---------------|---|-------------------------------------|
| 22 November 2016          | 2016     | 3 years        | 2 years                  | 73,600                   | 77.44                        | 6,900         | 66,700  | -                                   |
| 21 November 2017          | 2017     | 3 years        | 2 years                  | 50,900                   | 111.40                       | 9,750         | -   | 41,150                              |
| 17 January 2019           | 2019     | 4 years        | -                        | 57,450                   | 101.00                       | 10,875        | -   | 46,575                              |
| <b>Total</b>              | -        | -              | -                        | <b>181,950</b>           | -                            | <b>27,525</b> | <b>66,700</b>                                   | <b>87,725</b>                       |

(1) The grant date is the date of the Board meeting which decided the allocations under each plan. The 2016 and 2017 plans were authorised by the Combined Shareholders' Meeting of 26 July 2016 and the 2019 plan by the Combined Shareholders' Meeting of 24 July 2018.

All plans are indexed plans (AGAI). The shares issued to beneficiaries at the end of the vesting period are subject to their continued employment with the Group. The number of shares will depend on the achievement of external and/or internal criteria.

2016 Plan: This plan expired on 26 November 2019. There were 66,700 rights outstanding, all of which have been granted. According to this plan's regulations, the maximum number of shares was granted if the overall performance of Rémy Cointreau stock (TSR – Total Shareholder Return) at the end of the vesting period was superior to that of a panel of nine luxury goods and/or premium spirits companies. This plan was serviced in full by the delivery of shares held by Rémy Cointreau.

2017 Plan: the maximum number of shares will be granted if the overall performance of Rémy Cointreau stock (TSR – Total Shareholder Return) as at the end of the vesting period is superior to that of a panel of eight luxury goods and/or premium spirits companies. The Board of Directors will set the share delivery terms (delivery of treasury shares or creation of new shares) when deciding on the final allocation of the plan. At the reporting date, the plan was expected to be serviced in full by the delivery of shares held by Rémy Cointreau.

2019 Plan: 50% of the maximum number of shares will be granted if the overall performance of Rémy Cointreau stock (TSR – Total Shareholder Return) as at the end of the vesting period is superior to that of a panel of 10 luxury goods and/or premium spirits companies. 50% of the maximum number of shares will be granted if the current operating profit has reached the target set (target values defined for financial years 19/20 to 22/23). The Board of Directors will set the share delivery terms (delivery of treasury shares or creation of new shares) when deciding on the final allocation of the plan. At the reporting date, the plan was expected to be serviced in full by the delivery of shares held by Rémy Cointreau.

No plan was issued during the financial year ended 31 March 2020. A draft plan involving 48,600 shares was postponed indefinitely following a decision by the Board of Directors on 24 March 2020.

### Calculation of the expense for the year

In accordance with IFRS 2, an expense representing the value of the benefit granted to the beneficiaries of these plans is recognised as operating profit, spread over the vesting period.

The fair value of the rights granted was calculated by independent actuaries.

| (in € millions) | Fair value per right (€) | Total value | 2020 expense |
|-----------------|--------------------------|-------------|--------------|
| Plan 2016       | 51.12                    | 3.4         | 0.7          |
| Plan 2017       | 85.37                    | 3.5         | 1.2          |
| Plan 2019       | 82.58                    | 3.8         | 1.7          |
| <b>Total</b>    |                          | <b>10.8</b> | <b>3.6</b>   |

## NOTE 11.4 DIVIDENDS

The Shareholders' Meeting of 24 July 2019 approved the payment of an ordinary dividend of €1.65 per share in respect of the financial year ended 31 March 2019. It also approved the payment of an extraordinary dividend of €1.00 per share. The dividend was paid out in cash-only on 16 September 2019 in the total amount of €132.0 million.

## NOTE 11.5 NON-CONTROLLING INTERESTS

| (in € millions)                              | 2020       | 2019       |
|--|------------|------------|
| Minority interests in Mount Gay Distilleries | 0.9        | 1.0        |
| <b>TOTAL</b>                                 | <b>0.9</b> | <b>1.0</b> |

## NOTE 12 FINANCIAL DEBT

Financial resources are stated at nominal value net of costs incurred when arranging this financing. These costs are recognised in the income statement as finance costs using an actuarial calculation (the effective interest rate method), except for costs relating to the syndicated loan, which are amortised using the straight-line method over the term of the contract.

### NOTE 12.1 NET FINANCIAL DEBT

|                                     | 2020         |              |              | 2019         |               |              |
|-------------------------------------|--------------|--------------|--------------|--------------|---------------|--------------|
|                                     | Long term    | Short term   | Total        | Long term    | Short term    | Total        |
| <i>(in € millions)</i>              |              |              |              |              |               |              |
| Gross financial debt                | 452.0        | 268.3        | 720.3        | 423.8        | 98.1          | 521.9        |
| Cash and cash equivalents (Note 10) | -            | (269.4)      | (269.4)      | -            | (178.6)       | (178.6)      |
| <b>Net financial debt</b>           | <b>452.0</b> | <b>(1.1)</b> | <b>450.9</b> | <b>423.8</b> | <b>(80.5)</b> | <b>343.3</b> |

The change in net financial debt over the financial year breaks down as follows:

|                                      | 2019         | Change in cash | Change due to exchange rates | Change IFRS 16 | Derecognition | Amortisation of issue costs and premium | Amortisation of OCEANE equity component | 2020         |
|--------------------------------------|--------------|----------------|------------------------------|----------------|---------------|---|---|--------------|
| Financial debt of more than one year | 423.8        | 30.0           | 0.1                          | (4.9)          | (1.2)         | 0.6                                     | 3.6                                     | 452.0        |
| Financial debt of less than one year | 98.1         | 167.3          | 3.5                          | (0.2)          | (0.4)         | -                                       | -                                       | 268.3        |
| <b>Gross financial debt</b>          | <b>521.9</b> | <b>197.3</b>   | <b>3.6</b>                   | <b>(5.1)</b>   | <b>(1.6)</b>  | <b>0.6</b>                              | <b>3.6</b>                              | <b>720.3</b> |
| Cash and cash equivalents            | (178.6)      | (96.8)         | (0.6)                        | -              | 6.6           | -                                       | -                                       | (269.4)      |
| <b>Net financial debt</b>            | <b>343.3</b> | <b>100.6</b>   | <b>3.0</b>                   | <b>(5.1)</b>   | <b>5.0</b>    | <b>0.6</b>                              | <b>3.6</b>                              | <b>450.9</b> |

### NOTE 12.2 GROSS FINANCIAL DEBT BY TYPE

|  | 2020         |              |              | 2019         |             |              |
|--|--------------|--------------|--------------|--------------|-------------|--------------|
|  | Long term    | Short term   | Total        | Long term    | Short term  | Total        |
| <i>(in € millions)</i>                 |              |              |              |              |             |              |
| Private bond placement                 | 79.9         | -            | 79.9         | 79.8         | -           | 79.8         |
| Convertible bonds (OCEANE)             | 261.3        | -            | 261.3        | 257.4        | -           | 257.4        |
| Drawdown on syndicated loan            | 30.0         | -            | 30.0         | -            | -           | -            |
| Upfront fees on syndicated loan        | (0.3)        | -            | (0.3)        | (0.4)        | -           | (0.4)        |
| Partner current account                | -            | 20.0         | 20.0         | -            | 40.0        | 40.0         |
| Accrued interest                       | -            | 0.7          | 0.7          | -            | 0.8         | 0.8          |
| <b>Total Rémy Cointreau SA</b>         | <b>370.8</b> | <b>20.7</b>  | <b>391.5</b> | <b>336.9</b> | <b>40.8</b> | <b>377.6</b> |
| Bonds                                  | 64.4         | -            | 64.4         | 64.2         | -           | 64.2         |
| Other financial debt and overdrafts    | 0.2          | 185.9        | 186.0        | 0.2          | 0.6         | 0.8          |
| Accrued interest                       | -            | 1.7          | 1.7          | -            | 1.7         | 1.7          |
| Borrowings by special purpose entities | -            | 52.9         | 52.9         | -            | 47.2        | 47.2         |
| Lease liabilities – IFRS 16 (Note 4)   | 16.7         | 7.1          | 23.8         | 22.6         | 7.7         | 30.3         |
| <b>Total subsidiaries</b>              | <b>81.2</b>  | <b>247.6</b> | <b>328.8</b> | <b>86.9</b>  | <b>57.3</b> | <b>144.2</b> |
| <b>Gross financial debt</b>            | <b>452.0</b> | <b>268.3</b> | <b>720.3</b> | <b>423.8</b> | <b>98.1</b> | <b>521.9</b> |

The total amount of confirmed resources available and their utilisation rate is detailed in the note on liquidity risk (Note 15.6).

**NOTE 12.3 GROSS FINANCIAL DEBT BY MATURITY**

| <i>(in € millions)</i> | 2020         | 2019         |
|------------------------|--------------|--------------|
| Less than 1 year       | 268.3        | 98.1         |
| 1 to 5 years           | 159.9        | 86.0         |
| More than 5 years      | 292.2        | 337.9        |
| <b>TOTAL</b>           | <b>720.3</b> | <b>521.9</b> |

**NOTE 12.4 GROSS FINANCIAL DEBT BY TYPE OF RATES**

| <i>(in € millions)</i>      | 2020         |              |              | 2019         |             |              |
|-----------------------------|--------------|--------------|--------------|--------------|-------------|--------------|
|                             | Long term    | Short term   | Total        | Long term    | Short term  | Total        |
| Fixed interest rate         | 422.4        | 80.0         | 502.3        | 424.2        | 94.9        | 519.2        |
| Variable interest rate      | 29.7         | 185.9        | 215.5        | (0.4)        | 0.6         | 0.2          |
| Accrued interest            | -            | 2.4          | 2.4          | -            | 2.5         | 2.5          |
| <b>Gross financial debt</b> | <b>452.0</b> | <b>268.3</b> | <b>720.3</b> | <b>423.8</b> | <b>98.1</b> | <b>521.9</b> |

| <i>(in € millions)</i>          | 2020        |              |              | 2019         |            |            |
|---------------------------------|-------------|--------------|--------------|--------------|------------|------------|
|                                 | Long term   | Short term   | Total        | Long term    | Short term | Total      |
| Drawdown on syndicated loan     | 30.0        | -            | 30.0         | -            | -          | -          |
| Upfront fees on syndicated loan | (0.3)       | -            | (0.3)        | (0.4)        | -          | (0.4)      |
| Other                           | -           | 185.9        | 185.9        | -            | 0.6        | 0.6        |
| <b>Total variable-rate debt</b> | <b>29.7</b> | <b>185.9</b> | <b>215.5</b> | <b>(0.4)</b> | <b>0.6</b> | <b>0.2</b> |

**NOTE 12.5 GROSS FINANCIAL DEBT BY CURRENCY**

| <i>(in € millions)</i>      | 2020         |              |              | 2019         |             |              |
|-----------------------------|--------------|--------------|--------------|--------------|-------------|--------------|
|                             | Long term    | Short term   | Total        | Long term    | Short term  | Total        |
| Euro                        | 438.5        | 262.6        | 701.1        | 406.1        | 92.3        | 498.4        |
| US dollar                   | 8.5          | 3.2          | 11.7         | 9.4          | 2.9         | 12.3         |
| Chinese yuan                | 1.9          | 1.4          | 3.3          | 4.0          | 1.6         | 5.5          |
| Hong Kong dollar            | 0.2          | 0.1          | 0.3          | 0.3          | 0.2         | 0.6          |
| Other                       | 2.9          | 0.9          | 3.8          | 4.0          | 1.1         | 5.1          |
| <b>Gross financial debt</b> | <b>452.0</b> | <b>268.3</b> | <b>720.3</b> | <b>423.8</b> | <b>98.1</b> | <b>521.9</b> |

**NOTE 12.6 BONDS****Private bond placement**

On 27 February 2015, Rémy Cointreau issued an €80.0 million bond in the form of a private placement with a leading European insurer. The bonds have a coupon of 2.945% with a ten-year maturity. This bond stood at €79.9 million at 31 March 2020, taking into account €0.1 million of issue expenses.

This contract is unsecured. Availability of the funds is subject to the A ratio (see Syndicated loan) remaining below 3.5 at each half year end for the duration of the contract.

### Convertible bonds (OCEANE)

On 7 September 2016, as part of a private placement with institutional investors, Rémy Cointreau issued bonds with an option to convert to and/or exchange for new and/or existing shares (OCEANE), with a maturity date of 7 September 2026 and a nominal amount of €275 million, or 2,484,191 OCEANE with a par value of €110.70 each.

The par value of the OCEANE bonds incorporates an issue premium of 40% based on the reference price of the Company's shares on the Euronext Paris regulated market. OCEANE bondholders are entitled to new and/or existing Rémy Cointreau shares, at the conversion rate of one share per OCEANE, subject to potential subsequent adjustments exercisable on 7 September 2023. This conversion rate was increased to 1.009 shares per OCEANE following the payment of the dividend of €1.00 per share on 16 September 2019.

The OCEANE bonds bear interest at a nominal annual rate of 0.125%, payable in arrears on 7 September each year.

The €24.9 million difference between the par value of the issue and its fair value on the issue date is recognised in equity.

### Bonds with a par value of €65 million

On 13 August 2013, Financière Rémy Cointreau SA/NV issued a ten-year bond for the amount of €65 million, guaranteed by Rémy Cointreau SA. This bond stood at €64.4 million at 31 March 2020, taking into account €(0.6) million of issue premiums and expenses.

The bonds have a par value of €250,000 each and were issued at 97.977% of par (issue premium of 2.023%), bearing interest of 4% payable annually on 13 August. They will be redeemed at par at maturity on 13 August 2023.

This bond is not secured.

After taking the issue premium and expenses into account, the net proceeds from the bond were €63.2 million, putting the effective interest rate at 4.35%.

### NOTE 12.7 SYNDICATED LOAN:

On 2 July 2018, Rémy Cointreau took out a new syndicated loan of €100 million with a pool of six banking groups. This new syndicated loan has a maturity of five years (with an optional 2-year extension) and replaces the syndicated loan of €255 million maturing on 11 April 2019. In May 2019, it was extended for an initial one-year period.

Amounts drawn down bear interest at EURIBOR plus a margin of 35 bps to 125 bps, depending on the Group's debt rating.

This facility is unsecured.

The availability of the facility is contingent on "Average net debt/EBITDA" (the A ratio) being less than or equal to 4.0 at 30 September and 31 March of each year until maturity. At 31 March 2020, the ratio was 1.86 (September 2019: 1.39, March 2019: 1.19).

## NOTE 13 PROVISIONS FOR LIABILITIES AND CHARGES

The recognition of provisions, generally intended to cover compensation payable in the event of disputes with third parties, requires the Group's management to estimate the level of probability associated with this risk and also the outcome of negotiations, transactions and legal proceedings that are or may be conducted with the third parties concerned.

In accordance with IAS 37 "Provisions, Contingent Liabilities and Contingent Assets", a provision is recognised when the Group has an obligation towards a third party and it is certain or highly probable that it will result in an outflow of resources for the benefit of the third party, without receipt of an at least equivalent consideration from the said third party. Provisions for restructuring are recognised only when restructuring has been announced and detailed measures drawn up.

When the time value of money is material, the amount of the provision corresponds to the present value of expected expenditure that the Company believes to be necessary to meet the liability. In practice, when the liability is expected to be settled in more than 12 months, the amount of the provision is discounted to its present value, with the effects being recognised in net financial result.

### NOTE 13.1 ANALYSIS OF CHANGE

| <i>(in € millions)</i>               | RESTRUCTURING | LITIGATION  | Total       |
|--------------------------------------|---------------|-------------|-------------|
| <b>At 31 March 2019</b>              | <b>0.1</b>    | <b>10.3</b> | <b>10.4</b> |
| Increase                             | -             | 11.4        | 11.4        |
| Reversals – Used                     | -             | (0.6)       | (0.6)       |
| Reversals – Unused                   | -             | (0.3)       | (0.3)       |
| Translation differences              | -             | 0.2         | 0.2         |
| Reclassification to accrued expenses | -             | (7.4)       | (7.4)       |
| <b>At 31 March 2020</b>              | <b>0.1</b>    | <b>13.5</b> | <b>13.6</b> |

"Provisions for liabilities and charges" mainly consist of provisions recognised to cover trade and employee-related disputes.

In accordance with IFRIC 23 "Uncertainty over income tax treatments", provisions for tax risks are now included in "Income tax payables". The amounts previously recognised at 31 March 2019 have been reclassified.

### NOTE 13.2 MATURITY

These provisions are intended to cover probable items of expenditure payable as follows:

| <i>(in € millions)</i>                     | 2020        | 2019        |
|--|-------------|-------------|
| Long-term provisions (or unknown maturity) | 2.2         | 8.1         |
| Short-term provisions                      | 11.5        | 2.3         |
| <b>TOTAL</b>                               | <b>13.6</b> | <b>10.4</b> |

## NOTE 14 TRADE AND OTHER PAYABLES

Trade payables, which are generally settled within three months, are stated at nominal value.

| <i>(in € millions)</i>  | 2020         | 2019         |
|---|--------------|--------------|
| Trade payables – <i>eaux-de-vie</i>                           | 239.9        | 229.8        |
| Other trade payables  | 88.8         | 101.0        |
| Advances from customers                                       | 1.8          | 2.1          |
| Payables related to tax and social charges (excl. income tax) | 72.3         | 68.0         |
| Excise duties   | 0.4          | 3.9          |
| Advertising expenses payable                                  | 69.2         | 75.5         |
| Miscellaneous deferred income                                 | 2.2          | 3.9          |
| Other liabilities   | 59.7         | 59.6         |
| <b>TOTAL</b>  | <b>534.4</b> | <b>543.8</b> |

## NOTE 15 FINANCIAL INSTRUMENTS AND MARKET RISKS

Derivative financial instruments held by the Group in connection with its ordinary activities, mainly in the form of options, are valued using the methods prevailing in the financial markets. Note that these valuations are based on market data as at the balance sheet date. These values may fluctuate rapidly due to constant changes in the financial markets.

Financial assets and liabilities are measured in accordance with IFRS 9 “Financial Instruments: Recognition and Measurement”.

The Group makes extensive use of derivative financial instruments as part of its policy of hedging exposure to currency and interest rate risks. The Group has implemented the procedures and maintains the documentation needed to justify the application of hedge accounting as defined by IFRS 9.

Derivative instruments are stated at market value as at the balance sheet date. Market values are calculated using an external valuation model, and compared with those obtained from counterparty banks. Changes in the value of currency derivatives are recognised in the manner described in Note 1.4. When used to hedge interest rate risk, changes in the value of derivative instruments (mainly caps and interest swaps) are recorded in recyclable equity in respect of the change in the intrinsic value of the hedging instruments when these options are active and in net financial result for any residual change in fair value of the hedging instruments and the change in fair value of the non-hedging instruments.

### NOTE 15.1 BREAKDOWN OF FINANCIAL INSTRUMENTS BY CATEGORY

The following tables show the financial instruments recorded in the statement of financial position, analysed by the measurement categories defined in IFRS 9.

#### AT 31 MARCH 2020

| <i>(in € millions)</i>                                | <i>Notes</i> | Carrying amount | Fair value   | Loans and receivables at amortised cost | Fair value through profit or loss | Fair value through OCI |
|---|--------------|-----------------|--------------|---|-----------------------------------|------------------------|
| Non-current financial assets                          | 7            | 87.3            | 87.3         | 4.0                                     | 1.5                               | 81.7                   |
| Derivative financial instruments                      | 15           | 5.1             | 5.1          | -                                       | 0.8                               | 4.4                    |
| Cash and cash equivalents                             | 10           | 269.4           | 269.4        | -                                       | 269.4                             | -                      |
| <b>ASSETS</b>   |              | <b>361.8</b>    | <b>361.8</b> | <b>4.0</b>                              | <b>271.7</b>                      | <b>86.1</b>            |
| Long-term financial debt                              | 12           | 452.0           | 452.0        | 452.0                                   | -                                 | -                      |
| Short-term financial debt and accrued interest charge | 12           | 268.3           | 268.3        | 268.3                                   | -                                 | -                      |
| Derivative financial instruments                      | 15           | 8.7             | 8.7          | -                                       | 2.1                               | 6.7                    |
| <b>LIABILITIES</b>                                    |              | <b>729.0</b>    | <b>729.0</b> | <b>720.3</b>                            | <b>2.1</b>                        | <b>6.7</b>             |

## AT 31 MARCH 2019

| <i>(in € millions)</i>                                | <i>Notes</i> | <b>Carrying amount</b> | <b>Fair value</b> | <b>Loans and receivables at amortised cost</b> | <b>Fair value through profit or loss</b> | <b>Fair value through OCI</b> |
|---|--------------|------------------------|-------------------|--|--|-------------------------------|
| Non-current financial assets                          | 7            | 93.9                   | 93.9              | 4.3  | 3.9                                      | 85.7                          |
| Derivative financial instruments                      | 15           | 1.8                    | 1.8               | -  | 0.7                                      | 1.1                           |
| Cash and cash equivalents                             | 10           | 178.6                  | 178.6             | -  | 178.6                                    | -                             |
| <b>ASSETS</b>   | -            | <b>274.3</b>           | <b>274.3</b>      | <b>4.3</b>                                     | <b>183.2</b>                             | <b>86.8</b>                   |
| Long-term financial debt                              | 12           | 423.8                  | 423.8             | 423.8  | -  | -                             |
| Short-term financial debt and accrued interest charge | 12           | 98.1                   | 98.1              | 98.1   | -  | -                             |
| Derivative financial instruments                      | 15           | 10.1                   | 10.1              | -  | 1.7                                      | 8.3                           |
| <b>LIABILITIES</b>                                    | -            | <b>532.0</b>           | <b>532.0</b>      | <b>521.9</b>                                   | <b>1.7</b>                               | <b>8.3</b>                    |

### NOTE 15.2 MARKET RISK MANAGEMENT POLICY

The Group uses financial instruments to manage its interest rate and currency risk exposure. The policy for managing market risks complies with the prudential rules approved by the Board of Directors. More specifically, the sale of options is limited to tunnel strategies and the resale of previously purchased instruments that are subject to approval on an individual basis.

All hedging transactions are entered into with top-tier international banks.

With regard to currency risk, the Group endeavours to hedge its budgeted net commercial exposure over a rolling period of approximately 15 to 18 months. This is achieved by entering into firm or optional currency hedging agreements in accordance with the guidelines set by the Board of Directors.

The Group does not hedge the currency risk arising from the translation into euros of the financial statements of companies that use a currency other than the euro.

The Group's hedging policy only allows for the hedging of short-term currency risk. It is not intended to protect the Group against the economic effects of long-term money market trends on the Group's net sales and margins.

### NOTE 15.3 BREAKDOWN OF FINANCIAL INSTRUMENTS (INTEREST AND FOREIGN EXCHANGE RATES)

| <i>(in € millions)</i>    | <b>2020</b> | <b>2019</b> |
|---------------------------|-------------|-------------|
| <b>Assets</b>             |             |             |
| Interest rate derivatives | -           | -           |
| Exchange rate derivatives | 5.1         | 1.8         |
| <b>TOTAL</b>              | <b>5.1</b>  | <b>1.8</b>  |
| <b>Liabilities</b>        |             |             |
| Interest rate derivatives | -           | -           |
| Exchange rate derivatives | 8.7         | 10.1        |
| <b>TOTAL</b>              | <b>8.7</b>  | <b>10.1</b> |

### NOTE 15.4 INTEREST RATE DERIVATIVES

At 31 March 2020, the Group had no interest rate derivatives in its portfolio.



## NOTE 15.5 EXCHANGE RATE DERIVATIVES

The Group uses options and forward contracts to hedge its cash flows from commercial transactions. Commercial transactions for the year for which payment has not been received as of the balance sheet date are hedged by short-term currency swaps.

Furthermore, Rémy Cointreau SA, which centralises the Group's financing needs, and its subsidiary Financière Rémy Cointreau make intra-Group loans and borrowings denominated in the counterparty's currency. The Group uses back-to-back currency swaps to match these loans and borrowings. The maturity of such transactions ranges from one month to one year.

Breakdown of all currency hedging instruments in the portfolio at 31 March 2020:

| <i>(in € million)</i>  | Nominal amount <sup>(1)</sup> | Initial value | Market value | Of which: CFH <sup>(2)</sup> | Of which: Trading <sup>(2)</sup> |
|--|-------------------------------|---------------|--------------|------------------------------|----------------------------------|
| <b>Put options and tunnel options</b>  |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | 159.8                         | 3.1           | 1.1          | 1.1                          | -                                |
| Other currencies (vs. EUR)   | 36.6                          | 0.7           | 0.7          | 0.7                          | -                                |
|  | <b>196.3</b>                  | <b>3.9</b>    | <b>1.8</b>   | <b>1.8</b>                   | -                                |
| <b>Forward sales</b>   |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | 168.9                         | -             | (5.6)        | (5.6)                        | -                                |
| Other currencies (vs. EUR)   | 60.3                          | -             | 1.4          | 1.4                          | -                                |
|  | <b>229.2</b>                  | -             | <b>(4.1)</b> | <b>(4.1)</b>                 | -                                |
| <b>Purchase/(sale) of currency swaps (operating activities) <sup>(3)</sup></b> |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | (65.0)                        | -             | (0.1)        | -                            | (0.1)                            |
| Other currencies (vs. EUR)   | (22.7)                        | -             | 0.1          | -                            | 0.1                              |
|  | <b>(87.7)</b>                 | -             | <b>0.1</b>   | -                            | <b>0.1</b>                       |
| <b>Purchase/(sale) of currency swaps (financing activities) <sup>(3)</sup></b> |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | (87.2)                        | -             | (0.1)        | -                            | (0.1)                            |
| Other currencies (vs. EUR)   | (71.0)                        | -             | (1.3)        | -                            | (1.3)                            |
|  | <b>(158.2)</b>                | -             | <b>(1.4)</b> | -                            | <b>(1.4)</b>                     |
| <b>Total</b>   | <b>179.7</b>                  | <b>3.9</b>    | <b>(3.6)</b> | <b>(2.3)</b>                 | <b>(1.3)</b>                     |

<sup>(1)</sup> Nominal amount in foreign currency translated at the closing rate

<sup>(2)</sup> Fair Value Hedge Cash Flow Hedge Trading

<sup>(3)</sup> Difference between closing rate and forward rate

Breakdown of all currency hedging instruments in the portfolio at 31 March 2019:

| <i>(in € million)</i>  | Nominal amount <sup>(1)</sup> | Initial value | Market value | Of which: CFH <sup>(2)</sup> | Of which: Trading <sup>(2)</sup> |
|--|-------------------------------|---------------|--------------|------------------------------|----------------------------------|
| <b>Put options and tunnel options</b>  |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | 169.2                         | 3.4           | 0.2          | 0.2                          | -                                |
| Other currencies (vs. EUR)   | 36.2                          | 1.0           | 0.3          | 0.3                          | -                                |
|  | <b>205.4</b>                  | <b>4.4</b>    | <b>0.4</b>   | <b>0.4</b>                   | -                                |
| <b>Forward sales</b>   |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | 164.8                         | -             | (5.8)        | (5.8)                        | -                                |
| Other currencies (vs. EUR)   | 73.8                          | -             | (1.8)        | (1.8)                        | -                                |
|  | <b>238.6</b>                  | -             | <b>(7.6)</b> | <b>(7.6)</b>                 | -                                |
| <b>Purchase/(sale) of currency swaps (operating activities) <sup>(3)</sup></b> |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | (64.3)                        | -             | (0.1)        | -                            | (0.1)                            |
| Other currencies (vs. EUR)   | (24.6)                        | -             | (0.1)        | -                            | (0.1)                            |
|  | <b>(89.0)</b>                 | -             | <b>(0.2)</b> | -                            | <b>(0.2)</b>                     |
| <b>Purchase/(sale) of currency swaps (financing activities) <sup>(3)</sup></b> |                               |               |              |                              |                                  |
| Seller USD (vs. EUR)   | (75.3)                        | -             | (1.3)        | -                            | (1.3)                            |
| Other currencies (vs. EUR)   | (62.2)                        | -             | 0.3          | -                            | 0.3                              |
|  | <b>(137.5)</b>                | -             | <b>(1.0)</b> | -                            | <b>(1.0)</b>                     |
| <b>Total</b>   | <b>217.5</b>                  | <b>4.4</b>    | <b>(8.3)</b> | <b>(7.2)</b>                 | <b>(1.1)</b>                     |

<sup>(1)</sup> Nominal amount in foreign currency translated at the closing rate

<sup>(2)</sup> Fair Value Hedge Cash Flow Hedge Trading

<sup>(3)</sup> Difference between closing rate and forward rate

## Sensitivity to foreign exchange risk

Taking into account the hedges in place, a 10% increase or decrease in the EUR/USD exchange rate would have the following impact, with the impact on net profit/(loss) arising mainly from the ineffective portion hedging future flows:

|  | 2020                |        | 2019                |       |
|--|---------------------|--------|---------------------|-------|
|  | EUR/USD sensitivity |        | EUR/USD sensitivity |       |
| Benchmark value                          | 1,0954              |        | 1,1229              |       |
|  | +10%                | -10%   | +10%                | -10%  |
| EUR/USD rate                             | 1.20                | 0.99   | 1.24                | 1.01  |
| Net profit/(loss) for the period         | (0.5)               | 0.8    | (1.9)               | 2.0   |
| Equity excluding net profit/(loss)       | 14.1                | (12.8) | (13.6)              | 12.7  |
| Change in value of financial instruments | 27.4                | (26.5) | (15.1)              | 11.9  |
| Nominal amount at balance sheet date:    |                     |        |                     |       |
| • USD instruments in the portfolio       | 239.7               | 293.0  | 245.1               | 299.6 |
| • USD receivables potentially exposed    | 67.2                | 82.1   | 85.5                | 104.6 |

## NOTE 15.6 LIQUIDITY RISK

In accordance with IFRS 7, liabilities are stated at their carrying amount at the balance sheet date excluding discounting effects. The amounts drawn down on credit lines in the year ended 31 March 2020 are assumed to be carried forward until the maturity of each of the corresponding facilities. The corresponding interest expense is calculated using the parameters known at the balance sheet date. For derivative financial instruments, amounts stated in this analysis are the net cash outflow, excluding discounting effects, which should be paid out by the Company based on market conditions prevailing at the balance sheet date.

Liquidity risk stems mainly from the availability of financial resources.

The majority of the Group's activities are characterised by high levels of capital employed, particularly inventories undergoing ageing. Rémy Cointreau continuously monitors the balance of its financial structure, prioritises long-term resources and combines fixed-rate and variable-rate resources. Refinancing is systematically prepared for those resources reaching maturity. The Group obtains its financing from leading financial institutions.

The following table shows the contractual maturity profile of disbursements relating to financial liabilities recognised as of 31 March 2020.

| (in € millions)                                | Before 31<br>March 2021 | Before 31<br>March 2022 | Before 31<br>March 2023 | Before 31<br>March 2024 | Beyond       | Total          |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--------------|----------------|
| Financial debt and accrued interest            | 261.3                   | -                       | -                       | 65.0                    | 385.0        | 711.3          |
| Trade and other payables                       | 534.4                   | -                       | -                       | -                       | -            | 534.4          |
| <b>Liabilities recognised at 31 March 2020</b> | <b>795.7</b>            | <b>-</b>                | <b>-</b>                | <b>65.0</b>             | <b>385.0</b> | <b>1,245.7</b> |
| Future interest on financial debt              | 6.3                     | 5.6                     | 5.3                     | 3.7                     | 3.0          | 23.8           |
| <b>Total disbursements</b>                     | <b>802.0</b>            | <b>5.6</b>              | <b>5.3</b>              | <b>68.7</b>             | <b>388.0</b> | <b>1,269.5</b> |

The confirmed resources and their availability are as follows (see also Note 12 for the description of financial debt):

| (in € millions)                                     | 2020         | 2019         |
|---|--------------|--------------|
| Fixed-rate resources                                | 440.0        | 460.0        |
| Variable-rate resources                             | 100.0        | 100.0        |
| <b>Total</b>  | <b>540.0</b> | <b>560.0</b> |
| Long-term   | 520.0        | 520.0        |
| Short-term  | 20.0         | 40.0         |
| <b>Total</b>  | <b>540.0</b> | <b>560.0</b> |
| Availability subject to compliance with the A ratio | 180.0        | 180.0        |
| Available with no ratio restrictions                | 360.0        | 380.0        |
| <b>Total</b>  | <b>540.0</b> | <b>560.0</b> |
| Unused at 31 March                                  | 70.0         | 100.0        |
| Unused at 31 March as % of available resources      | 13%          | 18%          |

The availability of some financing is contingent upon achieving the "A ratio"(average net debt/EBITDA). This is calculated every six months and must be below 3.50 for the private bond placement (Note 12.6) and below 4.0 for the new syndicated loan (Note 12.7). The A ratio was 1.86 at 31 March 2020. The Group is confident in its ability to maintain this ratio in the short, medium and long-term, and in its ability to renew financing that is due to reach maturity in the coming years.

In addition, the Rémy Cointreau Group had €215 million in unconfirmed bilateral lines at 31 March 2020.

The Group's rating is reviewed annually. At 31 March 2020, Moody's assigned the rating of Baa3, stable outlook.

In the midst of the COVID-19 health crisis and its major economic impact, the Group remains confident that its financing will remain available and its debt controlled. Financial debt, which is a key indicator for the Group's management, is the subject of continuously updated forecasts. The Rémy Cointreau Group's balance sheet structure is solid.

## NOTE 16 SEGMENT REPORTING

### Breakdown by segment

As required by IFRS 8, the Rémy Cointreau Group provides an analysis by business segment and geographic area of certain items of its consolidated financial statements.

#### A) Business segment

The segments to be presented are those operating segments for which separate financial information is available internally and which are used by the "main operational decision-maker" to make operational decisions. Rémy Cointreau's main operational decision-maker is the Executive Committee. This committee reviews operational performances and allocates resources based on the financial data analysed for the Rémy Martin, Liqueurs & Spirits and Partner Brands businesses. Consequently, the Group has identified these businesses as the operating segments to be presented. In addition, a holding segment includes the central expenses that are not allocated to the various divisions.

The main brands in the "Liqueurs & Spirits" segment are Cointreau, Metaxa, St-Rémy, Mount Gay, Bruichladdich, The Botanist, Westland and Domaine des Hautes Glaces.

The "Partner Brands" business includes brands which are not controlled by the Group and those whose production is not carried out wholly by the Group. These brands are distributed using the Group's distribution network in the framework of fixed-term agreements.

Information given by business segment is identical to that presented to the Executive Committee.

#### B) Geographic area

Net sales by geographic area are analysed based on the destination of the goods sold. Items in the statement of financial position are analysed based on the geographic area of the entities reporting them.

The geographic areas covered are: Europe Middle-East Africa, Americas, Asia-Pacific. The Asia-Pacific area includes Asia, Australia and New Zealand.

### NOTE 16.1 BUSINESSES

#### Note 16.1.1 Breakdown of net sales and current operating profit/(loss)

| <i>(in € millions)</i>       | Net sales      |                | Current operating profit/(loss) |              |
|------------------------------|----------------|----------------|---------------------------------|--------------|
|                              | 2020           | 2019           | 2020                            | 2019         |
| Rémy Martin                  | 735.5          | 774.4          | 199.5                           | 235.6        |
| Liqueurs & Spirits           | 261.9          | 264.4          | 37.5                            | 38.8         |
| <b>Group brands subtotal</b> | <b>997.3</b>   | <b>1,038.8</b> | <b>237.0</b>                    | <b>274.4</b> |
| Partner Brands               | 27.5           | 87.2           | (1.7)                           | 4.9          |
| Holding                      | -              | -              | (20.1)                          | (15.2)       |
| <b>TOTAL</b>                 | <b>1,024.8</b> | <b>1,125.9</b> | <b>215.1</b>                    | <b>264.1</b> |

There are no intra-segment sales.

## Note 16.1.2 Breakdown of the statement of financial position

AT 31 MARCH 2020

| <i>(in € millions)</i>   | Rémy Martin    | Liqueurs & Spirits | Partner Brands | Unallocated    | Total          |
|--|----------------|--------------------|----------------|----------------|----------------|
| Non-current assets   | 449.5          | 378.9              | 0.7            | 111.4          | 940.6          |
| Current assets   | 1,367.1        | 161.2              | 14.6           | 30.8           | 1,573.7        |
| Derivative financial instruments   | -              | -                  | -              | 5.1            | 5.1            |
| Cash and cash equivalents  | -              | -                  | -              | 269.4          | 269.4          |
| <b>Total assets</b>  | <b>1,816.6</b> | <b>540.1</b>       | <b>15.3</b>    | <b>416.7</b>   | <b>2,788.7</b> |
| Shareholders' equity   | -              | -                  | -              | 1,403.4        | 1,403.4        |
| Financial debt and accrued interest  | -              | -                  | -              | 720.3          | 720.3          |
| Provisions for liabilities and charges   | 33.6           | 9.0                | 1.1            | 0.1            | 43.9           |
| Deferred and current tax liability   | -              | -                  | -              | 78.1           | 78.1           |
| Trade and other payables   | 457.6          | 56.9               | 5.6            | 14.2           | 534.4          |
| Derivative financial instruments   | -              | -                  | -              | 8.7            | 8.7            |
| <b>Total equity and liabilities</b>  | <b>491.3</b>   | <b>65.9</b>        | <b>6.8</b>     | <b>2,224.8</b> | <b>2,788.7</b> |
| Right of use, brands and other intangible assets not included in the basis of calculation of "return on capital employed" (ROCE) | 249.9          | 250.3              | 0.6            | -              | 500.9          |
| <b>ROCE basis of calculation</b>   | <b>1,075.4</b> | <b>223.9</b>       | <b>8.0</b>     | <b>-</b>       | <b>1,307.2</b> |

AT 31 MARCH 2019

| <i>(in € millions)</i>   | Rémy Martin    | Liqueurs & Spirits | Partner Brands | Unallocated    | Total          |
|--|----------------|--------------------|----------------|----------------|----------------|
| Non-current assets   | 430.7          | 378.6              | 2.7            | 112.5          | 924.4          |
| Current assets   | 1,289.9        | 173.3              | 39.8           | 16.9           | 1,519.9        |
| Derivative financial instruments   | -              | -                  | -              | 1.8            | 1.8            |
| Cash and cash equivalents  | -              | -                  | -              | 178.6          | 178.6          |
| <b>Total assets</b>  | <b>1,720.5</b> | <b>551.9</b>       | <b>42.4</b>    | <b>309.7</b>   | <b>2,624.6</b> |
| Shareholders' equity   | -              | -                  | -              | 1,426.1        | 1,426.1        |
| Financial debt and accrued interest  | -              | -                  | -              | 521.9          | 521.9          |
| Provisions for liabilities and charges   | 24.5           | 8.0                | 1.8            | 7.5            | 41.9           |
| Deferred and current tax liability   | -              | -                  | -              | 80.8           | 80.8           |
| Trade and other payables   | 442.0          | 61.6               | 21.4           | 18.8           | 543.8          |
| Derivative financial instruments   | -              | -                  | -              | 10.1           | 10.1           |
| <b>Total equity and liabilities</b>  | <b>466.5</b>   | <b>69.7</b>        | <b>23.2</b>    | <b>2,065.2</b> | <b>2,624.6</b> |
| Right of use, brands and other intangible assets not included in the basis of calculation of "return on capital employed" (ROCE) | 254.1          | 270.2              | 2.4            | -              | 526.7          |
| <b>ROCE basis of calculation</b>   | <b>999.9</b>   | <b>212.1</b>       | <b>16.8</b>    | <b>-</b>       | <b>1,228.8</b> |

### Note 16.1.3 Return on Capital Employed (ROCE)

Return on capital employed is measured using the following indicators:

- Current operating profit by activity (Note 16.1.1)
- Breakdown of the statement of financial position by activity, excluding certain intangibles (Note 16.1.2)

Current operating profit/(loss) and capital employed are identified by business on an analytical basis. Profit and capital employed of the distribution network and holding businesses are allocated on a pro-rata basis according to net sales and current inventory.

Return on capital employed is a key indicator for the Group's management. It is one of the key performance indicators for each business.

#### AT 31 MARCH 2020

| <i>(in € millions)</i>       | Capital employed | Current operating profit/(loss) | %            |
|------------------------------|------------------|---------------------------------|--------------|
| Rémy Martin                  | 1,075.4          | 199.5                           | 18.6%        |
| Liqueurs & Spirits           | 223.9            | 37.5                            | 16.7%        |
| <b>Group brands subtotal</b> | <b>1,299.3</b>   | <b>237.0</b>                    | <b>18.2%</b> |
| Partner Brands               | 8.0              | (1.7)                           | (21.9%)      |
| Holding                      | -                | (20.1)                          | -            |
| <b>Total</b>                 | <b>1,307.2</b>   | <b>215.1</b>                    | <b>16.5%</b> |

#### AT 31 MARCH 2019

| <i>(in € millions)</i>       | Capital employed | Current operating profit/(loss) | %            |
|------------------------------|------------------|---------------------------------|--------------|
| Rémy Martin                  | 999.9            | 235.6                           | 23.6%        |
| Liqueurs & Spirits           | 212.1            | 38.8                            | 18.3%        |
| <b>Group brands subtotal</b> | <b>1,212.0</b>   | <b>274.4</b>                    | <b>22.6%</b> |
| Partner Brands               | 16.8             | 4.9                             | 29.3%        |
| Holding                      | -                | (15.2)                          | -            |
| <b>Total</b>                 | <b>1,228.8</b>   | <b>264.1</b>                    | <b>21.5%</b> |

### Note 16.1.4 Capital expenditure and depreciation expense

| <i>(in € millions)</i> | Investments in property, plant and equipment and intangible assets |             | Depreciation and amortisation of property, plant and equipment and intangible assets |             |
|------------------------|--|-------------|--|-------------|
|                        | 2020   | 2019        | 2020   | 2019        |
| Rémy Martin            | 40.2   | 32.8        | 16.5   | 15.1        |
| Liqueurs & Spirits     | 30.1   | 16.6        | 9.8  | 8.3         |
| Partner Brands         | 0.1  | 0.1         | 0.1  | 0.1         |
| <b>Total</b>           | <b>70.4</b>  | <b>49.5</b> | <b>26.3</b>  | <b>23.5</b> |

### NOTE 16.2 GEOGRAPHIC AREAS

#### Net sales

| <i>(in € millions)</i>                       | 2020           | 2019           |
|--|----------------|----------------|
| Europe - Middle-East - Africa <sup>(1)</sup> | 246.1          | 311.9          |
| Americas                                     | 458.6          | 467.8          |
| Asia-Pacific                                 | 320.1          | 346.3          |
| <b>TOTAL</b>                                 | <b>1,024.8</b> | <b>1,125.9</b> |

(1) net sales for France amounted to €11.1 million at 31 March 2020 (March 2019: €11.2 million)

## Balance sheet

AT 31 MARCH 2020

|  | Europe<br>Middle-East<br>Africa | Americas     | Asia<br>Pacific | Unallocated    | Total          |
|--|---------------------------------|--------------|-----------------|----------------|----------------|
| <i>(in € millions)</i>                 |                                 |              |                 |                |                |
| Non-current assets                     | 811.0                           | 95.0         | 34.6            | -              | 940.6          |
| Current assets                         | 1,349.5                         | 94.7         | 129.4           | -              | 1,573.7        |
| Derivative financial instruments       | -                               | -            | -               | 5.1            | 5.1            |
| Cash and cash equivalents              | -                               | -            | -               | 269.4          | 269.4          |
| <b>Total assets</b>                    | <b>2,160.6</b>                  | <b>189.7</b> | <b>164.0</b>    | <b>274.5</b>   | <b>2,788.7</b> |
| Shareholders' equity                   | -                               | -            | -               | 1,403.4        | 1,403.4        |
| Financial debt and accrued interest    | -                               | -            | -               | 720.3          | 720.3          |
| Provisions for liabilities and charges | 34.8                            | -            | 9.1             | -              | 43.9           |
| Deferred and current tax liability     | 60.8                            | 1.4          | 15.8            | -              | 78.1           |
| Trade and other payables               | 363.1                           | 53.1         | 118.2           | -              | 534.4          |
| Derivative financial instruments       | -                               | -            | -               | 8.7            | 8.7            |
| <b>Total equity and liabilities</b>    | <b>458.8</b>                    | <b>54.5</b>  | <b>143.0</b>    | <b>2,132.4</b> | <b>2,788.7</b> |

AT 31 MARCH 2019

|  | Europe<br>Middle-East<br>Africa | Americas     | Asia<br>Pacific | Unallocated    | Total          |
|--|---------------------------------|--------------|-----------------|----------------|----------------|
| <i>(in € millions)</i>                 |                                 |              |                 |                |                |
| Non-current assets                     | 783.2                           | 101.7        | 39.5            | -              | 924.4          |
| Current assets                         | 1,269.5                         | 109.1        | 141.3           | -              | 1,519.9        |
| Derivative financial instruments       | -                               | -            | -               | 1.8            | 1.8            |
| Assets held for sale                   | -                               | -            | -               | -              | -              |
| Cash and cash equivalents              | -                               | -            | -               | 178.6          | 178.6          |
| <b>Total assets</b>                    | <b>2,052.6</b>                  | <b>210.8</b> | <b>180.8</b>    | <b>180.4</b>   | <b>2,624.6</b> |
| Shareholders' equity                   | -                               | -            | -               | 1,426.1        | 1,426.1        |
| Financial debt and accrued interest    | -                               | -            | -               | 521.9          | 521.9          |
| Provisions for liabilities and charges | 41.0                            | -            | 0.9             | -              | 41.9           |
| Deferred and current tax liability     | 69.3                            | 0.3          | 11.2            | -              | 80.8           |
| Trade and other payables               | 382.3                           | 46.8         | 114.6           | -              | 543.8          |
| Derivative financial instruments       | -                               | -            | -               | 10.1           | 10.1           |
| Liabilities held for sale              | -                               | -            | -               | -              | -              |
| <b>Total equity and liabilities</b>    | <b>492.7</b>                    | <b>47.1</b>  | <b>126.7</b>    | <b>1,958.1</b> | <b>2,624.6</b> |

## Capital expenditure and depreciation and amortisation expense

| <i>(in € millions)</i>        | Capital expenditure and<br>acquisition of property, plant<br>and equipment and<br>intangible assets |             | Depreciation and<br>amortisation of property,<br>plant and equipment and<br>intangible assets |             |
|-------------------------------|---|-------------|---|-------------|
|                               | 2020  | 2019        | 2020  | 2019        |
| Europe - Middle East - Africa | 57.5  | 40.3        | 18.9  | 17.7        |
| Americas                      | 10.3  | 5.5         | 4.8   | 3.5         |
| Asia-Pacific                  | 2.5   | 3.7         | 2.6   | 2.3         |
| <b>TOTAL</b>                  | <b>70.4</b>   | <b>49.5</b> | <b>26.3</b>   | <b>23.5</b> |

## NOTE 17 ANALYSIS OF OPERATING EXPENSES BY TYPE

Distribution costs comprise advertising and promotion expenses, commission income or expenses, ordinary write downs of inventories and trade receivables and the overheads of the Group distribution companies.

Administrative expenses comprise all overheads of the holding companies and production companies.

Other income and expenses correspond to the profit generated by peripheral activities.

| <i>(in € millions)</i>  | 2020           | 2019           |
|---|----------------|----------------|
| Personnel costs   | (193.0)        | (197.9)        |
| Advertising and promotion expenses                              | (184.2)        | (182.2)        |
| Depreciation, amortisation and impairment of non-current assets | (33.4)         | (30.3)         |
| Other expenses  | (116.6)        | (102.1)        |
| Expenses allocated to inventories and production costs          | 65.4           | 65.9           |
| <b>TOTAL</b>  | <b>(461.7)</b> | <b>(446.7)</b> |
| Of which:   |                |                |
| Distribution costs  | (355.0)        | (346.0)        |
| Administrative expenses   | (106.8)        | (100.7)        |
| <b>TOTAL</b>  | <b>(461.7)</b> | <b>(446.7)</b> |

Personnel costs include in particular wages and social charges, the cost of retirement plans, charges related to free share plans, and benefits in kind.

## NOTE 18 NUMBER OF EMPLOYEES

The number of employees is stated at the reporting date and covers all fully consolidated companies.

|                                  | 2020         | 2019         |
|----------------------------------|--------------|--------------|
| France                           | 725          | 719          |
| Europe (outside France) – Africa | 323          | 375          |
| Americas                         | 366          | 380          |
| Asia-Pacific                     | 439          | 434          |
| <b>TOTAL</b>                     | <b>1,853</b> | <b>1,908</b> |

## NOTE 19 OTHER OPERATING INCOME AND EXPENSES

“Other operating income and expenses” include items that, given their nature, frequency and materiality, cannot be considered as part of the Group’s ordinary activities and which affect inter-period comparisons. They notably include impairment provisions in respect of brands and other non-current assets recognised as a result of impairment tests, provisions for restructuring and litigation, and significant gains and losses on the sale of assets other than those relating to operations that have already been, or are to be, discontinued (Note 1.6).

| <i>(in € millions)</i>                   | 2020          | 2019       |
|--|---------------|------------|
| Impairment of Westland goodwill (Note 3) | (18.8)        | -          |
| Disposal of non-strategic assets         | -             | 2.1        |
| Other                                    | (0.9)         | (0.5)      |
| <b>TOTAL</b>                             | <b>(19.7)</b> | <b>1.7</b> |

## NOTE 20 FINANCIAL RESULT

### NOTE 20.1 NET BORROWING COST BY TYPE

| <i>(in € millions)</i>                    | 2020          | 2019          |
|---|---------------|---------------|
| Bonds                                     | (2.8)         | (2.8)         |
| OCEANE                                    | (4.2)         | (4.2)         |
| Private bond placement                    | (2.4)         | (2.4)         |
| Syndicated loan and unconfirmed lines     | (0.4)         | (1.0)         |
| Partner current account                   | (0.2)         | (0.3)         |
| Finance costs of special purpose entities | (2.0)         | (2.0)         |
| Accretion of lease liabilities – IFRS 16  | (0.9)         | (1.0)         |
| <b>Cost of gross financial debt</b>       | <b>(12.9)</b> | <b>(13.7)</b> |
| Interest income                           | 0.2           | 0.0           |
| <b>Cost of net financial debt</b>         | <b>(12.7)</b> | <b>(13.7)</b> |

Income from IFRS 16 sub-leases totalled €0.1 million and is presented in the item "Net effect of accretion of lease liabilities under IFRS 16".

Financial debt is described in Note 12.

### NOTE 20.2 OTHER FINANCIAL INCOME/(EXPENSE)

The amount presented in currency gains and losses mainly includes the impact of IFRS 9 on the portfolio of foreign currency derivative financial instruments, for the so-called “ineffective” portion, and the currency gains and losses from financing transactions. Currency gains/(losses) from operations are recognised in gross profit (Note 1.4).

| <i>(in € millions)</i>                               | 2020          | 2019          |
|--|---------------|---------------|
| Currency losses                                      | (4.7)         | (4.0)         |
| Other financial expenses of special purpose entities | (9.4)         | (8.5)         |
| Expense on vendor loan                               | -             | (5.2)         |
| Other  | (1.2)         | (1.1)         |
| <b>Other financial income/(expense)</b>              | <b>(15.3)</b> | <b>(18.8)</b> |

Currency gains/(losses) from operations are recognised in gross profit.



| <i>(in € millions)</i>                                 | 2020         | 2019         |
|--|--------------|--------------|
| Ineffective portion of currency hedges                 | (0.3)        | 0.2          |
| Cost of hedging intra-group foreign currency financing | (4.3)        | (4.2)        |
| <b>Currency gains/(losses)</b>                         | <b>(4.7)</b> | <b>(4.0)</b> |

## NOTE 21 INCOME TAX

In accordance with IAS 12, deferred tax is recognised on all temporary differences between the carrying amounts of the assets and liabilities in the consolidated financial statements and the corresponding values used for taxation purposes in the accounts of the consolidated entities.

Deferred tax is calculated at the statutory tax rates that are expected to be in effect when timing differences reverse, which is generally the tax rate for the current reporting period or that of the subsequent reporting period, if known. The effects of changes in tax rates are included in the income tax expense for the period in which they become known.

The main source of deferred tax for the Rémy Cointreau Group arises from the difference in the value of the brands in the consolidated financial statements, most often resulting from goodwill on acquisition, and their value for taxation purposes, which is generally nil.

As required by IAS 12, a deferred tax liability is recognised on the difference between the carrying amount and the tax value of shares in associates. In the case of fully consolidated entities, the deferred tax liability is recognised only in respect of dividends that are certain at the reporting date.

Tax savings from tax losses carried forward are recognised as deferred tax assets if it is probable that the Group will have future taxable profits against which these losses can be charged.

### NOTE 21.1 NET INCOME TAX EXPENSE

| <i>(in € millions)</i>                       | 2020          | 2019          |
|--|---------------|---------------|
| Current tax (expense)/income                 | (71.0)        | (71.6)        |
| Deferred tax (expense)/income                | 10.2          | 3.9           |
| <b>Income tax</b>                            | <b>(60.9)</b> | <b>(67.7)</b> |
| Effective published tax rate                 | -36.3%        | -29.0%        |
| Effective tax rate excl. non-recurring items | -33.9%        | -28.5%        |

The change in the legal tax rate in France and Greece resulted in a remeasurement of deferred taxes leading to the recognition of a net deferred tax expense of €(2.0) million for the financial year.

These impacts are adjusted in the calculation of the effective tax rate excluding non-recurring items and of the net profit/loss excluding non-recurring items (Note 23).

### NOTE 21.2 TAX REGIME

Rémy Cointreau has opted to use the Group tax regime for certain of its subsidiaries that are at least 95% directly or indirectly controlled. This regime entitles the Group to offset, within certain limits, the income tax expenses of the beneficiary companies by means of the other companies' deficits. The resulting tax saving is recognised in the financial year of offset.

### NOTE 21.3 ANALYSIS OF ORIGIN AND BREAKDOWN OF DEFERRED TAXES

| <i>(in € millions)</i>               | 2020          | 2019          |
|--------------------------------------|---------------|---------------|
| <b>Breakdown by type</b>             |               |               |
| Pension provisions                   | 8.3           | 9.6           |
| Regulated provisions                 | (28.6)        | (29.0)        |
| Other provisions                     | 5.4           | 4.0           |
| Brands                               | (74.1)        | (75.2)        |
| Non-current assets                   | (4.3)         | (3.8)         |
| Convertible bonds (OCEANE)           | (2.4)         | (3.3)         |
| Margins on inter-company inventories | 21.5          | 22.1          |
| Losses carried forward               | 0.6           | 0.2           |
| Financial instruments                | 2.0           | 4.0           |
| Other timing differences             | 35.4          | 26.5          |
| <b>Net liability</b>                 | <b>(36.2)</b> | <b>(44.9)</b> |
| <b>Breakdown by tax Group</b>        |               |               |
| Tax Group – France                   | (48.9)        | (52.0)        |
| Tax Group – United States            | 7.6           | 1.1           |
| Other                                | 5.1           | 6.0           |
| <b>Net liability</b>                 | <b>(36.2)</b> | <b>(44.9)</b> |
| Deferred tax asset                   | 23.2          | 17.5          |
| Deferred tax liability               | (59.4)        | (62.4)        |
| <b>Net liability</b>                 | <b>(36.2)</b> | <b>(44.9)</b> |

### NOTE 21.4 TAX LOSSES AND CAPITAL LOSSES CARRIED FORWARD

As at 31 March 2020, tax losses carried forward totalled €26.9 million (2019: €15.6 million). The potential tax saving arising from the use of these losses is €4.2 million (2019: €2.4 million). On these losses, the Group recognised a net asset of €0.6 million, which it plans to recover by March 2023.

### NOTE 21.5 TAX RECONCILIATION

At 31 March 2020, income tax expense amounted to €61.2 million. The difference compared to the theoretical tax expense based on the French statutory rate (34.43%) breaks down as follows:

| <i>(in € millions)</i>  | 2020         | 2019        |
|---|--------------|-------------|
| Theoretical income tax  | (57.7)       | (80.3)      |
| Actual tax charge   | (60.9)       | (67.7)      |
| <b>Difference</b>   | <b>(3.2)</b> | <b>12.7</b> |
| Permanent differences between consolidated profit and taxable profit          | (3.8)        | (3.2)       |
| Use of tax losses or timing differences not previously recognised             | 0.2          | 1.2         |
| Unused losses from subsidiaries that are loss-making from a tax point of view | (1.0)        | (0.9)       |
| Difference in tax rates applicable to foreign subsidiaries                    | 7.0          | 15.9        |
| Adjustment to the tax charge for prior years                                  | (3.6)        | (0.3)       |
| Impact of tax rate changes on the deferred taxes in France and Greece         | (2.0)        | -           |
| <b>TOTAL</b>  | <b>(3.2)</b> | <b>12.7</b> |

## NOTE 22 PROFIT/(LOSS) AFTER TAX FROM DECONSOLIDATED OR DISCONTINUED OPERATIONS

When a company or activity is classified as being discontinued as at the balance sheet date in accordance with IFRS 5, the assets and liabilities directly related to the operation and which will be transferred on completion of the disposal are reclassified as "Assets held for sale" or "Liabilities held for sale" for the current reporting period only.

When a company or activity that represents a major and distinct line of business or geographic area has been deconsolidated or sold during the reporting period or classified as assets held for sale:

- each line of the contribution to the result of said company or business for the current period and for comparison periods is reclassified as "Net profit/(loss) from deconsolidated and discontinued operations"; A similar reclassification is made in the statement of cash flows by using: "Impact of deconsolidated and discontinued operations" for operating and investment cash flows;
- when the disposal is still in progress at the reporting date, any difference between the carrying amount of the assets in question and the estimated market value, net of disposal expenses and tax, if negative, is recognised as "Net profit/(loss) from deconsolidated and discontinued operations";
- the profit generated by the disposal, net of transaction costs and tax, is also recognised under "Net profit/(loss) from deconsolidated and discontinued operations". In the statement of cash flows, a distinction is made between the cash received as consideration for the sale net of transaction costs, classified as cash flow from investments, and any impact of the deconsolidation of the cash held by the entity sold, classified as cash flow from financing activities.

Direct costs associated with the disposal in progress and which are irrevocably incurred at the balance sheet date are recognised under "Net profit/(loss) from deconsolidated and discontinued operations". A similar reclassification is made in the statement of cash flows by using: "Impact of deconsolidated and discontinued operations" for investment cash flows.

| <i>(in € millions)</i>               | <b>2020</b> | <b>2019</b> |
|--------------------------------------|-------------|-------------|
| Proceeds from the sale of securities | 6.9         | -           |
| Selling costs                        | (0.2)       | -           |
| Tax                                  | (0.4)       | -           |
| <b>TOTAL</b>                         | <b>6.4</b>  | <b>-</b>    |

On 1 April 2019, the Rémy Cointreau Group announced that it had sold all its distribution subsidiaries in the Czech Republic (Rémy Cointreau Czech Republic sro) and Slovakia (Rémy Cointreau Slovakia sro) to Mast-Jägermeister SE. The proceeds of this sale, net of costs and tax, was recognised under "Net profit/(loss) from discontinued operations" in the amount of €6.4 million.

## NOTE 23 NET PROFIT/(LOSS) EXCLUDING NON-RECURRING ITEMS

Net profit/(loss) excluding non-recurring items corresponds to the net profit/(loss) for the period adjusted to reflect the other **operating income** and expenses described in Note 19, the related tax effects, the profit/(loss) from discontinued operations and the contribution on the distribution of cash dividends.

### NOTE 23.1 RECONCILIATION WITH NET PROFIT/LOSS

Net profit/(loss) excluding non-recurring items attributable to owners of the parent is reconciled with net profit/(loss) attributable to owners of the parent as follows:

| <i>(in € millions)</i>  | 2020         | 2019         |
|---|--------------|--------------|
| <b>Net profit/(loss) – attributable to owners of the parent</b>                               | <b>113.4</b> | <b>159.2</b> |
| Profit/(loss) recorded under "Other operating income and expenses" (Note 19)                  | 19.7         | (1.7)        |
| Tax on "Other operating income and expenses"  | (4.7)        | 2.0          |
| Impact of tax rate changes on the deferred taxes in France and Greece (Note 21)               | 2.2          | -            |
| Expense on vendor loan  | -            | 5.2          |
| Income tax associated with expense on vendor loan   | -            | (1.8)        |
| Loss on Diversa securities and related costs  | -            | 7.0          |
| "Net profit/(loss) from deconsolidated and discontinued operations"                           | (6.4)        | -            |
| <b>Net profit/(loss) excluding non-recurring items – attributable to owners of the parent</b> | <b>124.2</b> | <b>169.9</b> |

### NOTE 23.2 NET EARNINGS EXCLUDING NON-RECURRING ITEMS PER SHARE – ATTRIBUTABLE TO OWNERS OF THE PARENT

| <i>(in € millions)</i>                            | Notes | 2020       | 2019       |
|---|-------|------------|------------|
| <b>Net earnings excluding non-recurring items</b> |       |            |            |
| • attributable to owners of the parent            |       | 124.2      | 169.9      |
| Number of shares                                  |       |            |            |
| • basic   | 11.2  | 49,806,712 | 50,068,992 |
| • diluted   | 11.2  | 52,400,986 | 52,680,567 |
| <b>Per share (in €)</b>                           |       |            |            |
| • basic   |       | 2.49       | 3.39       |
| • diluted   |       | 2.37       | 3.22       |

## NOTE 24 CHANGE IN WORKING CAPITAL REQUIREMENT

| <i>(in € millions)</i>                       | 2019         | Change in WCR on  |                  |                 |               |                  | 2020         |                         |
|--|--------------|-------------------|------------------|-----------------|---------------|------------------|--------------|-------------------------|
|  |              | Operational items | Investment flows | Financial flows | Derecognition | Non-cash changes |              | Translation differences |
| Inventories (Note 8)                         | 1,245.5      | 128.7             | -                | -               | (8.0)         | 0.9              | (3.1)        | 1,363.9                 |
| Trade and other receivables (Note 9)         | 271.1        | (53.6)            | -                | -               | (17.1)        | 0.2              | (1.2)        | 199.4                   |
| Trade and other payables (Note 14)           | (543.8)      | 1.0               | (5.5)            | (9.4)           | 21.5          | 0.7              | 1.2          | (534.4)                 |
| <b>Subtotal</b>                              | <b>972.8</b> | <b>76.1</b>       | <b>(5.5)</b>     | <b>(9.4)</b>    | <b>(3.6)</b>  | <b>1.7</b>       | <b>(3.1)</b> | <b>1,028.9</b>          |
| Reintegration of non-cash elements of EBITDA |              | (3.9)             |                  |                 |               |                  |              |                         |
| <b>Change in working capital requirement</b> |              | <b>72.3</b>       |                  |                 |               |                  |              |                         |

## NOTE 25 PENSIONS AND OTHER POST-EMPLOYMENT BENEFITS

The valuation of pension commitments and other post-employment benefits is determined using actuarial methods that involve assumptions in respect of the discount rate, expected rate of return of plan assets, salary increases, life expectancy, etc. Given the long-term nature of these obligations, any changes to these assumptions may have a material impact on the valuation.

In accordance with the laws and practices in each country, Rémy Cointreau offers employee benefit plans providing pensions and other post-employment benefits through defined-contribution or defined-benefit plans. The assets of pre-financed pension plans are managed as separate funds by independent asset managers or insurance companies.

Commitments are determined and recognised in accordance with the requirements of IAS 19R.

Accordingly:

- charges relating to defined-contribution plans are recognised as expenses when paid;
- commitments in respect of defined-benefit plans are determined by actuaries using the projected unit credit method. These calculations are based on assumptions regarding life expectancy, staff turnover and future salary increases. They also take into account the economic situation in each country. For Group companies located in the euro zone, the discount rate used is based on the iBoxx index for bonds with a maturity close to that of the corresponding liabilities.

Actuarial gains and losses calculated for the valuation of post-employment defined benefit plans (experience adjustments and the effects of changes in actuarial assumptions) are recognised directly in equity.

### NOTE 25.1 DEFINED-BENEFIT PENSION PLANS

At 31 March 2020, defined-benefit plans, which are subject to an actuarial valuation, predominantly pertain to:

- Retirement indemnities and long-service awards under collective bargaining agreements in France affecting a workforce of 684 people;
- Defined-benefit supplementary pension plans sponsored by the Group in France, Germany, Belgium and Switzerland affecting 221 people of whom 86 current employees and 135 retired employees or deferred plans;
- A post-employment healthcare scheme in France affecting a closed population of 24 retirees.

The breakdown by plan type of the liabilities recorded in the consolidated financial statements is as follows:

| <i>(in € millions)</i>              | 2020        | 2019        |
|-------------------------------------|-------------|-------------|
| Retirement indemnities              | 10.9        | 10.1        |
| Supplementary pension plans         | 17.8        | 20.2        |
| Long-service awards                 | 0.7         | 0.7         |
| Post-employment healthcare benefits | 0.4         | 0.4         |
| <b>TOTAL</b>                        | <b>29.9</b> | <b>31.5</b> |

The liability related to these plans is in France for €24.2 million of which €10.9 million for retirement indemnities, €12.2 million for supplementary pension plans and €1.1 million for the other benefits.

| <i>(in € millions)</i>                                 | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
| <b>Present value of obligation at start of year</b>    | <b>40.1</b> | <b>37.0</b> |
| Service cost   | 3.4         | 2.7         |
| Interest cost  | 0.4         | 0.5         |
| Impact of changes to schemes                           | (2.8)       | 3.4         |
| Benefits paid  | (2.5)       | (4.2)       |
| Actuarial gains (losses)                               | 0.6         | 0.7         |
| <b>Present value of obligation at end of year</b>      | <b>39.2</b> | <b>40.1</b> |
| not funded   | 19.8        | 19.6        |
| partly funded  | 19.4        | 20.5        |
| <b>Carrying amount of plan assets at start of year</b> | <b>8.6</b>  | <b>4.4</b>  |
| Expected return  | 0.1         | 0.1         |
| Contributions received                                 | 1.7         | 2.2         |
| Impact of changes to schemes                           | -           | 3.8         |
| Benefits paid  | (1.5)       | (2.2)       |
| Actuarial gain (losses)                                | 0.4         | 0.3         |
| <b>Carrying amount of plan assets at end of year</b>   | <b>9.3</b>  | <b>8.6</b>  |
| <b>Pension commitments</b>                             | <b>29.9</b> | <b>31.5</b> |
| <b>LIABILITIES</b>                                     | <b>30.3</b> | <b>31.5</b> |
| <b>ASSETS</b>  | <b>0.4</b>  | <b>-</b>    |

The assets underlying the liabilities are held by insurance companies who invest these assets together with their general assets. They are located in France for €1.6 million.

## NOTE 25.2 COST FOR THE PERIOD

| <i>(in € millions)</i>   | 2020         | 2019         |
|--|--------------|--------------|
| Service cost   | (3.4)        | (2.7)        |
| Interest cost  | (0.4)        | (0.5)        |
| Expected return  | 0.1          | 0.1          |
| Impact of changes to scheme  | 2.8          | 0.4          |
| <b>Total income (expense)</b>  | <b>(0.9)</b> | <b>(2.7)</b> |
| Benefits paid  | 1.0          | 2.0          |
| Employer's contribution  | 1.7          | 2.2          |
| <b>Total net income (expense)</b>  | <b>1.8</b>   | <b>1.5</b>   |
| <b>Assumptions</b>   |              |              |
| Average discount rate  | 1.07%        | 0.94%        |
| Average salary increase  | 1.83%        | 1.80%        |
| Expected working life  | 10 years     | 19 years     |
| Return on assets   | 0.73%        | 0.75%        |
| Increase in medical costs  | 3.30%        | 5.00%        |
| Estimated payments for the next five years:  | 10.2         | 10.6         |
| Sensitivity to an increase of 0.50% in the discount rate on the gross actuarial debt | (1.2)        | (1.4)        |
| Sensitivity to an increase of 0.50% in the discount rate on the service cost         | (0.2)        | (0.3)        |

## NOTE 26 OFF-BALANCE SHEET COMMITMENTS AND CONTINGENT ASSETS AND LIABILITIES

### NOTE 26.1 OPERATING ACTIVITY COMMITMENTS

| <i>(in € millions)</i>                    | March 2020 | March 2019 |
|---|------------|------------|
| Purchase commitments – non-current assets | 19.7       | 33.8       |
| Purchase commitments – <i>eaux-de-vie</i> | 451.7      | 55.4       |
| Purchase commitments – other spirits      | 14.0       | 13.4       |
| Other purchase commitments                | 28.2       | 21.2       |

Purchase commitments – non-current assets mainly concern the acquisition of ageing casks at the Cognac site, and real estate projects for Rémy Martin, Bruichladdich and Westland.

*Eaux-de-vie* purchasing commitments mainly relate to multi-year contracts in place with distillers. These commitments are valued based on the prices known at the balance sheet date. The sharp increase in these commitments at end-March 2020 is due to the renewal of these contracts.

Other purchase commitments comprise purchase commitments for packaging items, advertising and promotion spending commitments and other miscellaneous purchase commitments.

Breakdown of commitments by maturity as of 31 March 2020:

| <i>(in € millions)</i>                    | <b>Total</b> | <b>2021</b> | <b>Beyond</b> |
|---|--------------|-------------|---------------|
| Purchase commitments – non-current assets | 19.7         | 19.7        | -             |
| Purchase commitments – <i>eaux-de-vie</i> | 451.7        | 71.9        | 379.8         |
| Purchase commitments – other spirits      | 14.0         | 14.0        | -             |
| Other purchase commitments                | 28.2         | 23.1        | 5.1           |

#### NOTE 26.2 FINANCING COMMITMENTS, DEPOSITS AND SIMILAR GUARANTEES

| <i>(in € millions)</i>                   | <b>March 2020</b> | <b>March 2019</b> |
|--|-------------------|-------------------|
| Customs deposits                         | 29.3              | 22.5              |
| Environmental deposits                   | 2.7               | 2.7               |
| Agricultural warrants on AFC inventories | 62.0              | 70.0              |
| Other guarantees                         | 2.0               | 1.5               |

Breakdown of commitments by maturity as of 31 March 2020:

| <i>(in € millions)</i>                   | <b>Total</b> | <b>2021</b> | <b>Beyond</b> |
|--|--------------|-------------|---------------|
| Customs deposits                         | 29.3         | 24.4        | 5.0           |
| Environmental deposits                   | 2.7          | -           | 2.7           |
| Agricultural warrants on AFC inventories | 62.0         | -           | 62.0          |
| Other guarantees                         | 1.5          | 0.6         | 0.9           |

#### NOTE 26.3 CONTINGENT ASSETS AND LIABILITIES RELATED TO DISPOSAL TRANSACTIONS

In connection with disposal transactions, guarantees in respect of liabilities are generally granted to the buyers for defined periods and amounts stipulated in the agreements. Liabilities for tax, excise duties and social security payments that may arise following audits covering periods prior to the sale are generally included until such liabilities lapse under the statute of limitations.

The guarantees granted and still outstanding at 31 March 2020 were as follows:

| <b>Disposal transaction</b>            | <b>Transaction date</b> | <b>Nature of ongoing guarantees</b> | <b>Maturity</b>       | <b>Maximum amount</b> |
|--|-------------------------|-------------------------------------|-----------------------|-----------------------|
| Izarra – Distillerie de la Côte Basque | 27 October 2015         | Tax items                           | Legal period +30 days | €200k                 |

#### NOTE 26.4 OTHER CONTINGENT LIABILITIES

The tax litigation involving a French subsidiary of the Group resulted in a comprehensive settlement during the financial year, with no significant impact on the financial statements for the year.

At 31 March 2020, Rémy Cointreau was involved in various other litigation proceedings. After reviewing each case in relation to each subsidiary concerned, and after seeking legal advice, the provisions deemed to be necessary have been established to cover the estimated risks, where applicable.

Rémy Cointreau declares that it has not omitted any material off-balance sheet items in the presentation of its consolidated financial statements.



## NOTE 27 RELATED PARTIES

### NOTE 27.1 TRANSACTIONS WITH ASSOCIATES

At 31 March 2020, the Rémy Cointreau Group's main associate was Spirits Platform Pty Ltd.

The transactions with this company are described in Note 6.

### NOTE 27.2 TRANSACTIONS WITH ORPAR AND ANDROMÈDE

Andromède is Rémy Cointreau's main shareholder, through Orpar. Transactions between Rémy Cointreau and these companies are as follows:

| <i>(in € millions)</i>                          | 2020 | 2019 |
|---|------|------|
| Service fees paid                               | 2.9  | 2.6  |
| Current-account agreement - debt <sup>(1)</sup> | 20.0 | 40.0 |
| Trade and other receivables                     | 0.3  | 0.4  |

<sup>(1)</sup>A shareholder current account advance agreement between Rémy Cointreau SA and Orpar SA was signed in March 2015. It now consists of €20 million at an interest rate of 0.60%, taking into account the early repayment of €20 million (31 March 2019: €40 million at 0.60%).

### NOTE 27.3 TRANSACTIONS WITH COMPANIES WITH A COMMON SHAREHOLDER OR DIRECTOR

Andromède, shareholder of Orpar, is also a shareholder of Oeneo Group, which is listed on Euronext Paris and is a market leader in the cooperage and corking business. As such, various Oeneo Group subsidiaries are suppliers to the Rémy Cointreau Group.

| <i>(in € millions)</i>          | 2020 | 2019 |
|---------------------------------|------|------|
| Purchases of non-current assets | 4.1  | 3.6  |
| Other purchases                 | -    | 0.9  |
| Trade payables                  | 0.2  | 0.5  |

### NOTE 27.4 MANAGEMENT BODIES

The Group's management bodies comprise the members of the Board of Directors and the Executive Committee.

The Executive Committee comprises the Chief Executive Officer and 11 members. Eric Vallat, Chief Executive Officer, succeeded Valérie Chapoulaud-Floquet, taking office on 1 December 2019.

The data below includes the remuneration due to members of the management bodies during their term of office with these bodies.

Short-term benefits include fixed and variable remuneration, benefits in kind and all social security charges directly linked to these remunerations.

| <i>(in € millions)</i>                                    | 2020        | 2019        |
|---|-------------|-------------|
| Short-term benefits                                       | 8.2         | 8.8         |
| End of contract indemnities                               | 4.7         | -           |
| Post-employment benefits <sup>(1)</sup>                   | 0.5         | 1.6         |
| Share-based payments                                      | 2.6         | 1.8         |
| Directors' fees paid to members of the Board of Directors | 0.6         | 0.5         |
| <b>TOTAL</b>  | <b>16.6</b> | <b>12.7</b> |

<sup>(1)</sup> Primarily a defined-benefit pension plan (see Note 25). The corresponding liabilities for the management bodies were €7.7 million at 31 March 2020.

## NOTE 28 STATUTORY AUDITORS' FEES

The fees paid to the Statutory Auditors and the members of their network for the financial year ended 31 March 2020 amounted to €1.4 million for audit work and €0.1 million for other services.

|  | PricewaterhouseCoopers<br>Audit <sup>(1)</sup> |             | ACA Nexia <sup>(2)</sup> |             |
|--|--|-------------|--------------------------|-------------|
|  | Amount   | %           | Amount                   | %           |
|  | 2020   | 2020        | 2020                     | 2020        |
| <b>Certification of financial statements</b> | <b>1,020</b>                                   | <b>94%</b>  | <b>341</b>               | <b>97%</b>  |
| - Rémy Cointreau SA                          | 221  | -           | 141                      | -           |
| - Fully consolidated subsidiaries            | 798  | -           | 200                      | -           |
| <b>Non-audit services <sup>(3)</sup></b>     | <b>64</b>                                      | <b>6%</b>   | <b>14</b>                | <b>3%</b>   |
| - Rémy Cointreau SA                          | -  | -           | 12                       | -           |
| - Fully consolidated subsidiaries            | 64   | -           | -                        | -           |
| <b>Total</b>                                 | <b>1,084</b>                                   | <b>100%</b> | <b>353</b>               | <b>100%</b> |

- (1) Of which €392,000 for PricewaterhouseCoopers Audit for the statutory audit of the financial statements of the parent company and French subsidiaries and €30,000 for other services.
- (2) Of which €222,000 for ACA for the statutory audit of the financial statements of the parent company and French subsidiaries, and €12,000 for other services.
- (3) Other engagements mainly consist of technical consultations on tax compliance for foreign subsidiaries and the CSR statement.

## NOTE 29 EVENTS AFTER THE REPORTING PERIOD

On 30 April 2020, the Group announced the finalisation of the acquisition of the House of cognac JR Brillet and part of its vineyards.

On 19 May 2020, the Bruichladdich distillery on the Isle of Islay in Scotland, received B Corporation certification (B-Corp) following a 15-month validation process. This certification recognises the high level of social and environmental performance. With this, Bruichladdich joins a network of 3,242 companies that have put people and the environment at the centre of their decision-making. It is the first whisky and gin distillery to obtain such certification.

## NOTE 30 LIST OF CONSOLIDATED COMPANIES

At 31 March 2020, the scope of consolidation included 41 companies (44 at 31 March 2019). 40 companies were fully consolidated, and one was accounted for using the equity method. All companies have a 31 March year-end, except Spirits Platform Pty Ltd, which has a 30 September year-end.

| Company  | Activity                | % interest<br>(in capital and voting rights) |            |
|--|-------------------------|--|------------|
|  |                         | March 2020                                   | March 2019 |
| <b>EUROPE</b>  |                         |  |            |
| <b>France</b>  |                         |  |            |
| Rémy Cointreau SA <sup>(1)</sup>                               | Holding/Finance         | 100.0  | 100.0      |
| Rémy Cointreau Services <sup>(1)</sup>                         | Holding/Finance         | 100.0  | 100.0      |
| CLS Rémy Cointreau <sup>(1)</sup>                              | Production/Distribution | 100.0  | 100.0      |
| Domaines Rémy Martin <sup>(1)</sup>                            | Agricultural production | 100.0  | 100.0      |
| E. Rémy Martin & Cie <sup>(1)</sup>                            | Production              | 100.0  | 100.0      |
| Cointreau <sup>(1)</sup>                                       | Production              | 100.0  | 100.0      |
| Alliance Fine Champagne <sup>(2)</sup>                         | Special purpose entity  | 100.0  | 100.0      |
| Domaine des Hautes Glaces <sup>(1)</sup>                       | Production              | 95.5   | 95.5       |
| Rémy Cointreau International Marketing Services <sup>(1)</sup> | Other                   | 100.0  | 100.0      |
| Storeco <sup>(1)</sup>   | Production              | 100.0  | 100.0      |
| <b>Other countries</b>   |                         |  |            |
| Rémy Cointreau Nederland Holding NV (Netherlands)              | Holding/Finance         | 100.0  | 100.0      |
| Cointreau Holding GmbH (Germany)                               | Holding/Finance         | 100.0  | 100.0      |
| S. & E. & A. Metaxa ABE (Greece)                               | Production              | 100.0  | 100.0      |
| Financière Rémy Cointreau SA (Belgium)                         | Holding/Finance         | 100.0  | 100.0      |
| Rémy Cointreau Belgium (Belgium)                               | Distribution            | 100.0  | 100.0      |
| Rémy Cointreau Europe & MEA SA (Switzerland)                   | Distribution            | 100.0  | 100.0      |
| Rémy Cointreau Luxembourg SA (Luxembourg)                      | Distribution            | 100.0  | 100.0      |
| Bruichladdich Distillery Company Ltd (UK)                      | Production              | 100.0  | 100.0      |
| Rémy Cointreau UK Ltd (UK)                                     | Holding/Finance         | 100.0  | 100.0      |
| Rémy Cointreau UK Distribution Ltd (UK)                        | Distribution            | 100.0  | 100.0      |
| Rémy Cointreau International Spirits Ltd (United Kingdom)      | Holding/Finance         | 100.0  | 100.0      |
| <b>AMERICAS</b>  |                         |  |            |
| <b>United States</b>   |                         |  |            |
| Rémy Cointreau USA Inc   | Distribution            | 100.0  | 100.0      |
| Rémy Cointreau Amérique Inc                                    | Holding/Finance         | 100.0  | 100.0      |
| Rémy Cointreau Travel Retail Americas Inc                      | Distribution            | 100.0  | 100.0      |
| The Westland Distillery Company                                | Production              | 100.0  | 100.0      |
| <b>Barbados</b>  |                         |  |            |
| Mount Gay Distilleries Ltd                                     | Production              | 95.2   | 95.2       |
| Mount Gay Holding Ltd  | Holding/Finance         | 100.0  | 100.0      |
| <b>Other countries</b>   |                         |  |            |
| Cointreau Do Brazil (licores) Ltda (Brazil)                    | Other                   | 100.0  | 100.0      |

| Company   | Activity        | % interest<br>(in capital and voting rights) |            |
|---|-----------------|--|------------|
|   |                 | March 2020                                   | March 2019 |
| <b>ASIA/PACIFIC/AFRICA</b>                          |                 |  |            |
| <b>China/Hong Kong</b>                              |                 |  |            |
| Rémy Cointreau Shanghai Ltd                         | Distribution    | 100.0  | 100.0      |
| E. Rémy Rentouma Trading Ltd                        | Distribution    | 100.0  | 100.0      |
| Shanghai RC Trading Ltd                             | Distribution    | 100.0  | 100.0      |
| Rémy Concord Ltd                                    | Distribution    | 100.0  | 100.0      |
| Rémy Pacifique Ltd                                  | Holding/Finance | 100.0  | 100.0      |
| Caves de France                                     | Holding/Finance | 100.0  | 100.0      |
| <b>Other countries</b>                              |                 |  |            |
| Rémy Cointreau Taiwan Pte Ltd (Taiwan)              | Distribution    | 100.0  | 100.0      |
| Rémy Cointreau Japan KK (Japan)                     | Distribution    | 100.0  | 100.0      |
| Rémy Cointreau International Pte Ltd (Singapore)    | Distribution    | 100.0  | 100.0      |
| RM Cointreau Vietnam Company Ltd (Vietnam)          | Distribution    | 100.0  | 100.0      |
| Rémy Cointreau South Africa Pty Ltd (South Africa)  | Distribution    | 100.0  | 100.0      |
| Rémy Cointreau Malaysia (Malaysia)                  | Distribution    | 100.0  | 100.0      |
| Spirits Platform Pty Ltd (Australia) <sup>(3)</sup> | Distribution    | 37.0   | 37.0       |
| <b>DISPOSALS</b>                                    |                 |  |            |
| Diversa Spezialitäten GmbH (Germany)                | Distribution    | -  | 50.0       |
| Rémy Cointreau Slovakia sro (Slovakia)              | Distribution    | -  | 100.0      |
| Rémy Cointreau Czech Republic sro (Czech Republic)  | Distribution    | -  | 100.0      |

(1) Company included in the French tax consolidation group.

(2) Special-purpose entity.

(3) Equity-accounted company.