Q1 SALES 2026-27

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Q1 2026-27 sales – In line with expected full-year trajectory

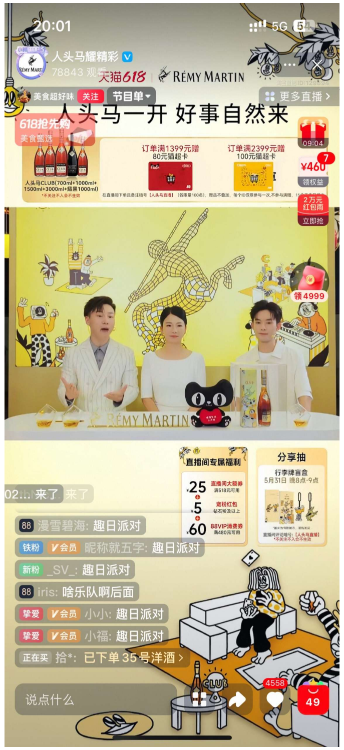
Q1 2026-27 ORGANIC(*) SALES GROWTH +1.3% YoY	○ Strong growth in Cognac (+7.7%) • **Americas**: limited decline, **linked to** destocking in **Canada** and high comps. in **LATAM**; solid sales growth in **the US** • **APAC**: strong growth, reflecting solid momentum in **Rest of Asia** and slight reduction in **China** (in line with expectations) ○ Liqueurs & Spirits (-6.6%) • **Americas**: slight reduction due to negative phasing effect following strong rebound in Q4 • Mixed performance in **EMEA** ○ Q1 sales performance includes a -1.5% volume effect and a +2.7% Price-Mix effect
Q1 2026-27 ORGANIC SALES GROWTH BY REGION	○ **AMERICAS**: LSD% decline, reflecting destocking in Canada and high comps. in LATAM; the US demonstrate very good resilience ○ **APAC**: up by HSD%, supported by good momentum across Rest of Asia; limited sales decline in China, in line with expectations ○ **EMEA**: down by low-to-MSD%, amid sustained competitive pressure and moderate consumer demand
Q1 2026-27 VALUE DEPLETIONS BY KEY REGION	○ **US**: slightly negative o/w slightly positive in volume ○ **China**: down LSD% ○ **EMEA**: up by low to MSD %
FY 2026-27 GUIDANCE CONFIRMED	○ **Sales**: return to sustainable organic sales growth ○ **COP Margin**: slight organic improvement ○ **Net debt/Ebitda**: below 3.5x at March 31, 2027

(*) All references to organic basis in this presentation correspond to sales performance at constant exchange rates and scope
LSD: low single-digit / MSD: mid single-digit / HSD: high single-digit / DD: double-digit
LATAM: Latin America ; Rest of Asia: APAC excl. China

Q1 2026-27 Marketing Highlights

Commercial wins and innovation momentum

EC 6.18 Festival



+12% YoY
in sales

Cinco de Mayo

+2% YoY
in value depletions

Yellow Submarine

+9%
vs target

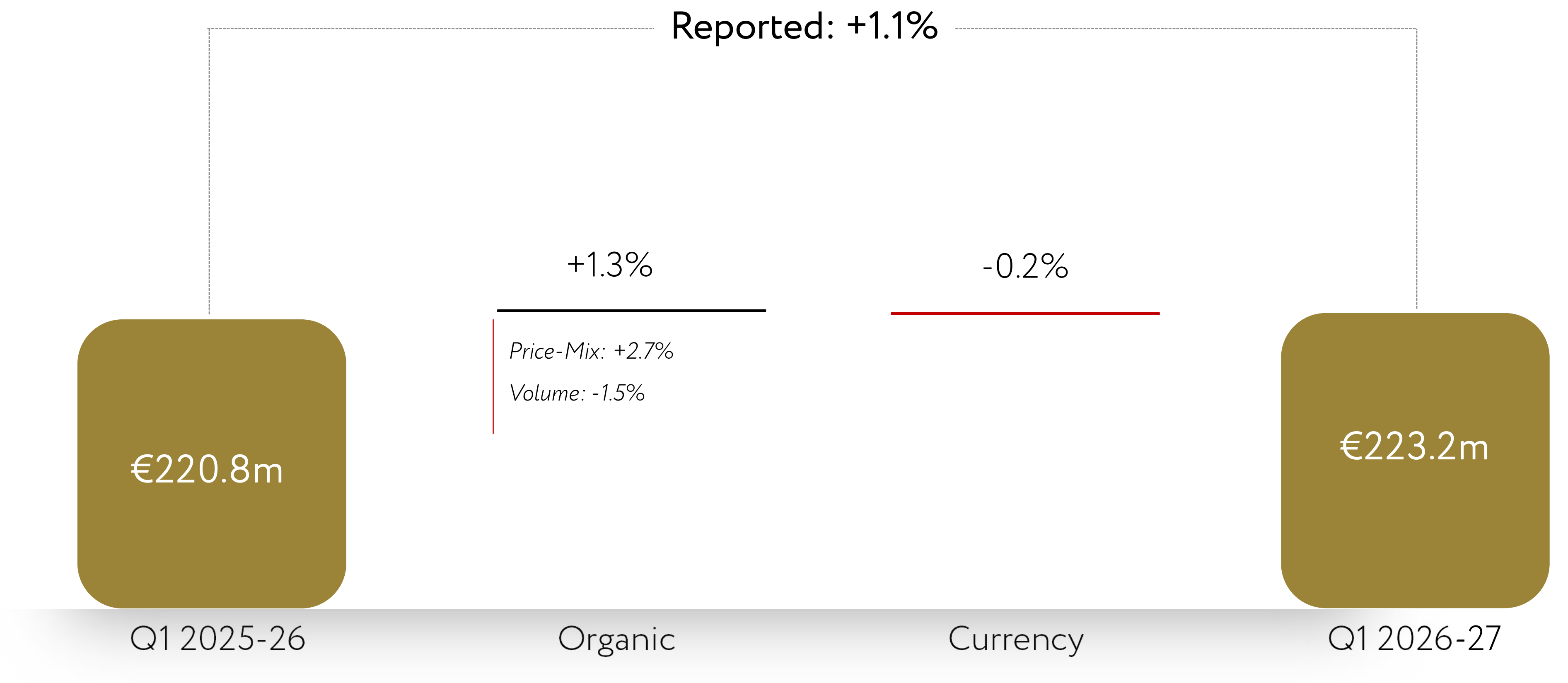
Mount Gay Silver

+8% YoY *(Mount Gay)*
in value depletions

RM VS

+206% YoY
+70% vs. target

Q1 2026-27 - Group Sales Bridge



Q1 2026-27 – Organic Sales Trends by Region

AMERICAS
Down by LSD% YoY

US

Sales were up by low-to-MSD % in Q1, mostly driven by cognac

Inventories at end of June

Slight improvement vs. Q4 at 4 months

Q1 value depletions

Slightly negative o/w slightly positive in volume

Canada

Sales were down by HSD % in Q1, impacted by some destocking

Latin America

Sales were down by very strong DD% in Q1, affected by high comps

39% of sales

APAC
Up by HSD% YoY

China

Sales were down by low-to-MSD % in Q1, in line with expectations

Challenging market conditions but some green shoots for this "small" quarter (low season): EC 6.18 sales up by +12.3%

Inventories at end of June

Healthy level across most brands

Q1 value depletions

down by LSD%

Rest of Asia

Sales were up by very strong DD% in Q1, driven by cognac and to a lesser extent L&S

39% of sales

EMEA
Down by Low-to-MSD% YoY

Europe 3rd party distributors (3PD)

Sales were down by MSD% in Q1, mostly impacted by Germany where consumption is weak and promotional activity is high

The UK & Nordics

Sales were up by LSD% in Q1, mostly driven by the Nordics

Benelux & France

Sales were down sharply in Q1, affected by discontinuation of partner brands' distribution in the BNL from April on; France was almost flat

AMEI & CIS

Sales were up by mid-to-HSD % in Q1, led by South Africa, while the Middle East conflict had a slight negative impact in the region

Inventories at end of June

Slight decrease

Q1 value depletions (EMEA)

up by low to MSD %

22% of sales

AMEI: Africa Middle East, India

Cognac

Q1 Org. Sales: +7.7% (o/w +15.9% in volume and -8.3% in Price-Mix)

APAC
Up by low DD% YoY

54% of sales

As expected, sales in China were **down by LSD % in Q1** in a still challenging market, marked by soft consumer confidence and regulatory restrictions on alcohol consumption; this performance demonstrates the solid resilience of Rémy Martin and the strength of the execution during the 6.18 e-commerce Festival

Hainan, Macau and Hong-Kong improved, contributing to the overall performance, while Taiwan remained challenging

Overall, **Q1 value depletions were up by LSD %, driven by RM CLUB**

In Rest of Asia, sales were **up by very strong DD % in Q1,** mostly driven by Louis XIII, RM XO and RM VSOP

AMERICAS
Down by LSD% YoY

33% of sales

North America:

- **Sales were up by MSD % in Q1,** despite high comps.; performance was mostly driven by the US and more particularly by RM 1738. In parallel, Canada was still affected by some destocking
- **Q1 US value depletions were down by MSD %,** sequentially improving compared to previous quarter, thanks to the solid performance of Louis XIIII as well as the greater resilience of RM 1738

	Volume depletion trends to June 2026	vs. June 2025 (vs. LY)		
		3M	6M	12M
US	Market (source Nielsen)*	-5.2%	-4.4%	-4.7%
	Market (source NABCA)	-9.6%	-8.5%	-8.4%
	Market (source NABCA/Discuss)	-13.6%	-9.6%	-9.8%
	RC Cognac in Volume (source Company)	-4.3%	-4.2%	-5.1%

Price-Mix: -1 pts YoY
12M basis, ended June 26

Latin America: **sales were down by very strong DD % in Q1,** impacted by high comps. (sales were multiplied by 3 last year)

EMEA
Up by strong DD% YoY

13% of sales

- The UK & Nordics were **up by high-teens % in Q1**, driven by RM VSOP, 1738 and Louis XIII; market share gains were driven by greater pricing agility, new listings and improved in-store visibility
- Europe 3PD was **down by MSD % in Q1**, mostly impacted by Germany which was partially offset by Czechia and Switzerland
- AMEI & CIS were **up by very strong DD %,** boosted by South Africa which has fully offset headwinds in the Middle East
- Benelux & France were down by **very strong DD %**

EMEA Q1 value depletions: up by **very strong DD %**

Liqueurs & Spirits

Q1 Org. Sales: -6.6% (o/w -5.9% in Volume and -0.6% in Price-Mix)

AMERICAS

Down by LSD % YoY

51% of sales

North America:

- **Sales were down by LSD % in Q1**, reflecting some phasing effects following Q4; **however, Q1 US value depletions showed solid growth at MSD %, led by all key brands (Cointreau, The Botanist, Bruichladdich and Mount Gay)**

	Volume depletion trends to June 2026	vs. June 2025 (vs. LY)		
		3M	6M	12M
US	Market (source Nielsen)*	-6.5%	-6.1%	-6.6%
	Market (source NABCA)	-3.0%	-2.5%	-2.3%
	Market (source NABCA/Discuss)	-6.8%	-4.2%	-3.8%
	Cointreau in Volume (Source Company)	4.2%	3.7%	3.0%

Price-Mix: -2 pts YoY
12m basis ended June 26

Latin America: **down by mid-teens % in sales in Q1**, reflecting a high base of comparison

EMEA

Down by low DD% YoY

37% of sales

- The UK & Nordics were **down by MSD % in Q1**, affected by tough market conditions and some destocking at two key retailers
- Europe 3PD was **down by MSD % in Q1**, primarily impacted by Germany and Italy, partially offset by solid trends in Greece, Spain and Czechia
- Benelux & France were **down by very strong DD % in Q1** while AMEI & CIS were also down by **strong DD %**, linked to the Middle East conflict as most of our footprint is in the UAE

EMEA Q1 value depletions were down by MSD %

APAC

Down by HSD % YoY

12% of sales

- China: **down by strong DD % in Q1, in line with Q1 value depletions;** market was particularly tough and was marked by strong promotional activities
- Rest of Asia: **up by mid to HSD % in Q1**, driven by Australia and Japan (mainly Bruichladdich and Telmont) while New Zealand continued to face tough economic market conditions

2026-27 guidance confirmed

ORGANIC SALES	»	Return to growth
ORGANIC COP MARGIN INCL. TARIFFS(*)	»	Slight COP Margin improvement
FX	»	• Sales: around -€15m (vs. -€15m /-€20m previously) • COP: -€5m/-€8m
DEBT LEVERAGE	»	Maintain net debt/EBITDA below 3.5x by March 31, 2027

(*) Tariffs' total impact: €20m (vs €15m in FY25/26) o/w €15m in the US and €5m in China; based on the following hypotheses:

- *A minimum import price in China, as defined by the agreement signed with MOFCOM*
- *U.S. import tariffs set at 15% for EU, and at 10% for the UK and Barbados*

BELLE
DE BRILLET

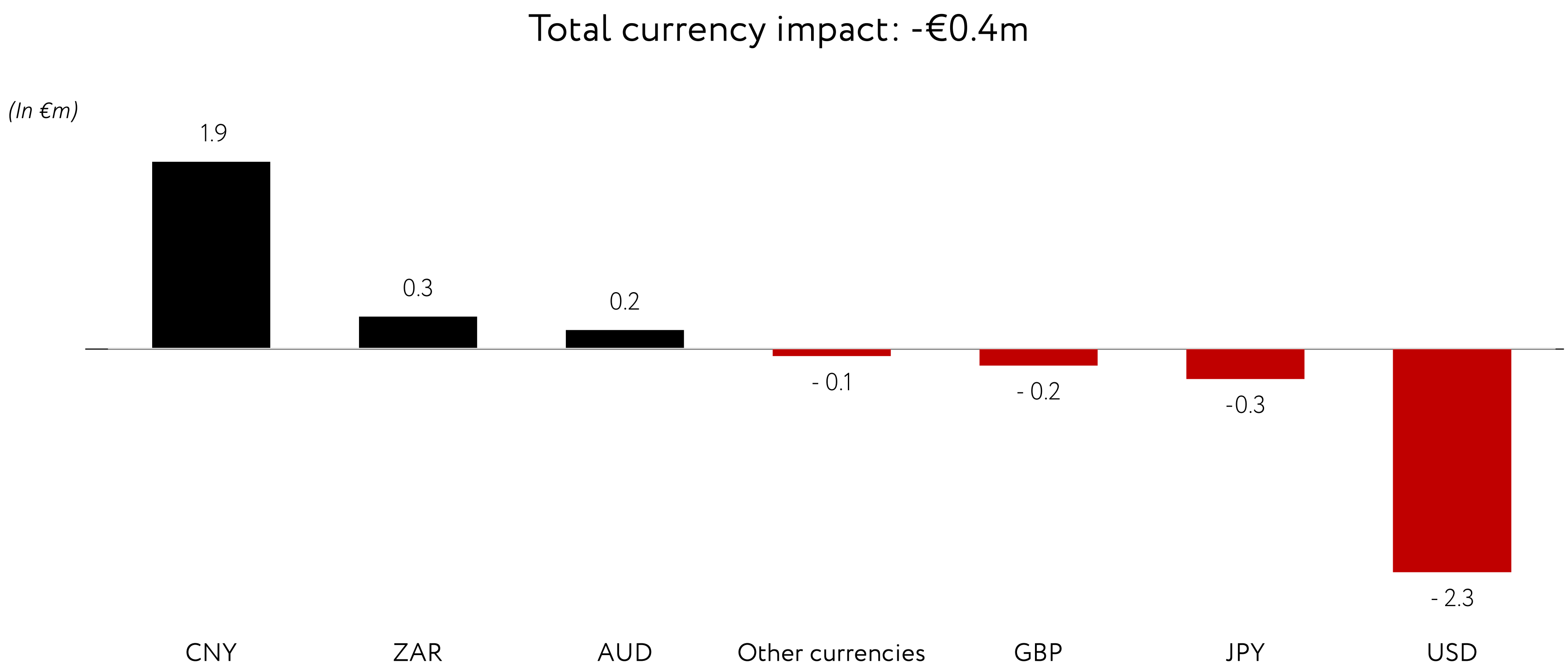
Appendices

Quarterly sales by division

In €m	Q1 26/27	Q1 25/26	*Reported %*	*Organic %*
Cognac	141.9	131.3	*+8.1%*	*+7.7%*
Liqueurs & Spirits	79.6	86.2	*-7.7%*	*-6.6%*
Subtotal: Group Brands	221.5	217.5	*+1.8%*	*+2.0%*
Partner Brands	1.7	3.3	*-48.4%*	*-47.9%*
Total	223.2	220.8	*+1.1%*	*+1.3%*

Organic sales growth: at constant exchange rates & scope

Key currency impacts on Q1 2026-27 sales



Upcoming financial publications

Oct. 28, 2026	2026-27 Q2 Sales
Nov. 25, 2026	2026-27 H1 Results

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Q&A

RÉMY COINTREAU