



RÉMY COINTREAU

2020/21

Full Year Results

June 3rd, 2021



Marc Hériard-Dubreuil,
President

Rémy Cointreau emerged stronger from crisis

- Very challenging context, requiring strong agility and adaptability
- Very strong results confirming Rémy Cointreau brands strength
- Solid progress towards our strategic roadmap with:
 - Gross margin reaching all time highs
 - Current Operating Margin back to historic levels
- New paradigm post-Covid comforts our long-term strategy



On track to become the world leader of exceptional spirits

Solid progress towards our sustainability journey



64% sustainable
agriculture

- Already 100% in Cognac
- Strong progress on Liqueurs & Spirits led by Cointreau, St-Remy, Mount Gay and Bruichladdich distilleries



Solidarity actions
against pandemic

- Priority given to safety & health of all stakeholders
- Protection of all salaries without any government support
- Strong support to “on-trade communities”:
financial donation and communication



Acting to reduce
carbon footprint

- Discontinuing gift boxes for some of our brands
- Switching to biogas utilization for Angers and Cognac sites (April 1st 2021)



Introduction
Eric Vallat, CEO

Covid-19 has accelerated long-lasting consumer trends

Well-positioned to seize new growth opportunities

Accelerated consumers trends

Up-trading trends, drinking less but better

At-home consumption rise (mixology)

Acceleration of e-commerce

Heightened environmental & social consciousness

Remy Cointreau fundamentals

Portfolio of exceptional brands

Value per case 2 times higher than market average

Wide liqueurs & spirits portfolio suitable for mixology

Over 400 cocktail recipes with Cointreau

A business model calling for e-commerce

Pioneer in China

Our DNA since over 300 years

A clear set of values around Terroir, People and Time

Covid-19 has accelerated long-lasting consumer trends

Reinforced confidence in 2030 strategy

Accelerated consumers trends

Up-trading trends, drinking less but better

At-home consumption rise (mixology)

Acceleration of e-commerce

Heightened environmental & social consciousness

Remy Cointreau priorities

/ Increase value per case

/ Enhance portfolio management

/ Implement client centric model

/ Achieve responsible growth

Priority 1 : Increase value per case

Keep focus on retail price

...

but look beyond

Leverage uptrading trends

Remy Cointreau Price-Mix 2020/21

+5.5pp

+1.3pp

Focus on gross margin accretive brands

Remy Cointreau Gross margin



1738: >40% sales growth in the US

CLUB: >30% sales growth in Greater China

Bruichladdich: > 10% sales growth worldwide

Cointreau: 20% sales growth in the US

Priority 2 : Enhance portfolio management

A transformation project

1 Clear role assigned to each brand

- Global priority brands
- Regional power brands
- Incubator brands

2 New global markets organization implemented

3 Launch of Commercial Excellence project

Diagnostic phase



May-June 2021

Foundations & Quick wins

June-August 2021

Pilots Kick-off

Q4 21-Q1 22



Roll-out

2022-2023

Priority 3 : Implement client centric model

Louis XIII is our spearhead ... and ecom is the game changer

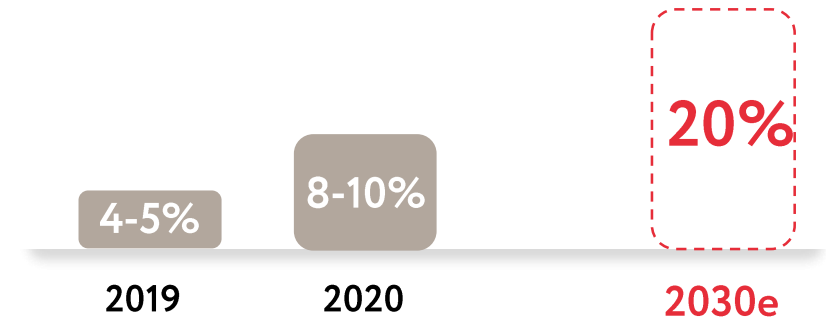


2020/21 key openings:

Hangzhou – Shenzhen- Pop up Plaza 66, Shanghai

6 stores worldwide

8-10% Remy Cointreau doubled its digital sales penetration in 2020



Priority 4: Achieve responsible growth

A priority deeply rooted in our genes



CDP

Rémy Cointreau obtains
"Climate Leadership" (A-) status from CDP

B Corp

Bruichladdich first Scotch distillery
to gain B Corp status

Le
Point

Remy Cointreau ranked as the most
"responsible" French company in F&B

Priority 4: Achieve responsible growth

An opportunity to accelerate, leveraging a new paradigm

55% of consumers report sustainability is very important to them when choosing a brand post Covid

64%

Sustainable agriculture (vs. 58% LY)

83

Gender Equality Index

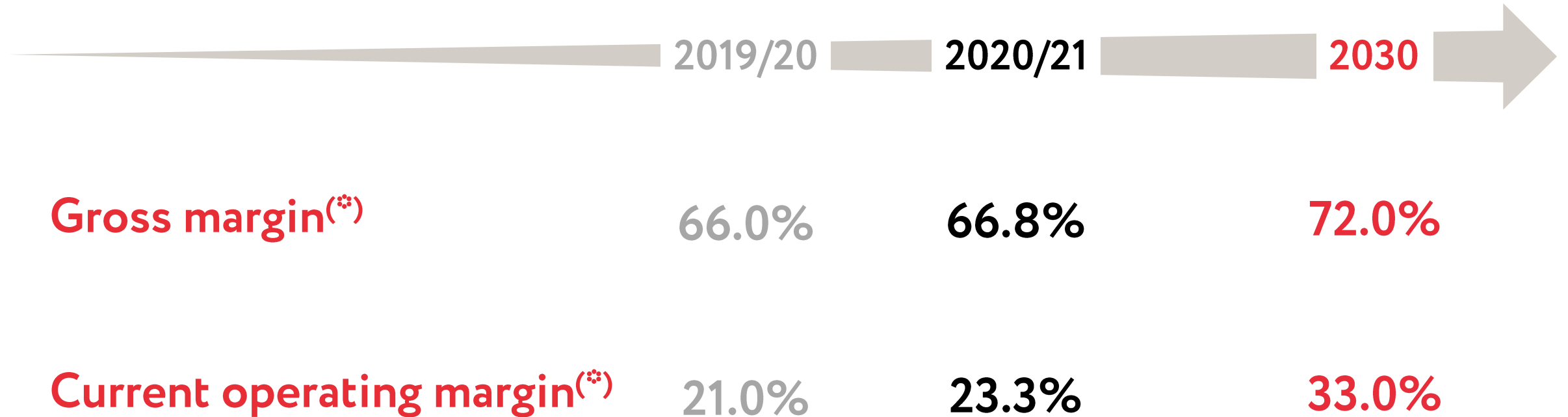
1,500t

Benefits from ecoconception actions

50

Group initiatives to reduce CO2 footprint

Well on track to achieve 2030 financial objectives...



^(*) In organic terms - At 2019/20 scope and exchange rate

... thanks to very strong results in 2020/21 despite pandemic



^(*) In organic terms - At 2019/20 exchange rate and scope



Business Review
Eric Vallat, CEO

Strong resilience led by Cognac performance

Sharp sales acceleration in H2

Cognac



+3.7%

+27.0% in H2

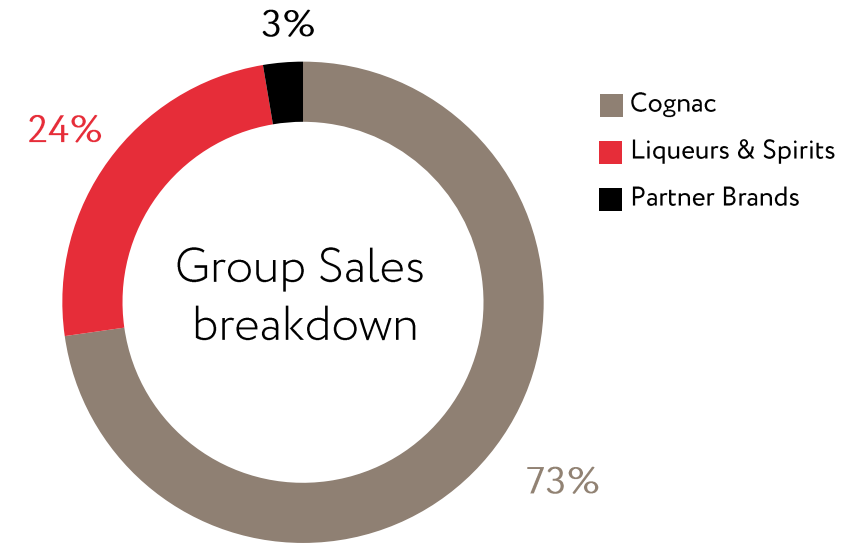
Liqueurs & Spirits



-3.2%

+7.2% in H2

Group



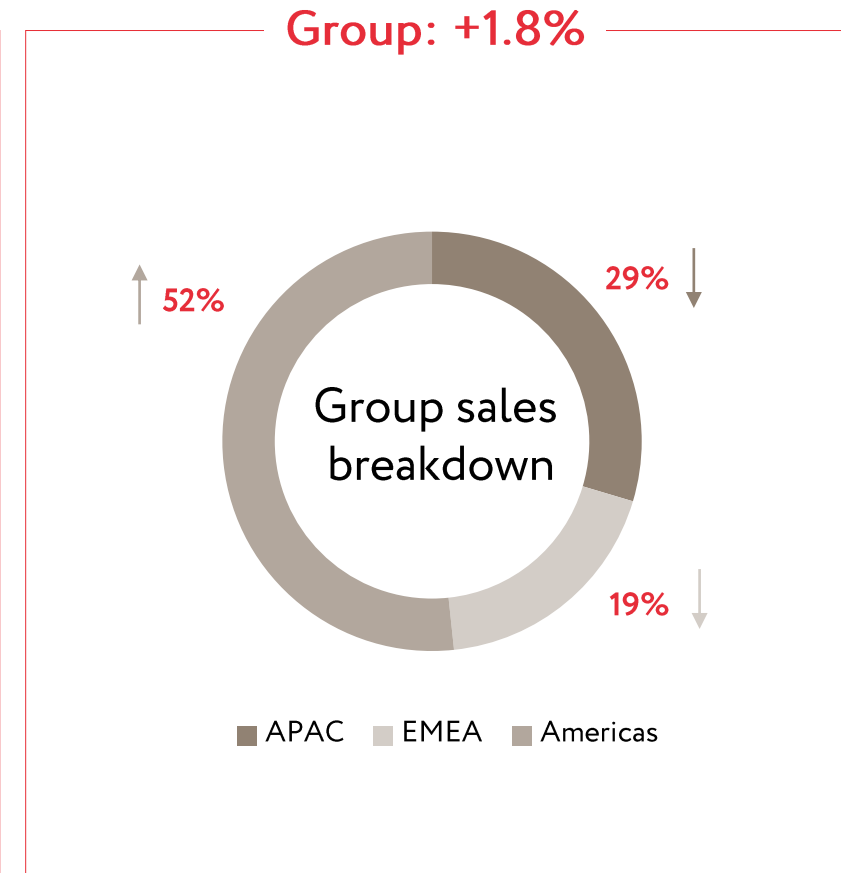
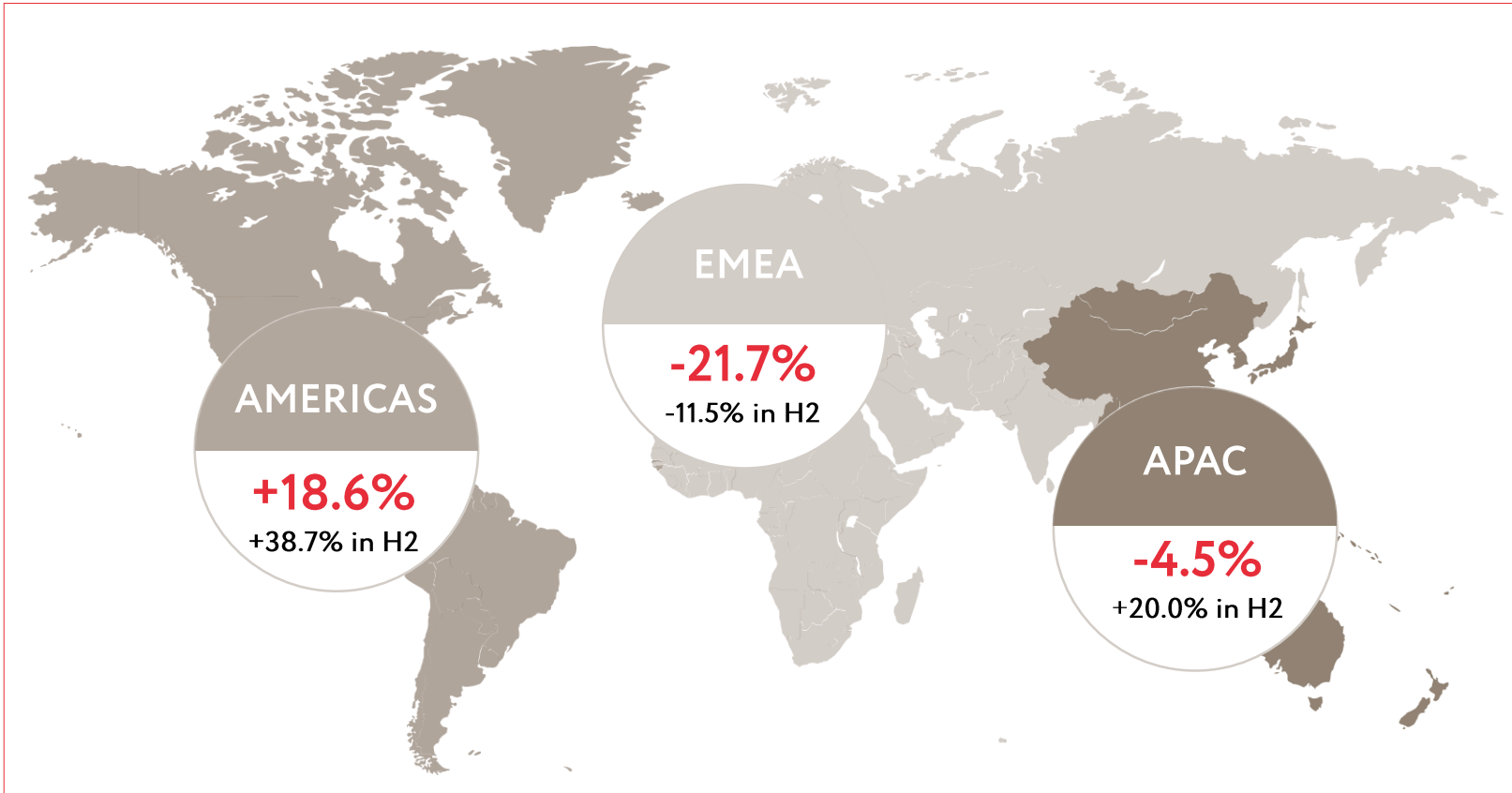
+1.8%

+20.9% in H2

Group brands: +1.9%

Partner brands: -1.5%

Strong resilience led by outstanding growth in the US and China recovery in H2



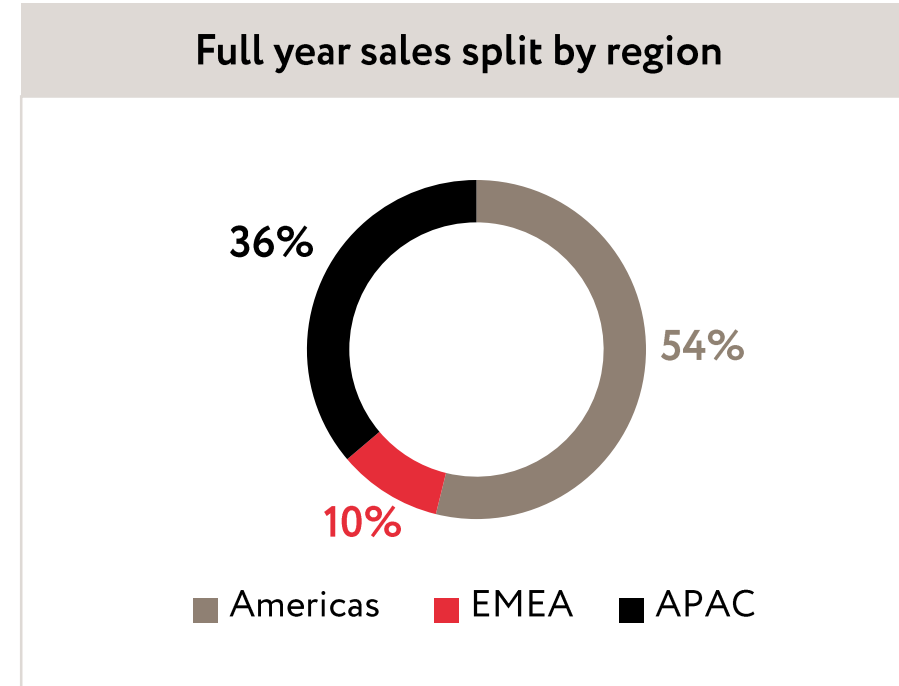
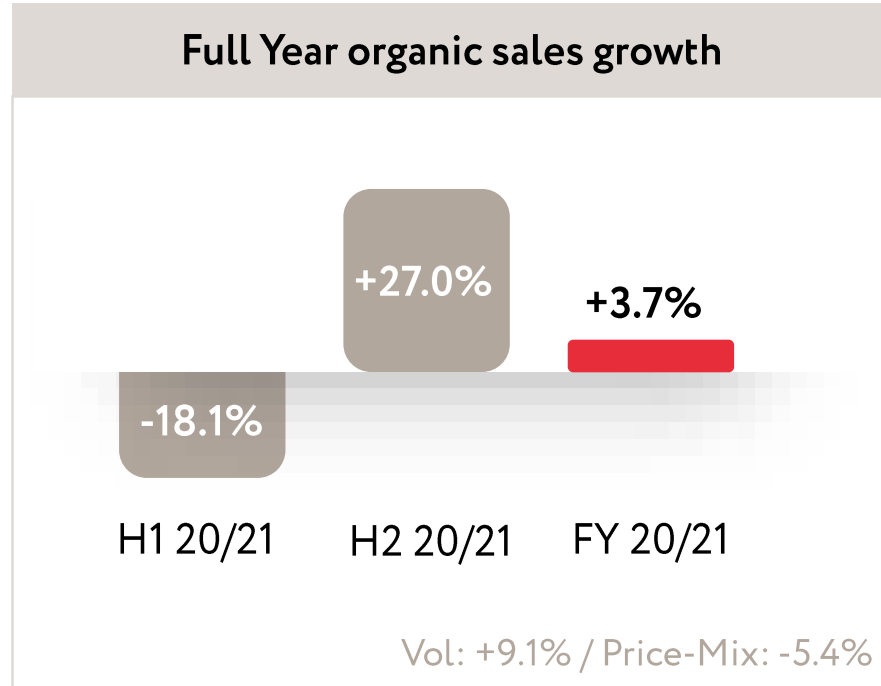
Cognac division



FY 20/21 key figures

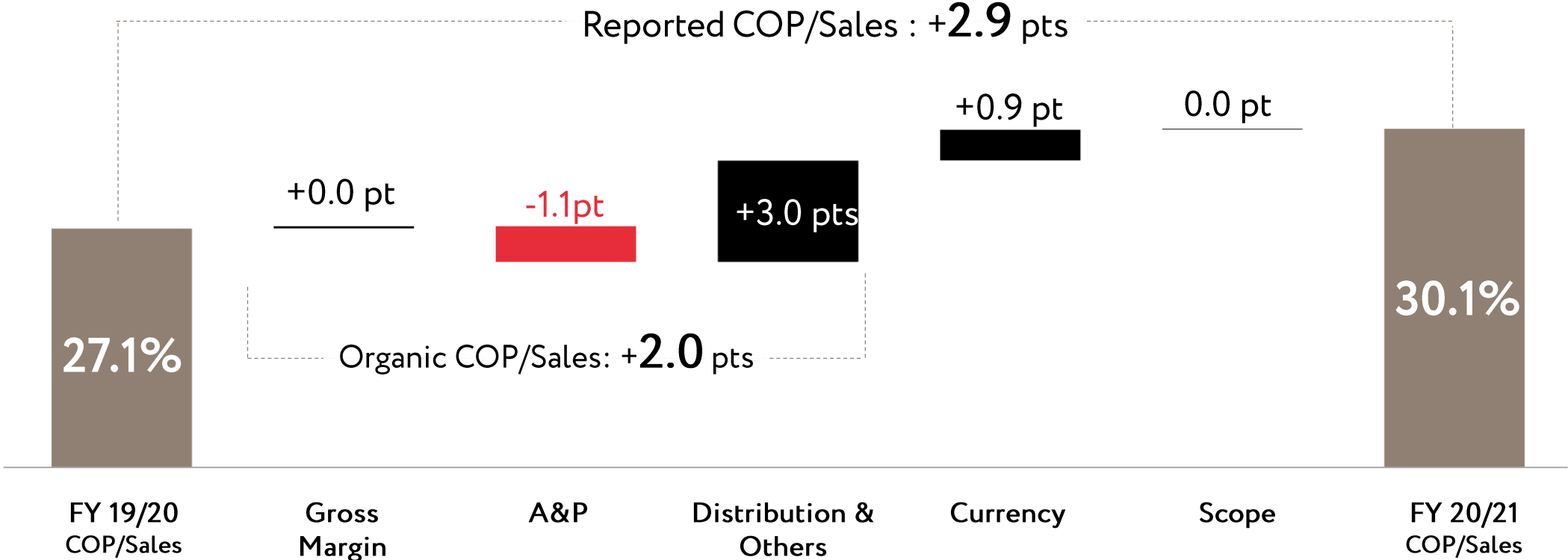
Sales	€735.0m
Organic change (%)	+3.7%
Volume / Price-Mix	+9.1% / -5.4%
<hr/>	
Current operating profit	€221.0m
Organic change (%)	+11.3%
Current operating margin	30.1%
Change (pp)	+2.9pp

Solid growth led by the US, China and the UK



- Continued excellent momentum in the **US**: very strong double-digit sales growth driven by VSOP and 1738
- Strong double-digit sales growth in **Greater China** led by XO and Club
- Weak performance in **EMEA**, impacted by on-trade closures and travel retail; Except in the UK and Russia

30.1% current operating margin (+2.0 pts*)



(*) In organic terms - At 2019/20 exchange rate and scope

Louis XIII: true luxury icon

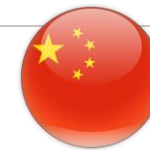
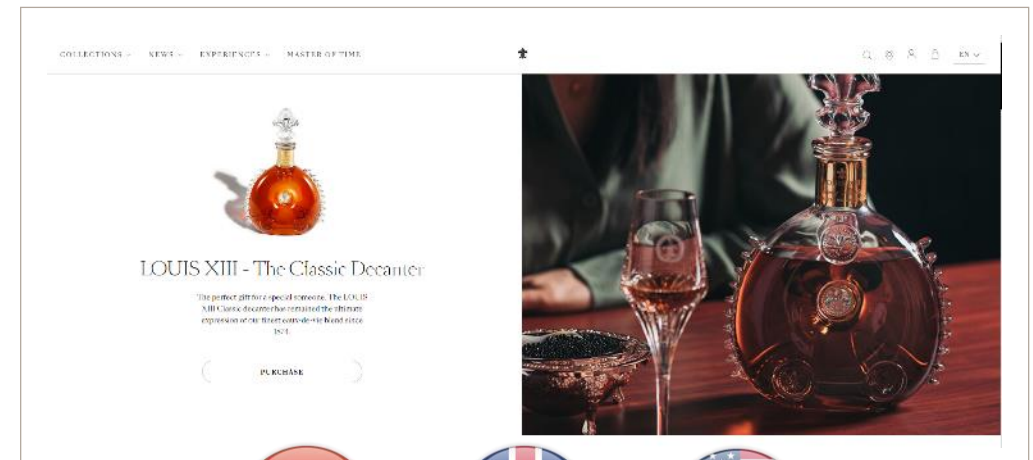
Pioneer DtoC model in the industry



Pop-up LOUIS XIII Boutique in Shanghai Plaza 66 – April 2021

2020/21 key openings:

Hangzhou – Shenzhen- Pop up Plaza 66, Shanghai



2016



2020



2021

Remy Martin

Leverage momentum and resonate with clients' cultures

An advertisement for Remy Martin featuring a jazz band performing in a dimly lit, vintage-style setting. The band includes a trumpeter, a saxophonist, a bassist, and a pianist. In the center, a man in a dark suit, likely the artist Usher, is gesturing with his arms outstretched. The text "RÉMY MARTIN" is written in white above the band, and "USHER" is written in white above the pianist. The phrase "TEAM UP For EXCELLENCE" is prominently displayed in large, gold, serif letters across the middle. A bottle of Remy Martin 1738 Cognac is shown on the right side. At the bottom, the website "remymartin.com" is listed, along with copyright and importation information.

REMY MARTIN

USHER

TEAM UP For EXCELLENCE

remymartin.com

© 2021 E. Rémy Martin & Co., Rémy Martin® Cognac Fine Champagne, 40% Alc./Vol., Imported by Rémy Cointreau USA, Inc., New York, NY. 1738® Centaur Design®. PLEASE DRINK RESPONSIBLY.

Remy Martin

Celebrate Fine Champagne



La « Maison Rémy Martin » Guangzhou in China



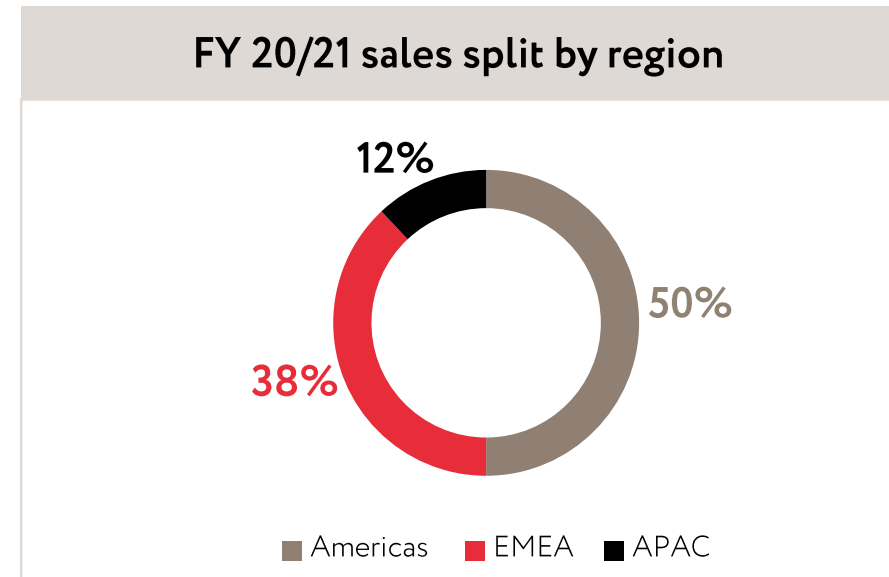
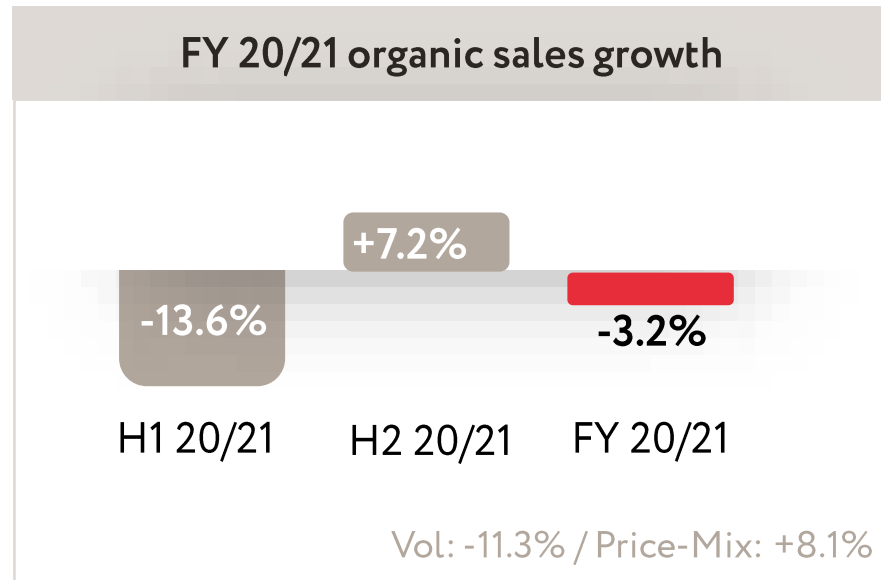


Liqueurs & Spirits division

FY 2020/21 key figures

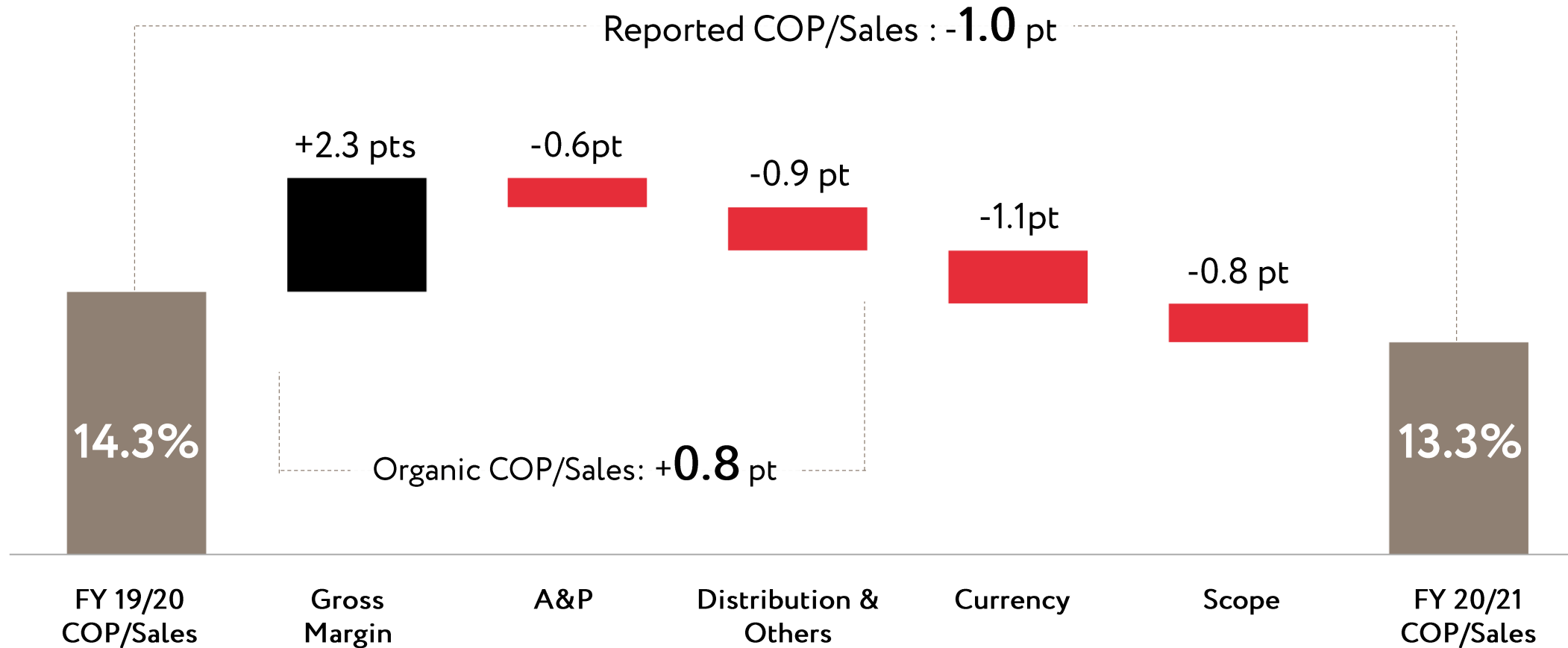
Sales	€248.3m
Organic change (%)	-3.2%
Volume / Price-Mix	-11.3% / +8.1%
Current operating profit	€33.0m
Organic change (%)	+2.5%
Current operating margin	13.3%
Change (pp)	-1.0pp

Sales performance impacted by on-trade closure and travel retail



- Excellent performance in the **US** supported by booming at-home mixology, in particular Cointreau
- **EMEA** impacted by on-trade closures and Travel retail ; UK, Benelux & Russia showed strong resilience
- Slight sales decline in **Asia Pacific** despite strong growth in Australia and New Zealand

Profitability preserved at 13.3% current operating margin (+0.8pt*)



(*) In organic terms - At 2019/20 exchange rate and scope

Liqueurs & Spirits : embrace the cocktail culture

Leverage booming at home mixology to grow awareness



Cointreau unveils "Love Letter" campaign in first Super Bowl ad



Cocktail Studio

LEARN HOW TO MAKE AMERICA'S TOP 3 COCKTAILS

The Original Margarita *The Martini* *The Old-Fashioned*



OCTOBER 16TH NOVEMBER 12TH DECEMBER 3RD

Remy Cointreau x Drizly: Virtual Cocktail Studio
Educate & inform on the basics of at-home cocktail making

2 Liqueurs

on Drizly in sales in 2020

Liqueurs & Spirits

Establish brands as most thought-provoking Single Malt Whiskies



“LADDIE SHOP” in Xiamen displaying our Islay Single Malts and Gin

Sharp acceleration of
Scottish Single Malt in
Greater China
led by strong appetite from
new Generations

> +40%

Sales growth
in 2020/21

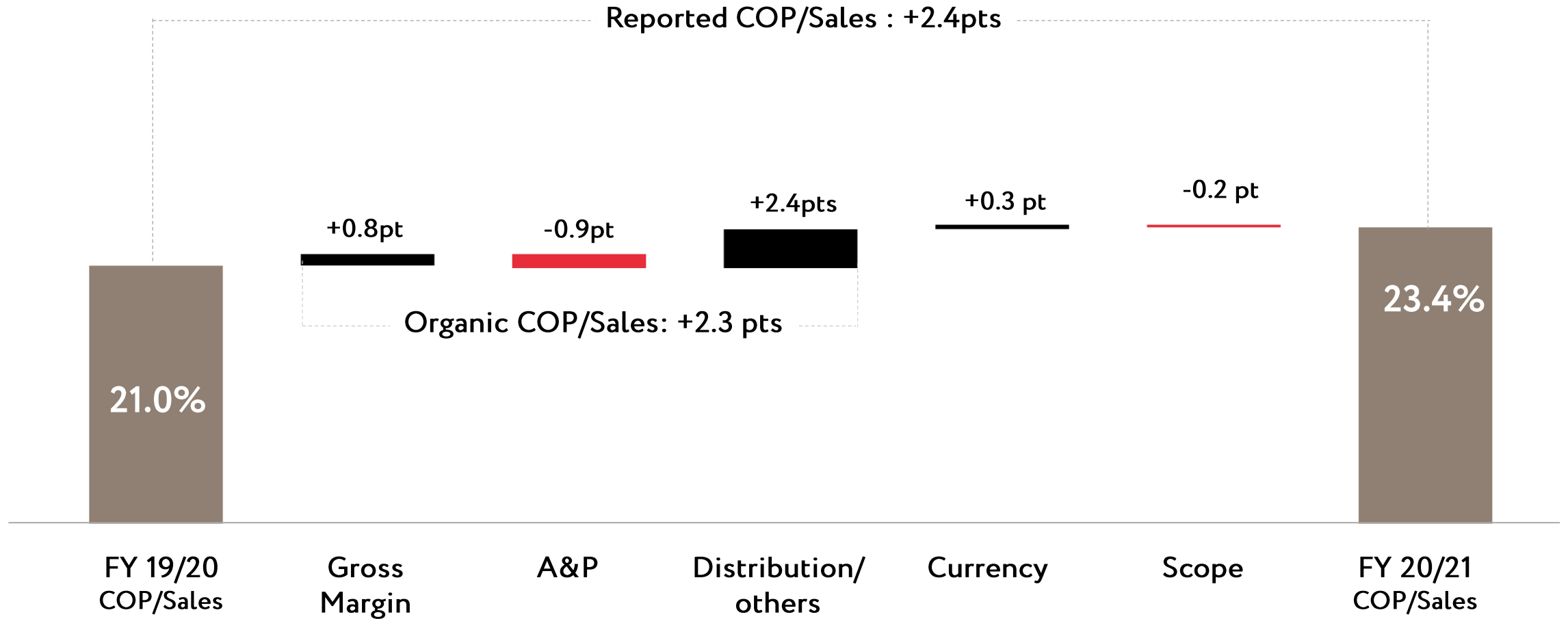


Financial results
Luca Marotta, CFO

Current Operating Profit

<i>Ending March (in €m)</i>	2020-21	2019-20	Reported %	Organic %
Net Sales	1,010.2	1,024.8	-1.4%	+1.8%
Gross Profit	680.1	676.9	+0.5%	+2.9%
<i>% of sales</i>	67.3%	66.0%	+1.3pp	+0.8pp
Sales and marketing expenses	(341.6)	(355.0)	-3.8%	-0.7%
Administrative expenses	(102.5)	(106.8)	-4.1%	-5.0%
Current Operating Profit	236.1	215.1	+9.7%	+12.8%
Current operating margin	23.4%	21.0%	+2.4pp	+2.3pp

Current operating margin



Net profit

<i>Ending March (in €m)</i>	2020-21	2019-20	Reported %	Organic %
Current Operating Profit	236.1	215.1	+9.7%	+12.8%
Other operating income (expenses)	(0.2)	(19.7)	-	-
Operating profit	235.9	195.5	+20.7%	+24.8%
Net financial income (charge)	(14.6)	(28.0)	-	-
Pre-tax profit	221.2	167.5	+32.1%	+34.4%
Taxes	(77.6)	(60.9)	-	-
Tax rate (%)	35.1%	36.3%	-1.2pp	-1.2pp
Share profit (loss) of associated companies	0.6	0.3	-	-
Net profit from discontinued operations, halted or sold	-	6.4	-	-
Minority Interest	0.3	0.1	-	-
Net profit Group share	144.5	113.4	+27.5%	+30.2%
Earnings per share	2.89	2.28	+26.8%	-
Net profit excluding non-recurring items	148.2	124.2	+19.4%	+20.6%
Net margin excluding non-recurring items (%)	14.7%	12.1%	+2.6pp	+2.2pp
Earnings per share excluding non-recurring items	2.96	2.49	+18.7%	-

Non-recurring items

<i>Ending March (in €m)</i>	2020-21	2019-20
Net profit – Group share	144.5	113.4
Westland's goodwill write-off	-	18.8
Non-recurring tax items	3.5	(2.5)
Net profit from discontinued operations, halted or sold	-	(6.4)
Others	0.2	0.9
Net profit excluding non-recurring items – Group share	148.2	124.2

Net debt/ Cash flow

<i>Ending March (in €m)</i>	2020/21	2019/20	Change
Opening net financial debt (1 April)	(450.9)	(343.3)	-107.6
Gross operating profit (EBITDA)	272.5	252.4	20.0
WCR of eaux-de-vie and spirits in ageing process	(58.7)	(118.9)	60.3
Other working capital items	45.8	45.9	-0.1
Capital expenditure	(54.0)	(64.8)	10.8
Financial expenses	(10.0)	(13.1)	3.1
Tax payments	(72.5)	(85.8)	13.3
Free Cash Flow	123.0	15.7	107.3
Dividends	(9.6)	(132.0)	122.4
Other proceeds from asset acquisitions/disposals	29.9	11.7	18.3
Conversion differences and others	(6.8)	(2.9)	-3.7
Other Cash flow	13.6	(123.3)	136.9
Total cash flow for the period	136.6	(107.6)	244.2
Closing net financial debt (31 March)	(314.3)	(450.9)	136.6
A Ratio (Net debt/EBITDA)	1.33	1.86	-0.53

Net financial expenses

<i>Ending March (in €m)</i>	2020/21	2019/20
Gross debt servicing costs	(12.0)	(12.7)
Net currency gains (losses)	(0.4)	(4.7)
Other financial expenses (net)	(2.2)	(10.6)
Net financial income (charges)	(14.6)	(28.0)

Foreign exchange – Hedging impact

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22E
Average EUR/USD exchange rate	1.10	1.17	1.16	1.11	1.17	1.20
Average EUR/USD hedged rate	1.11	1.19	1.18	1.16	1.17	1.20
Total sales impact (in €m)	(5.7)	(48.9)	1.5	24.5	(36.3)	Between (20) and (25)
Total COP impact (in €m)	23.6	(18.5)	(6.8)	9.1	(4.8)	Between (16) and (20)

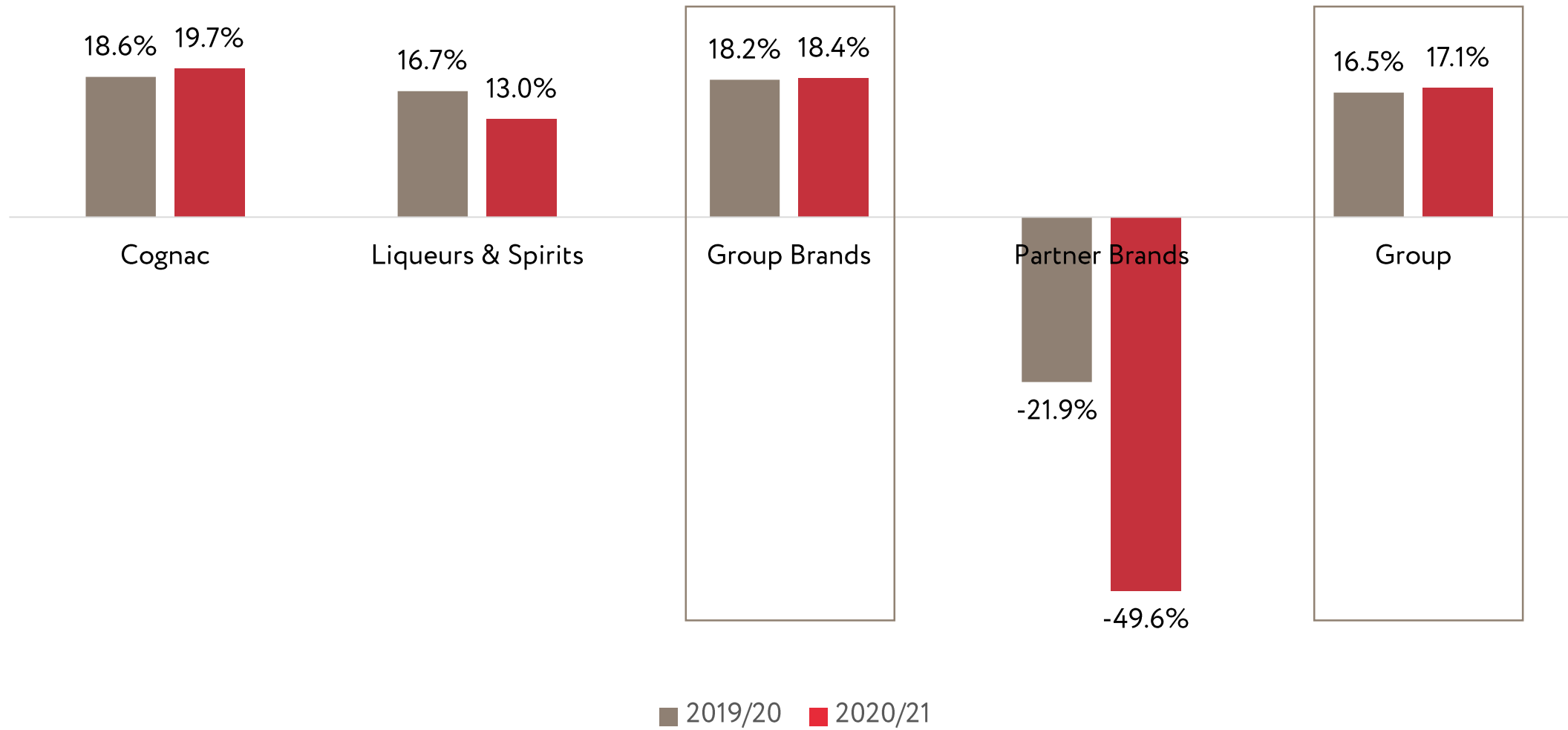
Note:

- Estimated impact on 2021/22 sales and COP is based on an average exchange rate and an average hedged rate assumption of **USD1.20/EUR**.
- In 2021/22, we expect -€20/-€25m impact on sales (o/w -€20/-€22m in H1) and -€16/-€20m on COP (o/w -€4/-€6m in H1)
- The sensitivity of Group's sales and COP to the US dollar and related currencies is the following: A 1 cent increase in USD vs. EUR is a c€5-6M gain on sales and a c.€4M gain on COP, all things alike.

Balance sheet as of 31 March 2021

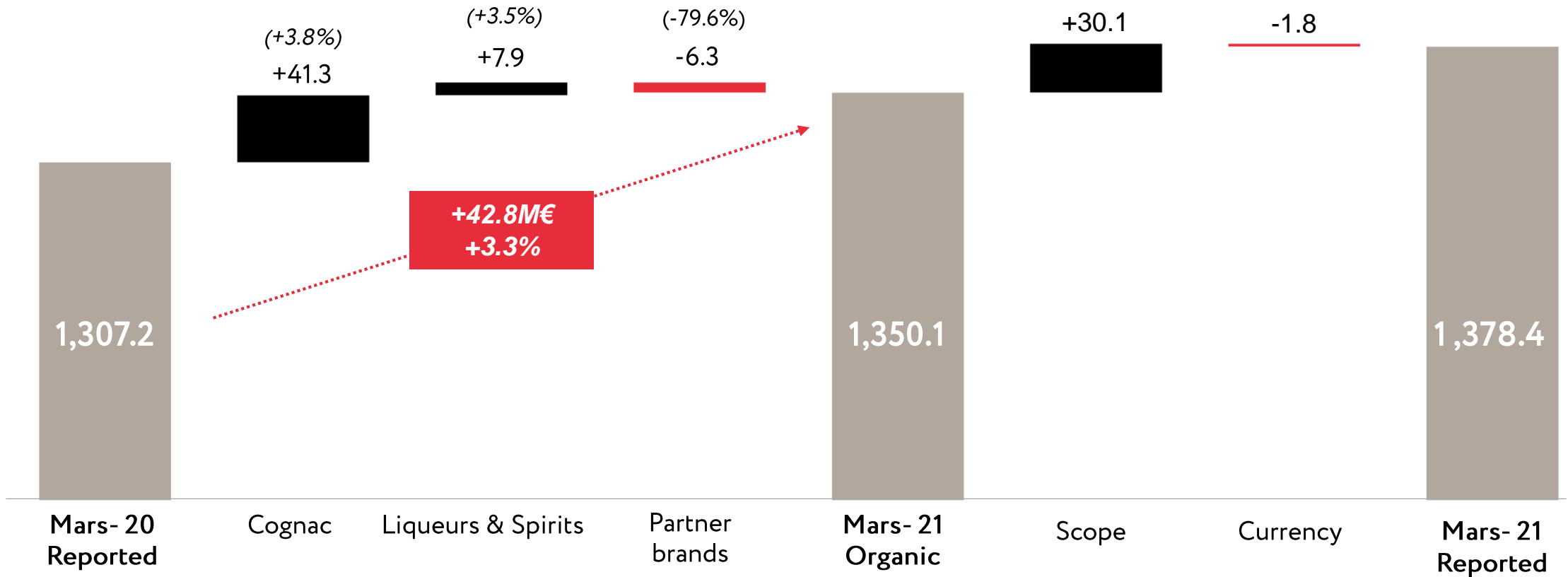
(€m)	March 2021	in %	March 2020	in %		March 2021	in %	March 2020	in %
Non-current assets	920	33%	941	34%	Shareholders' equity	1,549	56%	1,403	50%
Current assets	1,660	60%	1,579	57%	Current and Non-current liabilities	717	25%	666	24%
o/w inventories	1,493	54%	1,364	49%					
Cash	201	7%	269	10%	Gross financial debt	515	19%	720	26%
Total Assets	2,781	100%	2,789	100%	Total Liabilities	2,781	100%	2,789	100%
<i>Stocks/Assets</i>		<i>54%</i>		<i>49%</i>	<i>Net gearing</i>		<i>20%</i>		<i>32%</i>

ROCE



Changes in capital employed

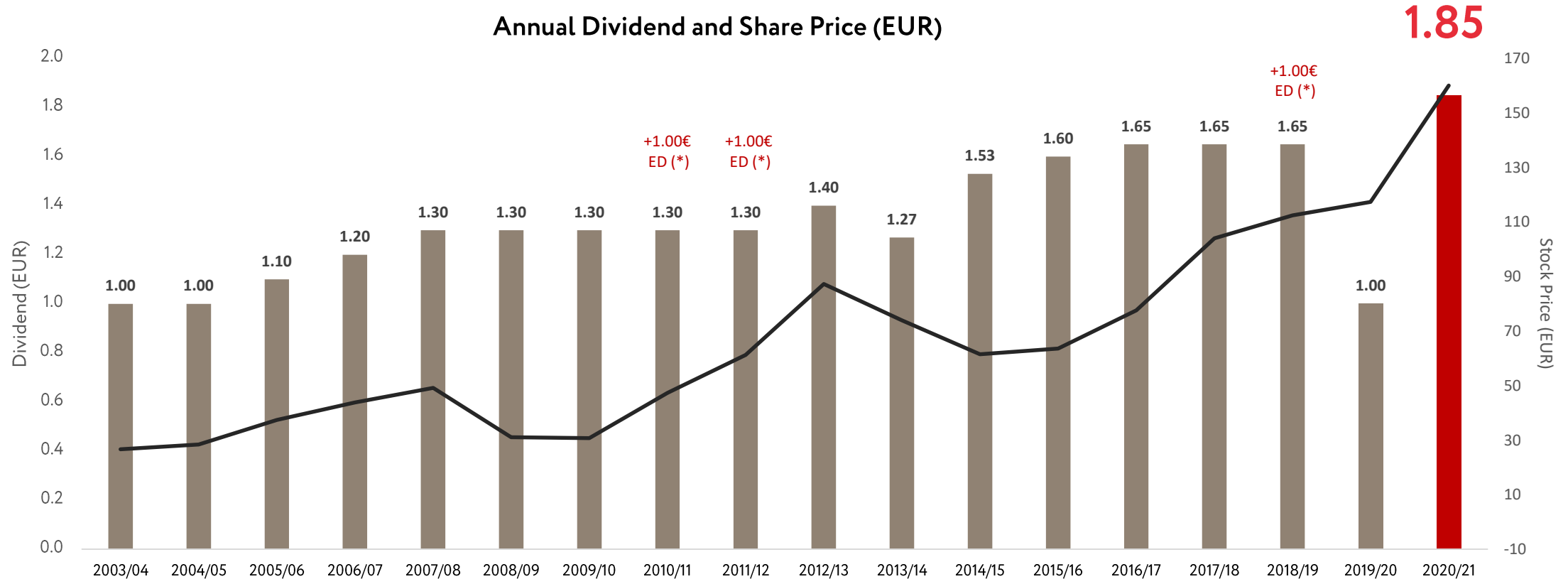
(M€)



Ordinary dividend at all time highs

- €1.85 of ordinary dividend in cash will be proposed to shareholders at the AGM on July 22nd
- Representing an increase of +85.0% versus 2019/20

- Ex-Date: Sept. 29
- Recorded date: Sept. 30
- Payment: from Oct. 1st



Share Buyback up to 1m shares

June 3, 2021

- At its meeting of 2 June 2021, the Board of Directors decided, pursuant to Resolutions 19 and 20, to authorise the Company to **implement a share buyback programme.**
- An investment services provider will be instructed to **purchase up to a maximum of 1 million shares of Rémy Cointreau SA** at the price authorised in Resolution 19.
- The buyback programme is intended to facilitate the following transactions:
 - Decrease the share capital by cancelling treasury shares
 - Meet obligations arising from free share incentive programmes for employees and/or corporate officers of the company and/or its affiliates
 - Meet obligations arising from securities giving access to the share capital.



Outlook

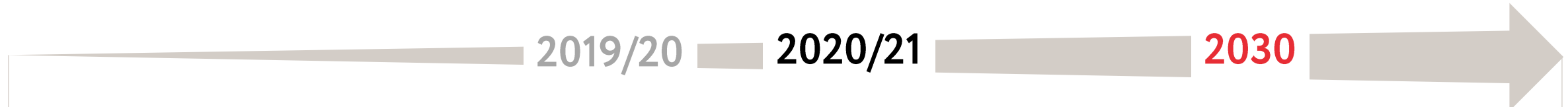
Eric Vallat, CEO

Outlook 2021/22

- Confident in continued share gains in the exceptional spirit market
- 2021/22 is expected to be a year of two halves with H1 benefitting from:
 - Favorable bases of comparison
 - Some restocking effects
- Being ahead in the unfolding of its 2030 financial objectives and given the favourable environment, the Group decided to revise up its 2021/22 strategic investment to fuel the rebound and its brands' awareness and desirability
- The expected good growth of COP should be also tempered by:
 - Currency effects: between - €16m and - €20m
 - Scope effect : circa - €2m



2030 objectives confirmed



	2019/20	2020/21	2030
Gross margin^(*)	66.0%	66.8%	72.0%
Current operating margin^(*)	21.0%	23.3%	33.0%

100% sustainable agriculture **by 2025**

25% reduction in carbon emissions (scope 1 & 2) and **30%** value per case reduction (scope 3) **by 2025**

Net zero carbon emissions **by 2050**



RÉMY COINTREAU

Q&A