



Introduction Marie-Amélie de Leusse, Chairwoman

Challenging year marked by macro volatility and cyclical shift in consumer trends

Current trends seen as cyclical, not structural Cognac evolves in long cycles — resilience and perspective are key

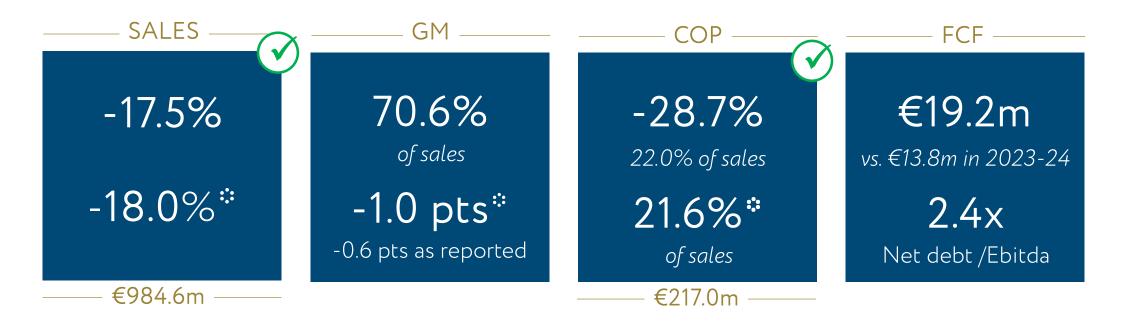
- o "Drink less but better" reflects a long-standing structural shift
- Our value-driven strategy is built to embrace moderation
- O CEO transition marks a new chapter, with strategic continuity
- Strong fundamentals and long-term mindset remain our foundation
- Committed to creating lasting value for all stakeholders





Business Review Eric Vallat, CEO

FY 2024-25 - Key Financial Highlights, in line with revised guidance



Due to rounding, the sum of values presented in this presentation may differ from totals as reported. Such differences are not material.

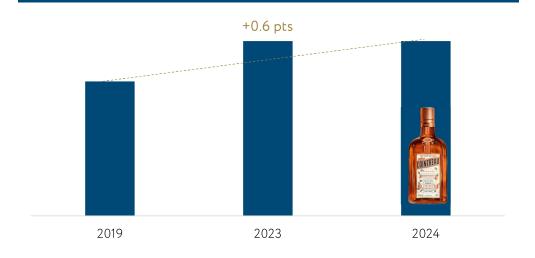
(*) On an organic basis

FY 2024-25 - Key achievements Maintained global market share

Rémy Martin global market share: slight increase in value

+0.8 pts 2019 2023 2024

Cointreau global market share: slight increase in value

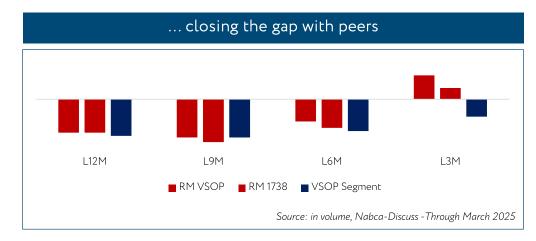


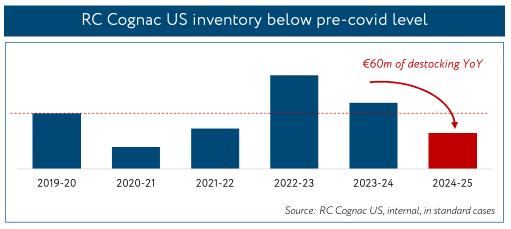
Source: IWSR 2024, in value, Cognac

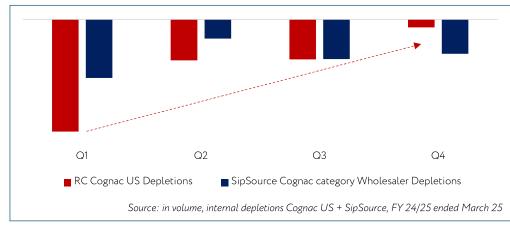
Source: IWSR 2024, in value, Total liquors

FY 2024-25 - Key achievements US Cognac performance has bottomed out

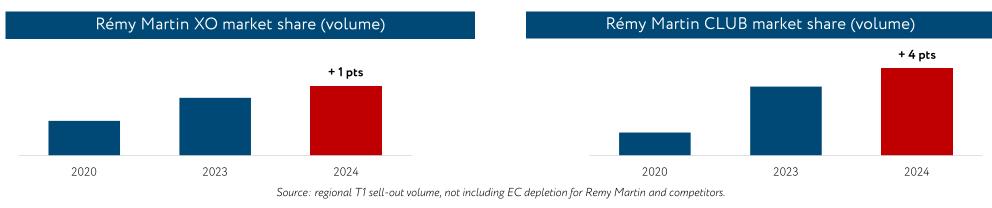
RC Cognac US volume depletions bottomed in 2024-25... -2% -12% -12% Q2 Q3 Q4 Source: internal, depletions in volume RC Cognac US SipSource, FY 24/25 ended March 25

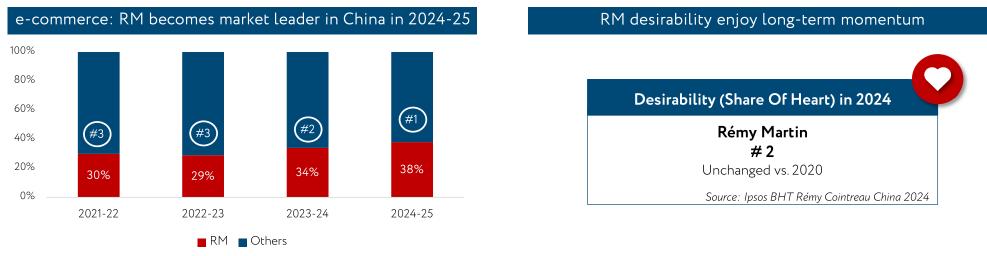






FY 2024-25 - Key achievements Gained market share in China despite a challenging environment





*Source: sales value from Tmall, JD, Tiktok.com

FY 2024-25 - Key achievements

Delivered cost efficiencies to protect COP as much as possible despite topline pressure





FY 2024-25 - Key achievements Generated responsible growth



Carbon emissions: on track to meet 2030 targets, in line with SBTi commitments

- CO₂
- Down **-8%** vs. 2023-24 or down -**12%** vs. 2020-21 reference baseline:
 - o Improved packaging & supplier engagement (glassmakers) & operational optimizations: -23% per bottle produced, across all packaging types



o Transport-related emissions: -18% per bottle transported



- Down -38% vs. 2023-24
- Net water consumption: **-53%** vs. 2022-23 reference baseline (i.e. -39% per bottle produced)
 - Thanks to comprehensive program to monitor consumption and improves processes at every step of the value chain (incl. optimized water treatment, bottle washing, rainwater harvesting and leak reduction)







- Rémy Cointreau launched the Centaure Pact in Cognac in 2024
- More than 42% of its winemaking partners already trained in agroecological practices as of the end of March 25
- This pact demonstrates the Group's commitment to sustainable and environmentally friendly viticulture.

BRUICHLADDICH



NOT YOUR CLASSIC WHISKY





CONCEIVED, DISTILLED, BOTTLED AND MATURED ON ISLAY, SCOTLAND.

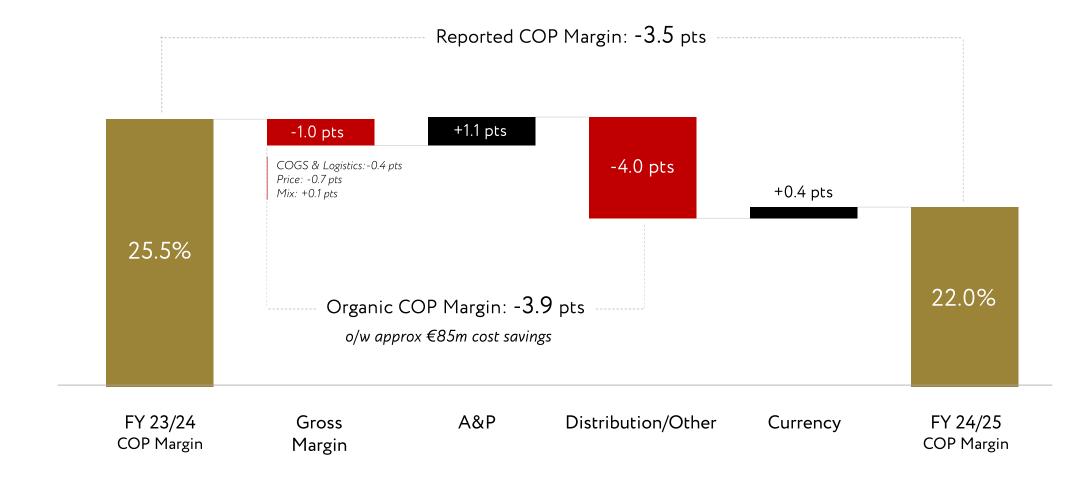
be **drinkaware**.co.uk

Financial Results Luca Marotta, CFO

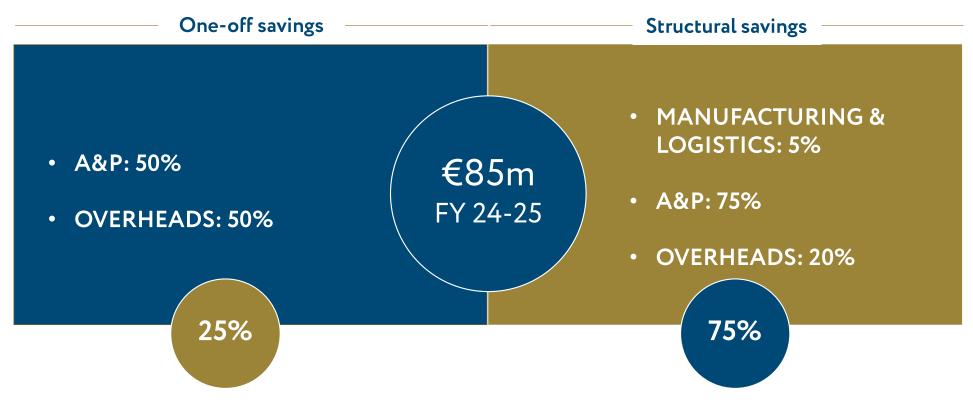
FY 2024-25 Current Operating Profit

End March (in €m)	2024-25	2023-24	Reported %	Organic % vs. FY 23-24	Organic % vs. FY 19-20
Net Sales	984.6	1 194.1	-17.5%	-18.0%	-4.8%
Gross Profit	694.8	850.2	-18.3%	-19.2%	-1.0%
% of sales	70.6%	71.2%	-0.6 pts	-1.0 pts	+2.8 pts
Sales and marketing expense	(355.9)	(420.9)	-15.4%	-16.0%	-0.7%
Administrative expense	(121.9)	(124.9)	-2.4%	-2.5%	+13.7%
Current Operating Profit	217.0	304.4	-28.7%	-30.5%	-8.1%
Current Operating Margin (%)	22.0%	25.5%	-3.5 pts	-3.9 pts	-0.8 pts

FY 2024-25 Group Current Operating Margin



Solid execution of cost-savings plan €85m of savings vs. €50m expected



- **€230m of total savings** on a 2-year basis o/w **55% are structural** and 45% are one-off
- Structural savings correspond to a reduction of -12% of total cost basis vs. 2022-23
- Headcounts: -9% vs. 2022-23

FY 2024-25 Net profit

End March (in €m)	FY 2024-25	FY 2023-24	Reported %	Organic % vs. FY 23-24	Organic % vs. FY 19-20
Current Operating Profit	217.0	304.4	-28.7%	-30.5%	-8.1%
Other non-current income (expenses)	(6.0)	(12.8)	-	-	-
Operating profit	211.0	291.6	-27.7%	-29.6%	-2.1%
Net financial income (charge)	(42.6)	(38.5)	+10.6%	+12.5%	-
Pre-tax profit	168.4	253.2	-33.5%	-35.9%	-12.1%
Taxes	(48.2)	(69.4)	-30.6%	-33.2%	-
Tax rate (%)	(28.6%)	(27.4%)	-1.2 pts	-1.2 pts	-
Share of profit (loss) of associated companies	0.5	0.6	-	-	-
Minority Interest	0.5	0.4	-	-	-
Net profit Group share	121.2	184.8	-34.4%	-36.8%	-6.0%
Net margin (%)	12.3%	15.5%	-3.2 pts	-3.6 pts	-0.1 pts
Net profit excluding non-recurring items	128.0	194.8	-34.3%	-36.6%	-8.8%
Net margin excluding non-recurring items (%)	13.0%	16.3%	-3.3 pts	-3.7 pts	-0.5 pts
Earnings per share (€)	2.36	3.64	-35.3%	-37.7%	-9.0%
Earnings per share excluding non-recurring items (€)	2.49	3.84	-35.2%	-37.4%	-11.6%

FY 2024-25 Non-current items

Ending March (in €m)	FY 2024-25	FY 2023-24
Net profit – Group share	121.2	184.8
Other non-current income expenses	6.0	12.8
Non-current tax items	(1.7)	(2.8)
Exceptional contribution in corporate tax (France)	2.5	-
Net profit excluding non-current items – Group share	128.0	194.8

FY 2024-25 Net financial expenses

End March (in €m)	FY 2024-25	FY 2023-24
Net debt servicing costs	(33.7)	(31.7)
Net currency gain/loss	(1.3)	(2.0)
Other financial expenses (net)	(7.6)	(4.8)
Net financial income (charges)	(42.6)	(38.5)

FY 2024-25 Net debt/Cash flow

End March (in €m)	2024-25	2023-24	Change
Opening net financial debt (1 April)	(649.7)	(536.6)	-113.1
Gross operating profit (EBITDA)	267.8	356.4	-88.5
WCR for eaux-de-vie and spirits in ageing process	(110.2)	(116.9)	+6.7
Other working capital items	(21.6)	(27.2)	+5.7
Capital expenditure	(51.2)	(80.9)	+29.7
Financial expenses	(37.4)	(24.7)	-12.7
Tax payments	(19.9)	(88.4)	+68.5
Free Cash Flow excl. other non-current income & expenses	27.6	18.2	+9.4
Net flows on other non-current income and expenses	(8.4)	(4.5)	-3.9
Free Cash Flow	19.2	13.8	+5.4
Dividends	(41.0)	(152.7)	+111.7
OCEANE conversion impact on Financial debt	-	50.8	-50.8
Conversion differences and others	(3.9)	(24.9)	+21.0
Other Cash flow	(44.9)	(126.8)	+81.9
Total cash flow for the period	(25.7)	(113.1)	+87.4
Closing net Financial debt (31 March)	(675.4)	(649.7)	-25.7
A Ratio (Net debt/EBITDA)	2.40	1.68	+0.72

FCF conversion evolution

In €m	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
EBITDA (A)	252.4	272.5	383.4	481.6	356.4	267.8
FCF	15.7	123.0	90.3	48.6	13.8	19.2
Non-current items	(0.7)	-	-	(9.2)	(4.5)	(8.4)
Recurring FCF (B)	16.4	123.0	90.3	57.7	18.2	27.6
Recurring FCF Conversion (B/A)	7%	45%	24%	12%	5%	10%
Other key drivers (in €m):						
Working capital variation	-72.3	-12.9	-140.4	-194.6	-144.1	-131.7
o/w Strategic working capital variation	-118.9	-58.7	-67.7	-152.6	-116.9	-110.2
Capex	-64.8	-54.0	-54.5	-75.6	-80.9	-51.2

FY 2025-26E Foreign exchange – Hedging impact

1.16	1.04	1.08	1.07	1.07		
1 17				1.07	1.15	1.25
1.17	1.11	1.10	1.09	1.08	1.12	1.15
7.47	7.14	7.79	7.76	7.60	7.75	8.10
7.20	7.38	7.59	7.65	7.65	7.82	8.00
24.6	102.8	-€57.2m	+€5.7m	+€3m/+€7m	-€30m/-€35m	-€70m/-€80m
6.4	41.0	-€5.7m	+€5.6m	Flat/-€3m	-€10m/-€15m	-€20m/-€25m
	7.47 7.20 24.6	7.47 7.14 7.20 7.38 24.6 102.8	7.47 7.14 7.79 7.20 7.38 7.59 24.6 102.8 -€57.2m	7.47 7.14 7.79 7.76 7.20 7.38 7.59 7.65 24.6 102.8 -€57.2m +€5.7m	7.20 7.38 7.59 7.65 7.65 24.6 102.8 -€57.2m +€5.7m +€3m/+€7m	7.47 7.14 7.79 7.76 7.60 7.75 7.20 7.38 7.59 7.65 7.65 7.82 24.6 102.8 -€57.2m +€5.7m +€3m/+€7m -€30m/-€35m

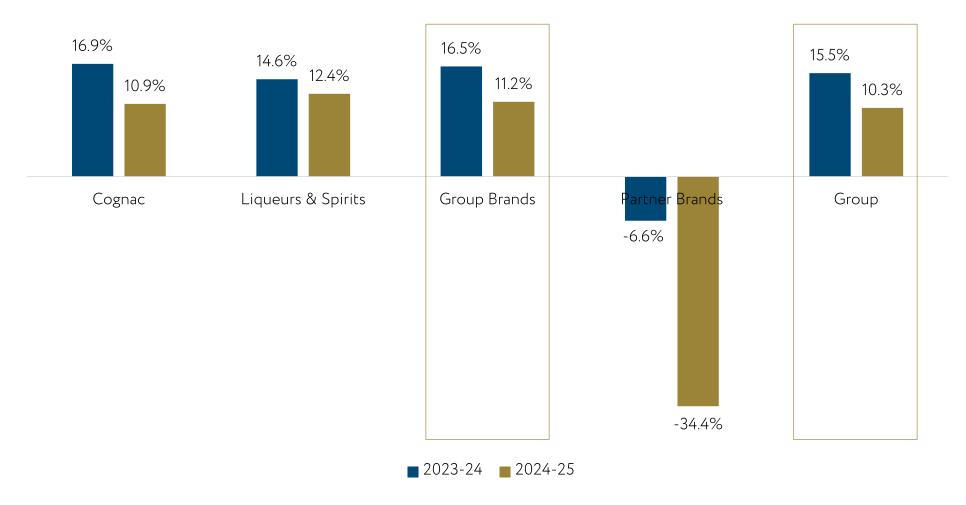
Notes:

- <u>Current case scenario</u>: in 2025-26, we expect a negative impact of -€30m/-€35m on Sales (1/3 in H1 and 2/3 in H2) and a negative impact of -€10m/-€15m on COP (equally split between H1 and H2)
- The sensitivity of Group sales and COP to foreign currencies is the following:
 - 1-cent variation in USD vs. EUR generates a €3-4m impact in sales and a €2-3m impact on COP, all things being equal (weight approx.: 55%)
 - 10-cent variation in CNY vs. EUR generates a €3-4m impact in sales and a €2-3m impact on COP, all things being equal (weight approx.: 30%)

Balance sheet at March 31, 2025

(€m)	March 2025	111 /0	March 2024	in %		March 2025	in %	March 2024	in %
Non-current assets	1,040	30%	1,037	31%	Shareholders' equity	1,929	56%	1,846	55%
Current assets excl. cash o/w inventories	2,301 2,106		2,240 1,963	66% 58%	Current and Non-current liabilities	736	22%	782	23%
Cash	83	2%	93	3%	Gross financial debt	759	22%	743	22%
Total Assets	3,424	100%	3,371	100%	Total Liabilities	3,424	100%	3,371	100%
Inventories/Assets		61%		58%	Net gearing		35%		35%

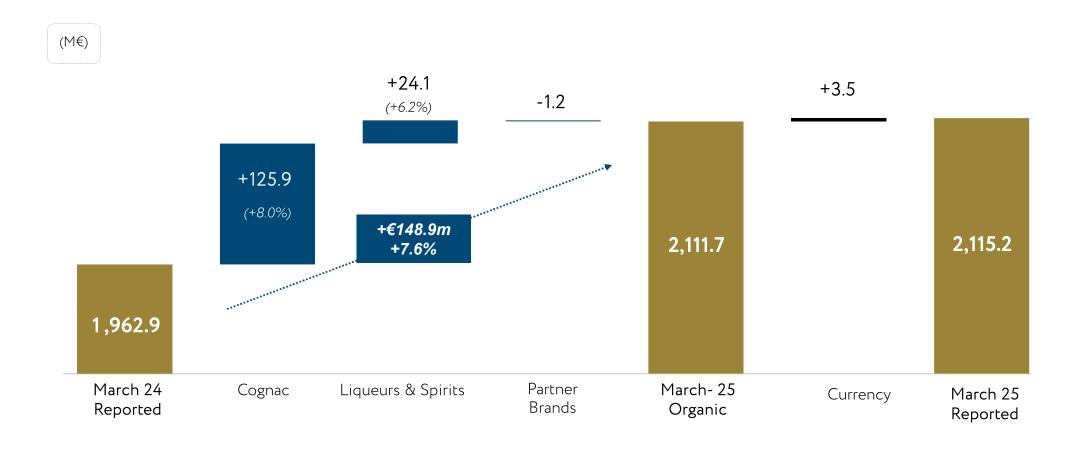
FY 2024-25 ROCE



As reported

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FY 2024-25 Changes in capital employed

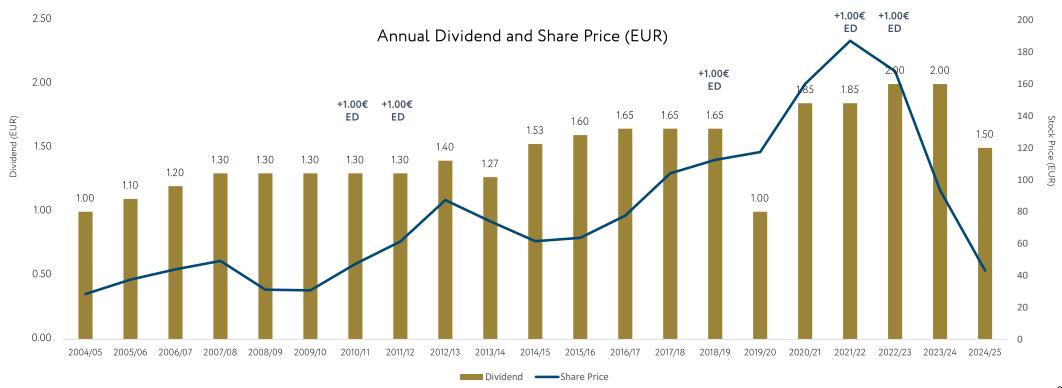


Dividend

- Ex-Date: July 28
- Recorded date: July 29
- Payment: from Oct. 1

At the AGM on July 22,2025 the Board of Directors will propose to shareholders an ordinary dividend of €1.50 per share o/w:

- o €1.00 per share in cash
- 0 €0.50 per share with the option to pay dividends in cash or in shares





Outlook Return to growth Eric Vallat, CEO

Recruit new consumers

Strategic priorities in an unpredictable environment Return to growth at Group level, leveraging improved US fundamentals

1. Activate a robust innovation pipeline to attract new consumers































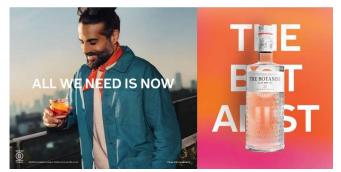


Strategic priorities in an unpredictable environment Return to growth at Group level, leveraging improved US fundamentals

2. Accelerate growth of non-cognac Brands

















Strategic priorities in an unpredictable environment Return to growth at Group level, leveraging improved US fundamentals

3. Set the stage for the future



Strategic priorities in an unpredictable environment Comprehensive action plan to mitigate potential tariff impacts



WORST CASE SCENARIO



Gross impact

Best estimation as of today: around €60m on COP

Mitigation actions in 2025-26 **35%**

- 1. Inventory Management
- 2. Cost optimization / reorganization
- 3. Pricing & promotion management

Net impact

Best estimation as of today: around

€40m on COP

Assumptions:

38.1% of additional duties (anti-dumping) on Cognac imports entering China

Gross impact

Best estimation as of today: around €40m on COP

Mitigation actions in 2025-26 **35%**

- 1. Inventory Management
- 2. Cost optimization
- 3. Pricing & promotion management

Net impact

Best estimation as of today: around

€25m on COP

Assumptions:

20% on total imports from EU, 10% from the UK & Barbados (o/w 10% on total imports for 90 days: April to June 2025)

Strategic priorities in an unpredictable environment Maximize Free Cash Flow generation

1 Optimize strategic working capital

- o Strategic EdV purchases peaked in 2022-23 and started to normalize from 2023-24
- o Investments in EdV to normalize further from 2025-26 (**25-45%** in volume) as part of winegrowers' contract renewals
- o Strategic working capital outflow: between €90m and €100m in 2025-26 vs. €110.2m in 2024-25 vs €152.6m 2022-23

2 Apply a selective approach to capex:

o **Between €40m and €45m** in 2025-26 vs. €51.2m 2024-25 and €75.6m in 2022-23

3 Ensure a consistent yet reasonable dividend distribution

To be proposed to shareholders:

- o €1.00 of ordinary dividend (in cash)
- o €0.50 of ordinary dividend (in cash or shares)

2025-26 Outlook and withdrawal of 2029-30 objectives

2025-26 guidance

Return to organic sales growth: Mid-Single-Digits %

- o Outperformance of Americas throughout the year (starting in Q1)
- o Return to Group organic growth in H2 (phasing effects in China and the US)

Organic COP to grow by HSD% to Low DD%, excluding all potential tariffs

- o Around €65m total net impact from potential China and US tariffs
- Organic COP to decrease between mid-teens and high-teens, <u>including</u>
 US & China tariffs*

Rémy Cointreau expects a negative FX effect

o **On Sales**: -€30m / -€35m

o **On COP**: -€10m / -€15m

Withdrawal of 2029-30 objectives

Given the continued lack of macroeconomic visibility, the geopolitical uncertainties surrounding US-China tariff policies, and the absence to date of a recovery in the US market, based on improving underlying trends (sell-out), Rémy Cointreau believes the conditions required to maintain its 2029-30 targets are no longer in place.

As a result, the Group has opted to withdraw its objectives for 2029-30, originally issued in June 2020.

This decision also reflects the upcoming arrival of a new CEO, who will define his own roadmap while remaining aligned with the Group's value-driven strategy implemented for decades.

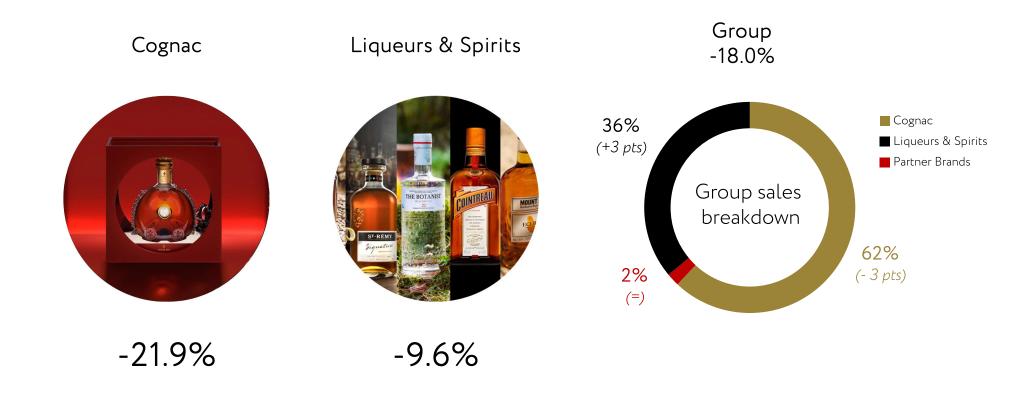
(*) Based on the following hypotheses:

- China: 38.1% in duties (anti-dumping) on Cognac imports coming into China
- The US: 20% on total imports from EU, 10% from the UK & Barbados (o/w 10% on total US imports entering the US for 90 days: April to June 2025)



Appendices

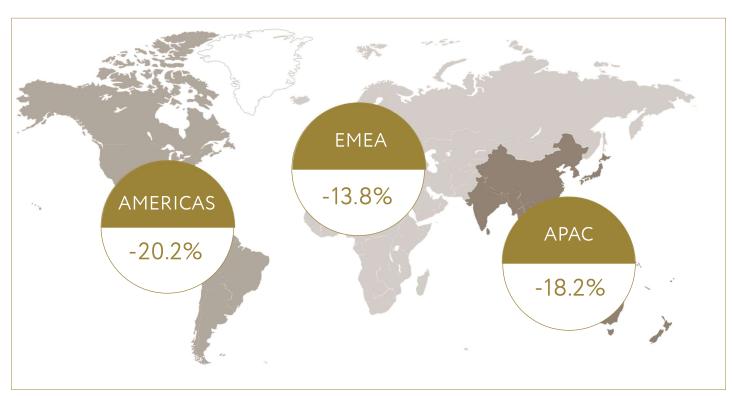
FY 2024-25 sales by division

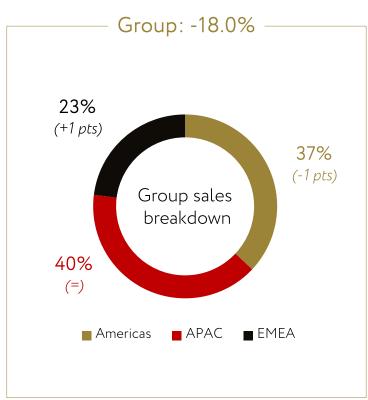


Group Brands: -17.8%

Partner Brands: -27.2%

FY 2024-25 sales by region





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Organic sales growth

Quarterly sales by division

In €m	Q1 24/25	Q1 23/24	Reported %	Organic %
Cognac	135.5	155.1	-12.6%	-12.2%
Liqueurs & Spirits	75.8	95.0	-20.1%	-20.4%
Subtotal: Group Brands	211.3	250.0	-15.5%	-15.3%
Partner Brands	5.7	7.5	-24.3%	-24.6%
Total	217.0	257.5	-15.7%	-15.6%
ln €m	Q2 24/25	Q2 23/24	Reported %	Organic %
Cognac	206.0	261.0	-21.1%	-20.7%
Liqueurs & Spirits	105.9	111.7	-5.2%	-4.9%
Subtotal: Group Brands	311.9	372.7	-16.3%	-16.0%
Partner Brands	4.8	6.4	-25.2%	-25.4%
Total	316.7	379.2	-16.5%	-16.1%
In €m	H1 24/25	H1 23/24	Reported %	Organic %
Cognac	341.5	416.1	-17.9%	-17.5%
Liqueurs & Spirits	181.7	206.7	-12.1%	-12.0%
Subtotal: Group Brands	523.2	622.7	-16.0%	-15.7%
Partner Brands	10.5	14.0	-24.7%	-25.0%
Total	533.7	636.7	-16.2%	-15.9%

Organic sales growth: at constant exchange rates & scope

Quarterly sales by division

In €m	Q3 24/25	Q3 23/24	Reported %	Organic %
Cognac	155.7	197.1	-21.0%	-22.0%
Liqueurs & Spirits	92.5	114.6	-19.3%	-20.1%
Subtotal: Group Brands	248.2	311.8	-20.4%	-21.3%
Partner Brands	5.8	8.1	-28.4%	-29.2%
Total	254.1	319.9	-20.6%	-21.5%
In €m	9M 24/25	9M 23/24	Reported %	Organic %
Cognac	497.2	613.2	-18.9%	-19.0%
Liqueurs & Spirits	274.2	321.3	-14.7%	-14.9%
Subtotal: Group Brands	771.4	934.5	-17.5%	-17.6%
Partner Brands	16.3	22.1	-26.1%	-26.5%
Total	787.8	956.6	-17.7%	-17.8%
In €m	Q4 24/25	Q4 23/24	Reported %	Organic %
Cognac	114.6	165.4	-30.8%	-32.8%
Liqueurs & Spirits	78.3	66.5	+17.7%	+16.1%
Subtotal: Group Brands	192.9	232.0	-16.8%	-18.8%
Partner Brands	3.9	5.6	-29.3%	-29.7%
Total	196.8	237.5	-17.1%	-19.0%

Quarterly sales by division

In €m	H2 24/25	H2 23/24	Reported %	Organic %
Cognac	270.3	362.6	-25.5%	-26.9%
Liqueurs & Spirits	170.8	181.2	-5.7%	-6.8%
Subtotal: Group Brands	441.1	543.7	-18.9%	-20.2%
Partner Brands	9.8	13.7	-28.8%	-29.4%
Total	450.9	557.4	-19.1%	-20.4%
In €m	FY 24/25	FY 23/24	Reported %	Organic %

In €m
Cognac
Liqueurs & Spirits
Subtotal: Group Brands
Partner Brands
Total

FY 24/25	FY 23/24	Reported %	Organic %
611.8	778.6	-21.4%	-21.9%
352.6	387.8	-9.1%	-9.6%
964.3	1 166.5	-17.3%	-17.8%
20.3	27.7	-26.7%	-27.2%
984.6	1 194.1	-17.5%	-18.0%

Current Operating Profit by division

COP by division (in €m)	FY 2024-25	FY 2023-24	Reported %	Organic %
Cognac	184.5	265.7	-30.5%	-32.4%
Liqueurs & Spirits	51.5	56.7	-9.2%	-10.5%
Subtotal: Group Brands	236.0	322.4	-26.8%	-28.5%
Partner Brands	(1.4)	(0.3)	-	-
Holding Company costs	(17.7)	(17.7)	-0.2%	+0.5%
Total	217.0	304.4	-28.7%	-30.5%

COP Margin by division (in %)	FY 2024-25	FY 2023-24	Reported %	Organic %
Cognac	30.2%	34.1%	-4.0 pts	-4.6 pts
Liqueurs & Spirits	14.6%	14.6%	-	-0.1 pts
Subtotal: Group Brands	24.5%	27.6%	-3.2 pts	-3.6 pts
Partner Brands	-	-	-	-
Holding Company costs	-	-	-	-
Total	22.0%	25.5%	-3.5 pts	-3.9 pts

FY 2024-25 Current Operating Margin by division Cognac: -32.4% organic decrease in COP

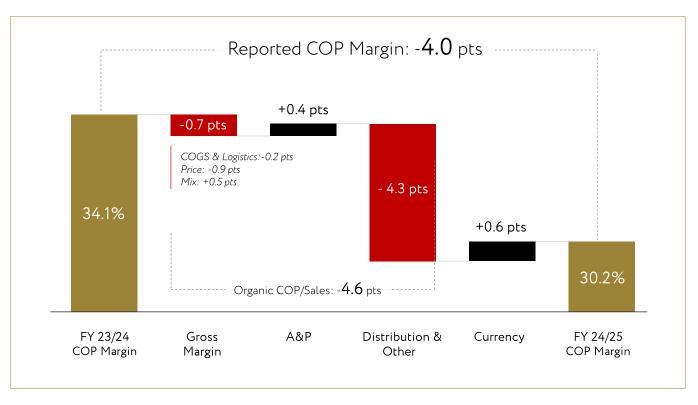
Sales €611.8m

Organic change (%) -21.9%

Volume / Price-Mix -15.6% / -6.3%

Current Operating Profit €184.5m





FY 2024-25 Current Operating Margin by division Liqueurs & Spirits:-10.5% organic decrease in COP

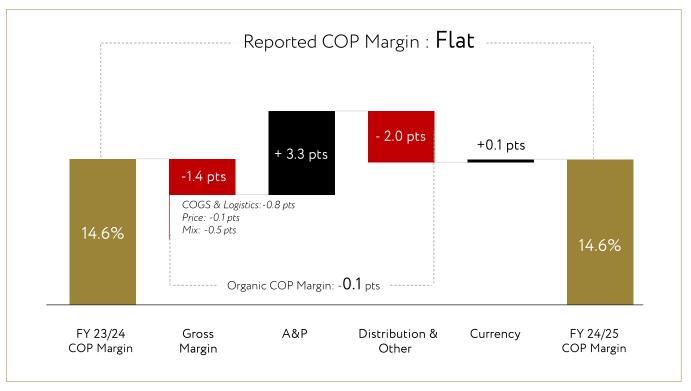
Sales €352.5m

Organic change (%) -9.6%

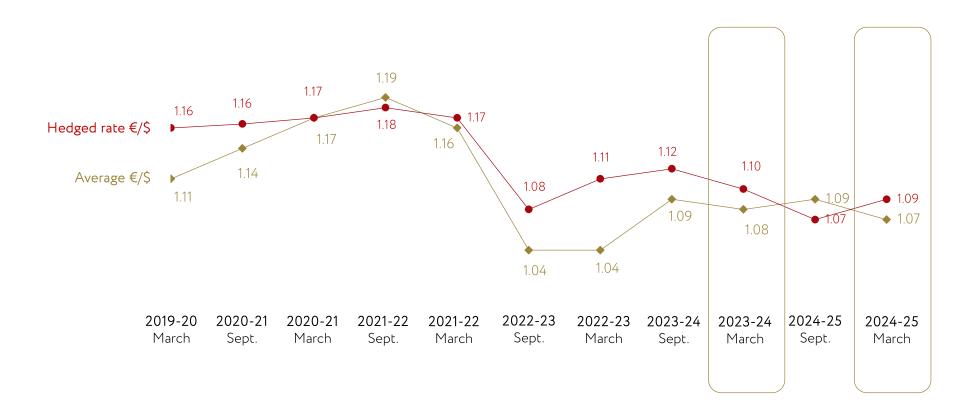
Volume / Price-Mix -9.0% / -0.6%

Current Operating Profit €51.5m





Foreign exchange - Hedging impact



Key events during the year

• April 2, 2024	Rémy Cointreau successfully renews and increases its syndicated credit line to €180 million Rémy Cointreau announced the successful renewal of its RCF for an amount increased to €180 million and a maturity of 5 years (March 2029), with two one-year extension options, subject to approval by the lenders. This new facility agreement is signed with a consortium of 8 core relationship banks (Société Générale, Natixis, Crédit Agricole, BNP Paribas, CIC, HSBC, Banque Palatine and Deutsche Bank) and is part of the renewal of the existing syndicated loan of €100 million, coming to maturity on July 2025.
• July 18, 2024	Combined General Meeting of 18 July 2024 The meeting approved the financial statements for the 2023-24 financial year and set the amount of the dividend at €2.0, for which it decided to give each shareholder the option of receiving payment in cash or in shares. The meeting approved the renewal, for three years, of the mandates of Bruno Pavlosky and Marc Verspyck, as independent Board members, and Caroline Bois Heriard Dubreuil and Elie Hériard Dubreuil, as Board members representing the reference shareholder. The meeting also approved the appointment of Pierre Bidart, as an independent Board member for a period of three years, replacing Guylaine Saucier.
• August 29, 2024	Clarification related to announcements by the Chinese MOFCOM: anti-dumping investigation Rémy Cointreau took note of the announcement by the MOFCOM which evaluates, on a preliminary basis and with no immediate effect, the dumping margin applied on imports into China by Rémy Cointreau's Cognac division at 38.1%. This could imply an additional tariff in the same proportion on the future exports to China. This decision is described as "preliminary" and is not accompanied by "provisional measures", which means that the final tariffs to be announced at the end of the investigation may differ from those just announced, or may not be applied. At this stage, Rémy Cointreau is obliged to await MOFCOM's final decision to be able to assess any potential future impact.
• September 25, 2024	Result of the option to receive the 2023-24 ordinary dividend payment in shares The option period was open from July 26 to September 16, 2024 included. At the end of the option period 59.8% of rights were exercised in favor of the dividend payment in shares. For the purposes of the dividend payment in shares, 907,322 new shares will be issued. As a reminder, the issuance price of the new shares to be issued in payment of the dividend is set at €67.16.
• October 1, 2024	OCEANE – change in conversion ratio Pursuant to the conditions, notice is hereby given to bondholders that, as result of the dividend of €2.0 per share, payable from October 1, 2024, to holders of record on July 25, 2024, in accordance with conditions in paragraph 15.7.2, the calculation agent has determined the new conversion/exchange ratio shall be adjusted from 1.030 to 1.036, effective October 1, 2024.

Post-closing events

•	April 9, 2025	Evolution of the Executive management of Rémy Cointreau The Board of Directors of Rémy Cointreau, chaired by Marie-Amélie de Leusse, announced that it has duly noted the resignation of Eric Vallat from his position as Chief Executive Officer, effective this summer.
•	May 28, 2025	Rémy Cointreau announce Franck Marilly arrival as CEO of the Group The Board of Directors is pleased to announce the arrival of Franck Marilly as the Group's Chief Executive Officer. He will take office on June 25, 2025, succeeding Éric Vallat.

Upcoming financial publications

July 22, 2025

Shareholders' meeting

July 25, 2025

2025-26 Q1 Sales

Oct. 28, 2025

2025-26 Q2 Sales

Nov. 27, 2025

2025-26 H1 Results



