



RÉMY COINTREAU

2025-26

FULL-YEAR RESULTS

June 4, 2026

Marie-Amélie de Leusse, Chairwoman

Franck Marilly, CEO

Luca Marotta, deputy CEO & CFO



Introduction
Marie-Amélie de Leusse,
Chairwoman

Facing reality. Taking action. Creating value.

RC Forward is not about doing less, it is about creating the means to do more.

ACKNOWLEDGE REALITY WITH LUCIDITY

- Challenging macroeconomic and geopolitical environment
- Performance below our ambitions over the past three years
- Need to adapt to changes in consumer behaviour and industry dynamics

CONFIDENCE IN OUR ABILITY TO CREATE VALUE

- Exceptional brands with significant untapped potential
- Encouraging early signs of recovery across several key markets
- Clear opportunities to accelerate growth beyond Cognac

RC FORWARD: MORE THAN A COST-CUTTING PLAN

- Ambitious transformation plan to unlock the Group's full potential
- Simplify, accelerate and strengthen execution
- Generate additional resources to reinvest in growth
- Build a less cyclical and more resilient company

LONG-TERM COMMITMENT AND DISCIPLINED STEWARDSHIP

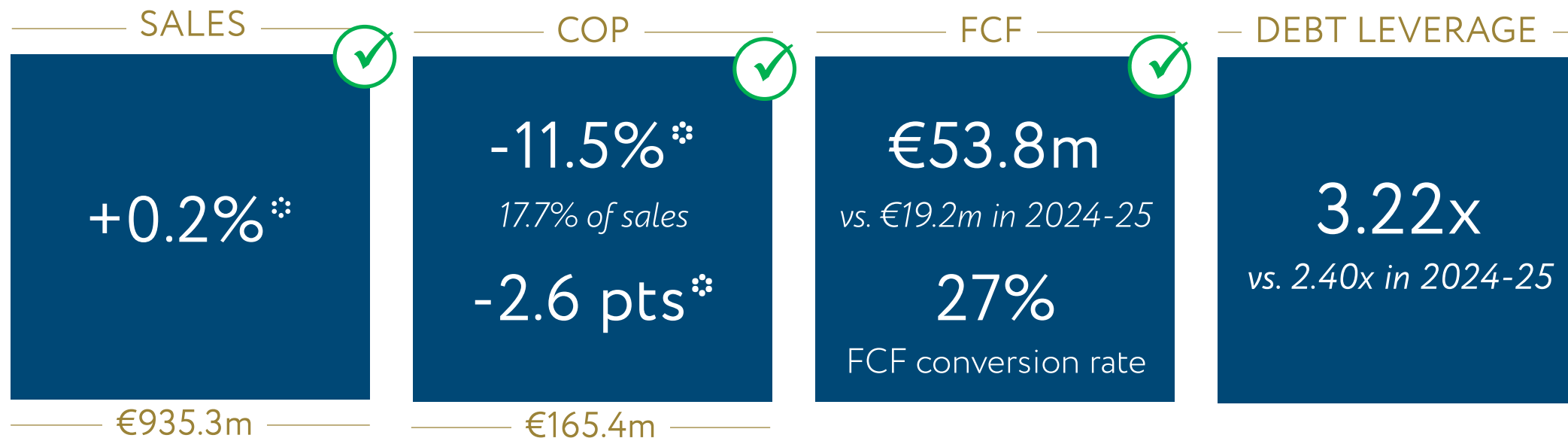
- Investing in strengths and desirability of our brands, while preserving financial discipline
- Remaining focused on LT success beyond ST cycles
- Commitment to sustainable value creation for all stakeholders



Business Review
Franck Marilly, CEO

FY 2025-26 – Financial Highlights delivered...

In line with 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

... in a responsible way The Sustainable Exception

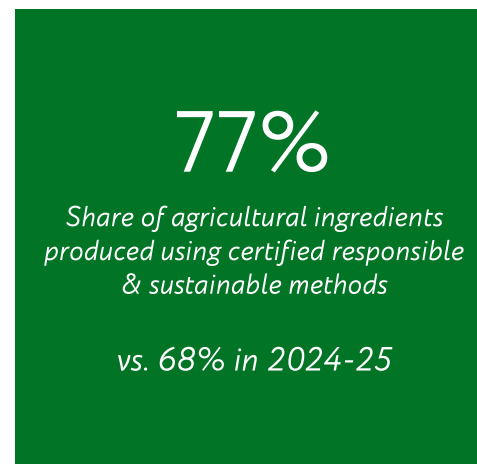
CO2 emissions



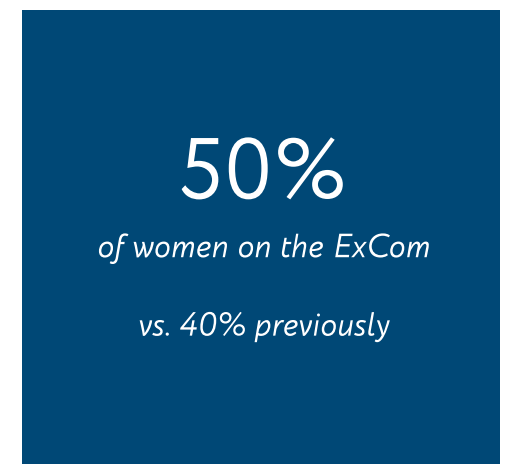
Water withdrawal



Agricultural sourcing

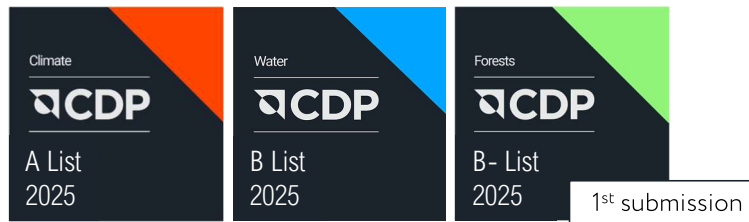


Diversity & gender equality



On track to meet 2030 targets,
in line with SBTi commitments

Exceeding permanent
target of 40%



Tangible progress on our key Group financial objectives

A year of transition: winning some battles, but not yet the war

1

STABILIZING GROWTH BEFORE ACCELERATING



- Accelerating innovations, aligned with evolving consumer trends
- Enhancing our pricing agility, staying true to our value strategy
- Reconquering the US: +0.6* pts of market share gain for Rémy Martin (o/w +1.1 pts on VSOP)
- Making the most of our strengths: China

2

DEFENDING PROFITABILITY IN AN ADVERSE ENVIRONNEMENT



- Maintaining the highest gross margin in the industry
- Reducing overheads without compromising A&P investments
- Mitigating tariff impacts in the US and in China

3

PROTECTING CASH AND DEBT LEVERAGE RATIO



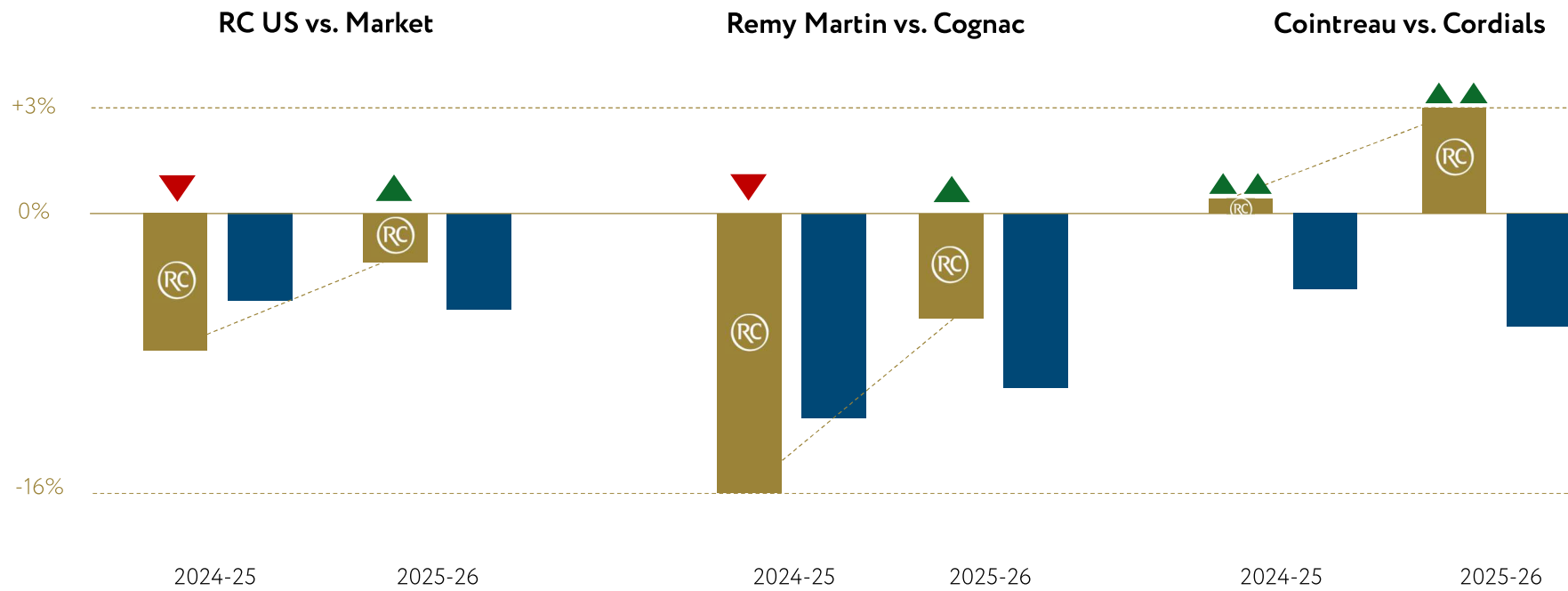
- Reducing EdV commitments
- Reducing capex to essentials
- Decreasing dividend outflow

CHANGING ORGANIZATION TO GAIN EFFICIENCY AND AGILITY



Stabilizing growth before accelerating

Rémy Cointreau US is regaining ground and outperforming the market



Rémy Cointreau / Rémy Martin / Cointreau Outperformance / underperformance
 Market / Cognac / Cordials

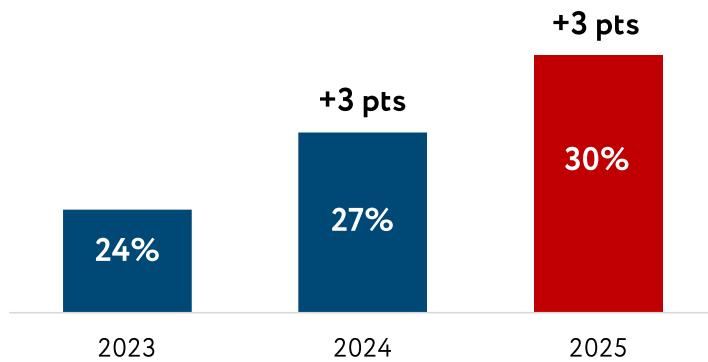
SIP Source in Volume; 12 months; As of March (depletions)

Stabilizing growth before accelerating

Rémy Martin gains market share and strengthens its e-commerce leadership

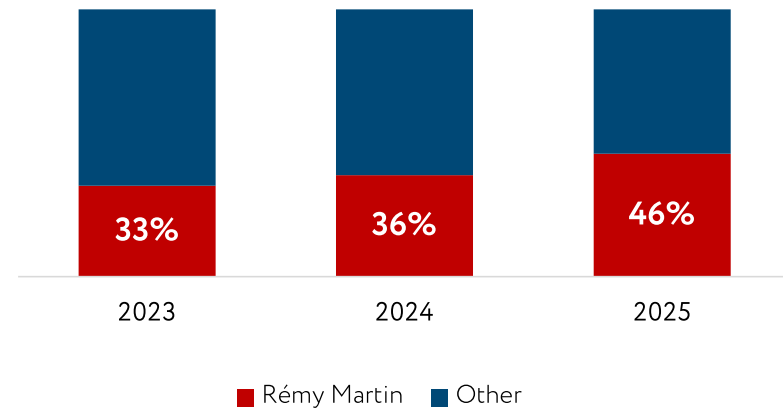


Rémy Martin gains +3 pts in market share vs peers, led by Rémy Martin CLUB



Source: data from regional T1 sell-out volume, not including EC depletion for RC and competitors

Rémy Martin grew and gained +10 pts in market share in e-commerce, strengthening its #1 position



Source: sales volume from Ali JD JX DY

Stabilizing growth before accelerating

Additional opportunities leveraged to fuel growth



A year rich in innovation



Travel Retail

Travel Retail is building momentum
with more to come

+15%
vs. LY



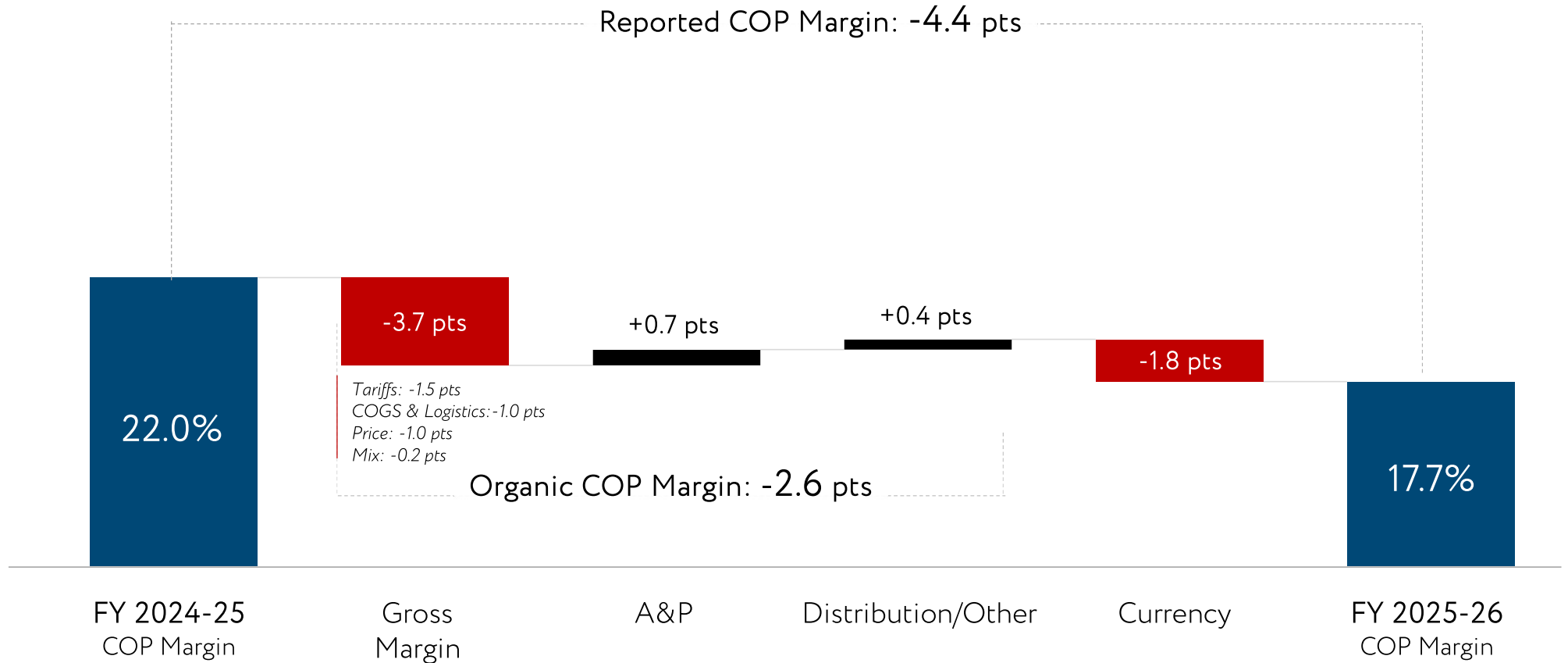


Financial Results
Luca Marotta, Deputy CEO & CFO

FY 2025-26 Current Operating Profit

<i>End March (in €m)</i>	2025-26	2024-25	<i>Reported %</i>	<i>Organic % vs. 2024-25</i>	<i>Organic % vs. 2019-20</i>
Net Sales	935.3	984.6	-5.0%	+0.2%	-4.6%
Gross Profit	615.8	694.8	-11.4%	-5.0%	-5.8%
<i>% of sales</i>	65.8%	70.6%	-4.7 pts	-3.7 pts	-0.8 pts
Sales and marketing net expense	(329.0)	(355.9)	-7.6%	-2.8%	-3.5%
Administrative net expense	(121.3)	(121.9)	-0.5%	+0.1%	+13.7%
Current Operating Profit	165.4	217.0	-23.8%	-11.5%	-18.1%
<i>Current Operating Margin (%)</i>	17.7%	22.0%	-4.4 pts	-2.6 pts	-3.2 pts

FY 2025-26 Group Current Operating Margin



FY 2025-26 Net profit

<i>End March (in €m)</i>	2025-26	2024-25	<i>Reported %</i>	<i>Organic % vs. 2024-25</i>	<i>Organic % vs. 2019-20</i>
Current Operating Profit	165.4	217.0	-23.8%	-11.5%	-18.1%
Other non-current income (expenses)	(13.9)	(6.0)	-	-	-
Operating profit	151.5	211.0	-28.2%	-15.9%	-17.1%
Net financial income (charge)	(42.1)	(42.6)	-1.2%	+3.8%	-
Pre-tax profit	109.4	168.4	-35.0%	-20.9%	-31.5%
Taxes	(31.4)	(48.2)	-	-	-
<i>Tax rate (%)</i>	(28.7%)	(28.6%)	-0.1 pts	-0.1 pts	-
Share of profit (loss) of associated companies	0.4	0.5	-	-	-
Minority Interest	0.2	0.5	-	-	-
Net profit Group share	78.7	121.2	-35.1%	-21.1%	-26.7%
<i>Net margin (%)</i>	8.4%	12.3%	-3.9 pts	-2.6 pts	-2.9 pts
Net profit excluding non-recurring items	89.2	128.0	-30.3%	-16.6%	-23.6%
<i>Net margin excluding non-recurring items (%)</i>	9.5%	13.0%	-3.5 pts	-2.2 pts	-2.7 pts
Earnings per share (€)	1.51	2.36	-36.0%	-22.2%	-30.0%
Earnings per share excluding non-recurring items (€)	1.71	2.49	-31.2%	-17.8%	-27.0%

FY 2025-26 Non-current items

<i>Ending March (in €m)</i>	2025-26	2024-25
Net profit – Group share	78.7	121.2
Other non-current income expenses	13.9	6.0
Non-current tax items	(3.4)	(1.7)
Exceptional contribution in corporate tax (France)	-	2.5
Net profit excluding non-current items – Group share	89.2	128.0

FY 2025-26 Net financial expenses

<i>End March (in €m)</i>	2025-26	2024-25
Net debt servicing costs	(33.6)	(33.7)
Net currency gain/loss	0.8	(1.3)
Other financial expenses (net)	(9.2)	(7.6)
Net financial income (charges)	(42.1)	(42.6)

FY 2025-26 Net debt/Cash flow

<i>End March (in €m)</i>	2025-26	2024-25	Change
Opening net financial debt (1 April)	(675.4)	(649.7)	-25.7
Gross operating profit (EBITDA)	211.6	267.8	-56.2
WCR for eaux-de-vie and spirits in ageing process	(96.1)	(110.2)	+14.1
Other working capital items	56.2	(21.6)	+77.8
Capital expenditure	(37.0)	(51.2)	+14.2
Financial expenses	(30.0)	(37.4)	+7.5
Tax payments	(46.7)	(19.9)*	-26.8
Free Cash Flow excl. other non-current income & expenses	58.2	27.6	+30.6
Net flows in other non-current income and expenses	(4.3)	(8.4)	+4.1
Free Cash Flow	53.8	19.2	+34.7
Dividends	(58.8)	(41.0)	-17.9
Impact of acquisitions/disposals on net debt	(4.1)	(1.0)	-3.1
Conversion differences and others	(5.9)	(3.0)	-2.9
Other Cash flow	(68.8)	(44.9)	-23.9
Total cash flow for the period	(15.0)	(25.7)	+10.7
Closing net Financial debt (31 March)	(690.4)	(675.4)	-15.0
<i>A Ratio (Net debt/EBITDA)</i>	3.22	2.40	0.82

(*) o/w +€28.0m of tax refund related to overpayments in 2023-24

FCF conversion evolution

<i>In €m</i>	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
EBITDA (A)	252.4	272.5	383.4	481.6	356.4	267.8	211.6
FCF	15.7	123.0	90.3	48.6	13.8	19.2	53.8
<i>Non-current items</i>	(0.7)	-	-	(9.2)	(4.5)	(8.4)	(4.3)
Recurring FCF (B)	16.4	123.0	90.3	57.7	18.2	27.6	58.2
Recurring FCF Conversion (B/A)	7%	45%	24%	12%	5%	10%	27%

Other key drivers (in €m):

<i>Working capital variation</i>	-72.3	-12.9	-140.4	-194.6	-144.1	-131.7	-39.8
<i>o/w Strat. WC variation</i>	-118.9	-58.7	-67.7	-152.6	-116.9	-110.2	-96.1
<i>Capex</i>	-64.8	-54.0	-54.5	-75.6	-80.9	-51.2	-37.0

FY 2026-27E Foreign exchange – Hedging impact

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27E
Average EUR/USD conversion rate	1.16	1.04	1.08	1.07	1.16	1.19
Average EUR/USD hedged rate	1.17	1.11	1.10	1.09	1.15	1.18
Average EUR/CNY conversion rate	7.47	7.14	7.79	7.76	8.23	8.30
Average EUR/CNY hedged rate	7.20	7.38	7.59	7.65	8.21	8.25
Total Sales impact	+€24.6m	+€102.8m	-€57.2m	+€5.7m	-€51.4m	-€15m/-€20m
Total COP impact	+€6.4m	+€41.0m	-€5.7m	+€5.6m	-€26.6m	-€5m/-€8m

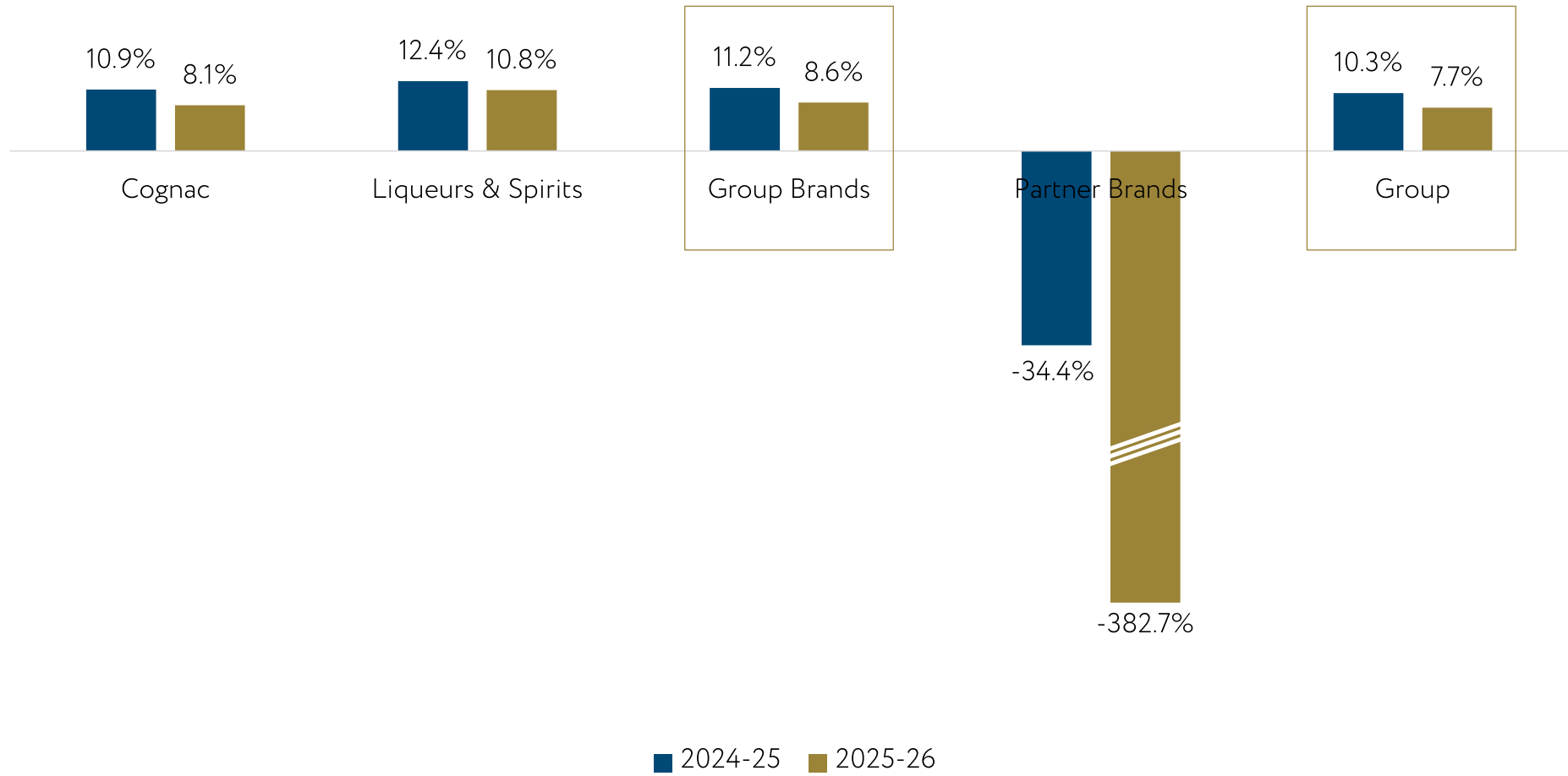
Notes:

- In 2026-27, we expect a negative impact of -€15m/-€20m on Sales (50/50% between H1 and H2) and a negative impact of -€5m/-€8m on COP (mostly in 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 €2m impact on COP, all factors being equal (weight approx.: 40%)
 - 10-cent variation in CNY vs. EUR generates a €3m impact in sales and a €2m impact on COP, all factors being equal (weight approx.: 40%)

Balance sheet as of March 31, 2026

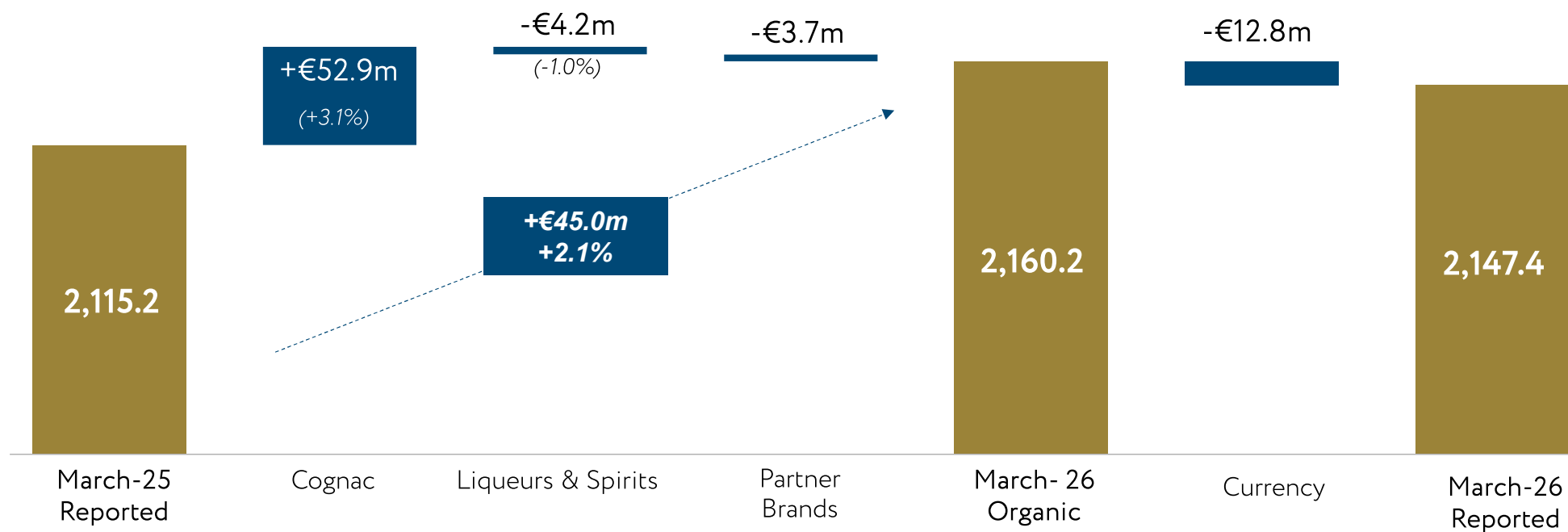
(€m)	Mar. 2026	<i>in %</i>	Mar. 2025	<i>in %</i>	Mar. 2026	<i>in %</i>	Mar. 2025	<i>in %</i>	
Non-current assets	1,024	30%	1,040	30%	Shareholders' equity	1,930	56%	1,929	56%
Current assets excl. cash	2,354	68%	2,301	67%	Current & Non-current liabilities (<i>excl. financial debt</i>)	758	22%	736	22%
<i>o/w inventories</i>	2,168	63%	2,106	61%	Gross financial debt	768	22%	759	22%
Cash	78	2%	83	2%	Total Liabilities	3,456	100%	3,424	100%
Total Assets	3,456	100%	3,424	100%	<i>Net gearing</i>		36%		35%

FY 2025-26 ROCE



FY 2025-26 Changes in capital employed

(M€)



Dividend – Balancing returns and financial discipline

Temporary recalibration to support deleveraging while maintaining attractive payout

At the AGM on July 21, 2026 the Board of Directors will propose to shareholders an ordinary dividend of:

2024-25

1.50€ per share

- €1.00 in cash
- €0.50 (cash or shares)

Payout: 64%
Cash out: c. €59m



2025-26

0.75€ per share

- €0.50 in cash
- €0.25€ (cash or shares)

Payout: 50%
Cash out expected: up to c. €40m

- Ex-Date: July 28, 2026
- Record date: July 29, 2026
- Payment: from Oct. 1, 2026

*“It’s time to
challenge the way
we think
and operate”*

Franck Marilly, CEO

2026-27 Outlook

Several variables remain uncertain; our determination does not! Perform & transform; resilient amid persistent volatility



**Level of U.S tariffs and potential reimbursement
of tariffs already paid**



Geopolitical developments in the Middle East



**Global macroeconomic environment &
consumer trends**



Regulatory restrictions on consumption in China



- Leveraging innovation and pricing agility
- Accelerating in non-Cognac brands while leveraging all opportunities in Cognac (innovation, RGM, format, underpenetrated countries etc.)
- Turning US distribution disruption into an opportunity
- No compromise on brand-building investments
- Refocusing A&P spends on fewer brands & regions to maximize impact
- Focusing on execution & maximizing efficiencies
- Kick-starting RC Forward to capture early wins
- Building on a more agile organization



2026-27 Key US priorities to revitalize Sales Outperform the market and regain market share

CONTINUE TO REGAIN MARKET SHARE

- Leverage fast-changing distribution landscape to optimize RTMs and seize new opportunities
- Accelerate in small size and strengthen RGM plan
- Capitalize on innovations



REBUILD COGNAC MOMENTUM

- New global brand platform to drive desirability
- Revitalize VSOP: range extension, increased A&P to grow visibility, RGM
- Recruit consumers & seize new occasions with Remy V roll-out



ACCELERATE NON-COGNAC THROUGH BIG BETS

Cointreau: animate core range & extend occasions

- Amplify MargaRight campaign
- Roll-out Cointreau Spritz to drive new occasions and recruit consumers

The Botanist: scale up and accelerate

- Maximize activations (MLP* partnership) & leverage seasonal content with media partners (GQ)
- Expand distribution in on & off-trade
- Accelerate new formats and strengthen RGM



*Major League Pickleball



2026-27 Key China priorities to revitalize Sales

Pursue market share gains: RM Club as core growth engine

WINNING MARKET SHARE IN COGNAC

RÉMY MARTIN & LOUIS XIII

- Sustain CLUB performance
- Unlock VSOP potential in on-trade
- Revitalize high-end & luxury segment



ACCELERATING NON-COGNAC TO DIVERSIFY

COINTREAU

Accelerate & leverage growing market

- Cocktail culture is booming
- Appealing to young consumers & affordable
- Evolving on-trade, fitting with more casual cocktail occasions

BRUICHLADDICH

Shift from niche to scalable super-premium brand

- Chinese whisky consumer base is growing steadily
- Behavior shift towards personal pleasure and experiential engagement



UNLOCKING CHINESE CHANNEL OPPORTUNITIES

- Focus on client-centric approach and omni-channel experience
- Continue to leverage banquets
- Support non-cognac growth (CVS, 'new' on-trade etc.)
- Implement a new commercial organization
- Pursue expansion beyond Guangdong



2026-27 Other sizeable key priorities to revitalize Sales

Boost Group growth profile, seizing all opportunities



TRAVEL RETAIL

- New organization to be implemented shortly with a clear back-to-retail basics strategy
- Leverage Louis XIII and RM Club Exception as key growth driver
- Focus on a clear channel plan: airports are the #1 priority
- New Strategic Partnership in place with CDFG in key China Travel Retail markets



EMERGING MARKETS

Build new growth platform

- Establish new BU in H2 to prepare & grow faster
- Accelerate in India with new RTM (since April)
- Leverage Africa, continuing to fast track strong launch of VS in South Africa
- Expand in Brazil with the implementation of the Mercosur agreement and in Mexico with the appointment of a new distributor



2026-27 guidance



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

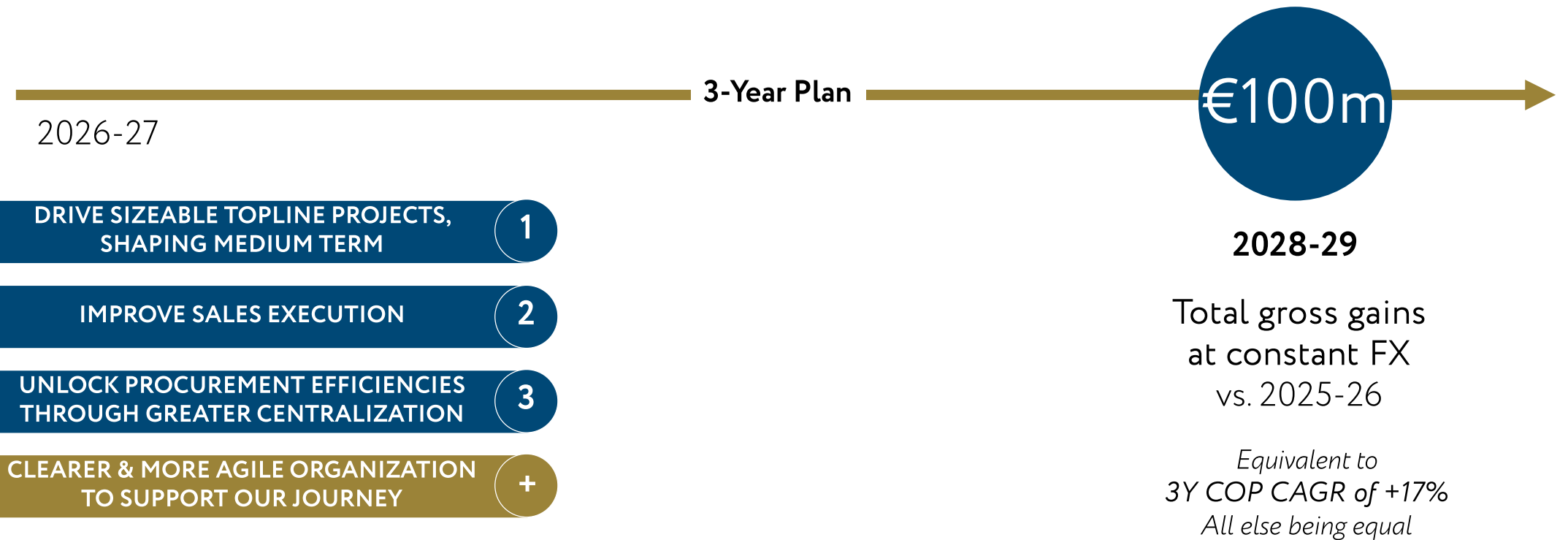
- A minimum import price in China, as defined by the agreement signed with MOFCOM
- U.S. import tariffs set at 15% for EU, and at 10% for the UK and Barbados

RC Forward

**Strong enabler to support
our midterm strategy and
decouple RC from
macroeconomic cycles**

- Strengthen our foundations and prepare for the future
- Unlock additional topline growth through sharper, more effective execution
- Generate value across all our operations to fuel topline growth and reinforce COP profitability

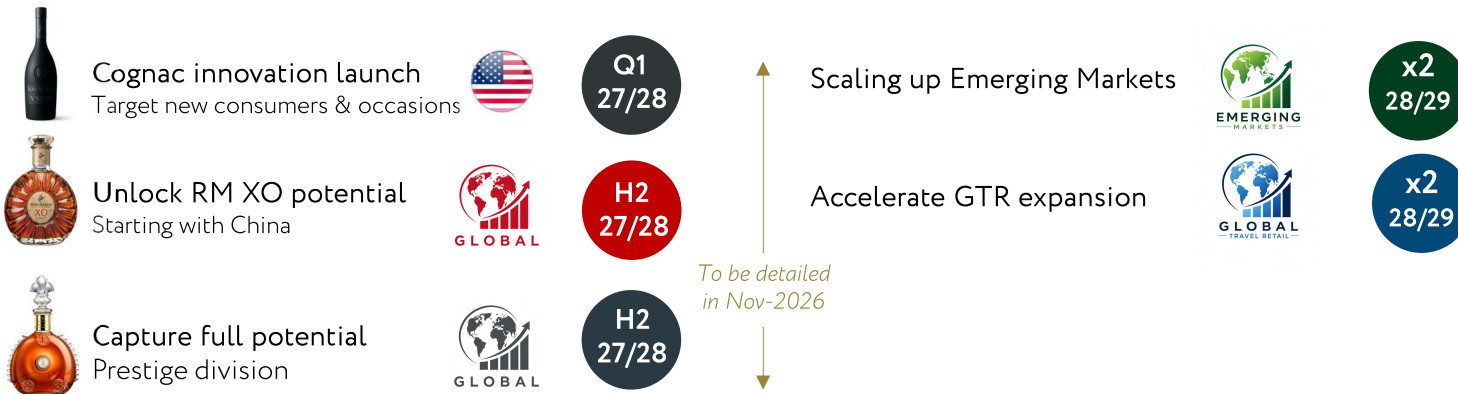
RC Forward: gross value creation, all else being equal



On-going in-depth analysis with no sacred cows across our current brand portfolio

Three large battles to win

1 DRIVE SIZEABLE TOPLINE PROJECTS, SHAPING MEDIUM TERM



2 IMPROVE SALES EXECUTION

Review Go-to-Market

- Execute full reassessment
- Evaluate targeted adjustments on RTMs
- Adapt sales forces to capture whitespace opps

Revenue growth management

Maximize returns on A&P investments

- Refocus A&P allocations on key brands & regions
- Adjust A&P media mix to improve ROI
- Improve ROI measurement capabilities

3 UNLOCK PROCUREMENT EFFICIENCIES THROUGH GREATER CENTRALIZATION

- o Unlock synergies across markets & brands (mainly A&P purchase)
- o Optimize operating model (e.g. POSM integrator model)
- o Improve spend visibility & discipline centrally, enhancing compliance & cost discipline
- o Challenge specification: packaging re-specification & supplier negotiations

+ CLEARER AND MORE AGILE ORGANIZATION TO SUPPORT OUR JOURNEY

Clarify marketing operating model
(RACI Brands/Markets) to cut inefficiencies

Simplify internal processes within support functions
to ensure greater commercial focus



**Medium-term targets to be
presented at H1 2026-27 Results
on Novembre, 25, 2026**



Appendices

Quarterly sales by division

<i>In €m</i>	Q1 25/26	Q1 24/25	Reported %	Organic %
Cognac	131.3	135.5	-3.1%	+1.3%
Liqueurs & Spirits	86.2	75.8	+13.6%	+17.3%
Subtotal: Group Brands	217.5	211.3	+2.9%	+7.0%
Partner Brands	3.3	5.7	-41.6%	-41.7%
Total	220.8	217.0	+1.8%	+5.7%

<i>In €m</i>	Q2 25/26	Q2 24/25	Reported %	Organic %
Cognac	168.9	206.0	-18.0%	-13.5%
Liqueurs & Spirits	96.6	105.9	-8.8%	-5.3%
Subtotal: Group Brands	265.4	311.9	-14.9%	-10.7%
Partner Brands	3.4	4.8	-29.2%	-28.7%
Total	268.8	316.7	-15.1%	-11.0%

<i>In €m</i>	H1 25/26	H1 24/25	Reported %	Organic %
Cognac	300.2	341.5	-12.1%	-7.6%
Liqueurs & Spirits	182.7	181.7	0.5%	4.1%
Subtotal: Group Brands	482.9	523.2	-7.7%	-3.6%
Partner Brands	6.7	10.5	-35.9%	-35.7%
Total	489.6	533.7	-8.3%	-4.2%

Organic sales growth: at constant exchange rates & scope

Quarterly sales by division

<i>In €m</i>	Q3 25/26	Q3 24/25	Reported %	Organic %
Cognac	150.2	155.7	-3.5%	+3.2%
Liqueurs & Spirits	90.3	92.5	-2.4%	+2.8%
Subtotal: Group Brands	240.6	248.2	-3.1%	+3.0%
Partner Brands	5.2	5.8	-10.3%	-9.3%
Total	245.8	254.1	-3.3%	+2.8%

<i>In €m</i>	9M 25/26	9M 24/25	Reported %	Organic %
Cognac	450.4	497.2	-9.4%	-4.3%
Liqueurs & Spirits	273.0	274.2	-0.4%	+3.7%
Subtotal: Group Brands	723.5	771.4	-6.2%	-1.4%
Partner Brands	12.0	16.3	-26.8%	-26.3%
Total	735.4	787.8	-6.6%	-1.9%

<i>In €m</i>	Q4 25/26	Q4 24/25	Reported %	Organic %
Cognac	123.2	114.6	+7.5%	+15.5%
Liqueurs & Spirits	73.0	78.3	-6.7%	-0.1%
Subtotal: Group Brands	196.2	192.9	+1.7%	+9.2%
Partner Brands	3.7	3.9	-6.8%	-6.1%
Total	199.9	196.8	+1.6%	+8.9%

Organic sales growth: at constant exchange rates & scope

Quarterly sales by division

<i>In €m</i>	H2 25/26	H2 24/25	Reported %	Organic %
Cognac	273.4	270.3	+1.1%	+8.4%
Liqueurs & Spirits	163.4	170.8	-4.4%	+1.5%
Subtotal: Group Brands	436.8	441.1	-1.0%	+5.7%
Partner Brands	8.9	9.8	-8.9%	-8.0%
Total	445.7	450.9	-1.2%	+5.4%

<i>In €m</i>	FY 25/26	FY 24/25	Reported %	Organic %
Cognac	573.6	611.8	-6.2%	-0.5%
Liqueurs & Spirits	346.1	352.6	-1.8%	+2.8%
Subtotal: Group Brands	919.7	964.3	-4.6%	+0.7%
Partner Brands	15.6	20.3	-22.9%	-22.4%
Total	935.3	984.6	-5.0%	+0.2%

2025-26 sales by division

Cognac



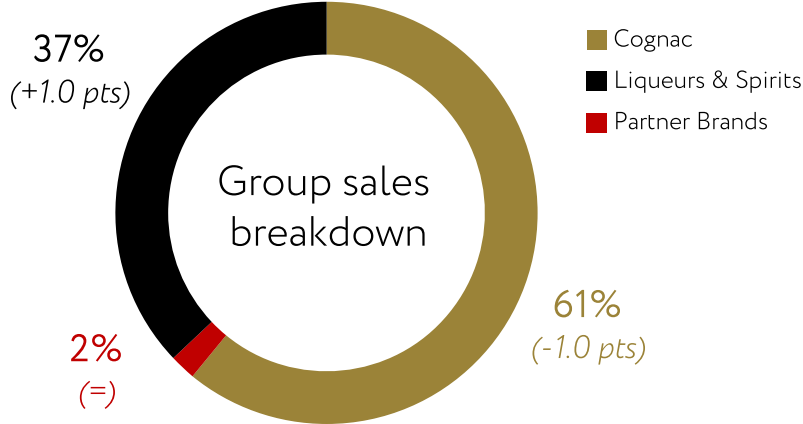
-0.5%

Liqueurs & Spirits



+2.8%

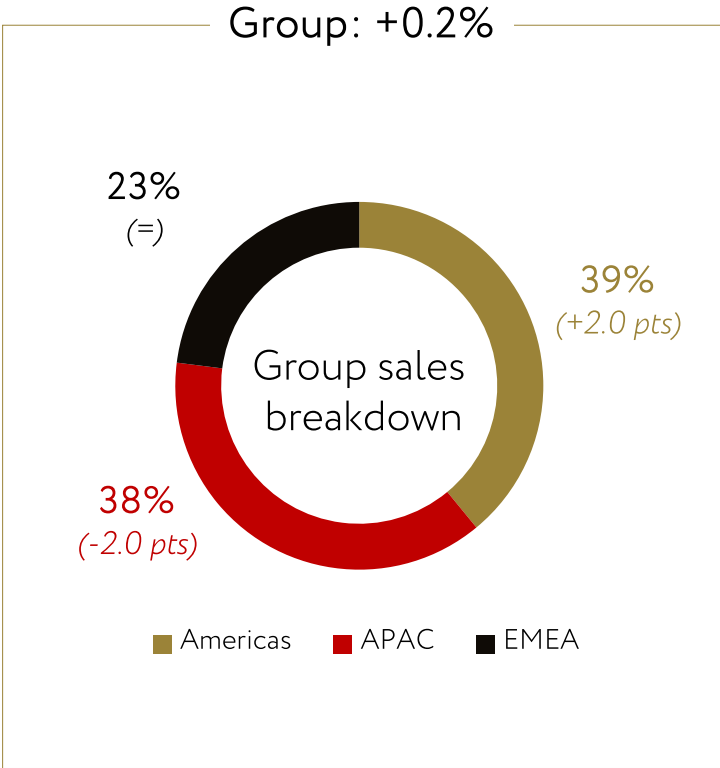
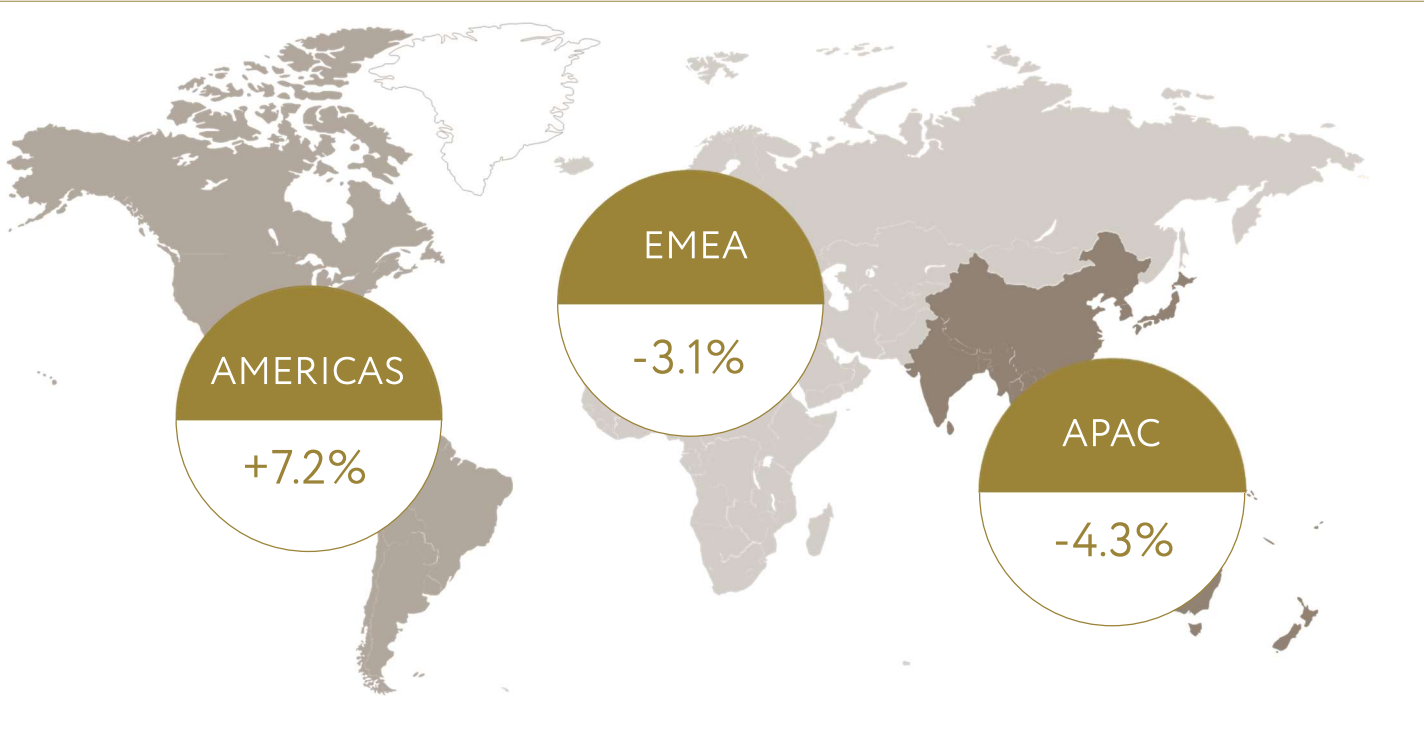
Group
+0.2%



Group Brands: +0.7%

Partner Brands: -22.4%

2025-26 sales by region



Current Operating Profit by division

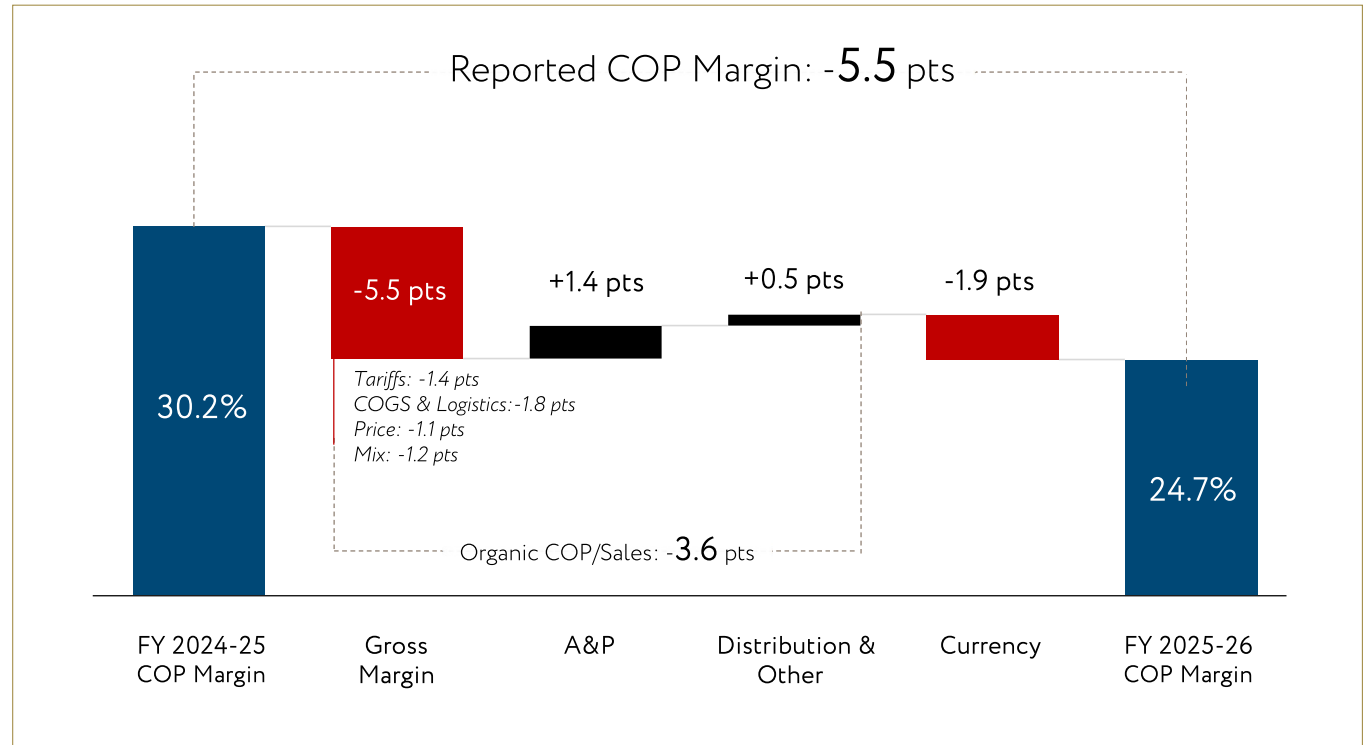
COP by division (in €m)	FY 2025-26	FY 2024-25	Reported %	Organic %
Cognac	141.5	184.5	-23.3 %	-12.6 %
Liqueurs & Spirits	43.1	51.5	-16.3 %	-3.1 %
Subtotal: Group Brands	184.6	236.0	-21.8 %	-10.5 %
Partner Brands	(1.3)	(1.4)	-8.6 %	-9.4 %
Holding Company costs	(17.9)	(17.7)	+1.5 %	+1.9 %
Total	165.4	217.0	-23.8 %	-11.5 %

COP Margin by division (in %)	FY 2025-26	FY 2024-25	Reported %	Organic %
Cognac	24.7%	30.2%	-5.5 pts	-3.6 pts
Liqueurs & Spirits	12.5%	14.6%	-2.1 pts	-0.8 pts
Subtotal: Group Brands	20.1%	24.5%	-4.4 pts	-2.7 pts
Partner Brands	-	-	-	-
Holding Company costs	-	-	-	-
Total	17.7%	22.0%	-4.4 pts	-2.6 pts

2025-26 Current Operating Margin by division

Cognac: -12.6% organic decrease in COP

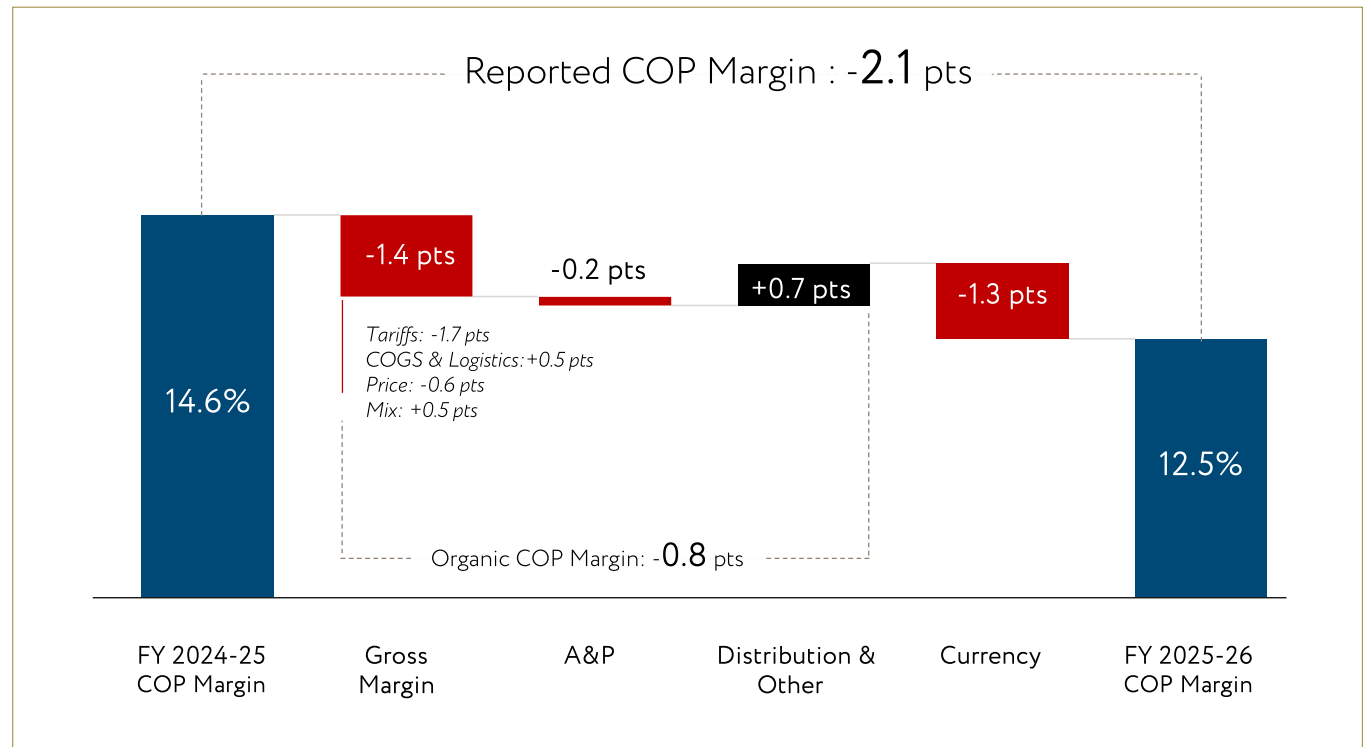
Sales	€573.6m
Organic change (%)	-0.5%
Volume / Price-Mix	+7.8% / -8.3%
Current Operating Profit	€141.5m



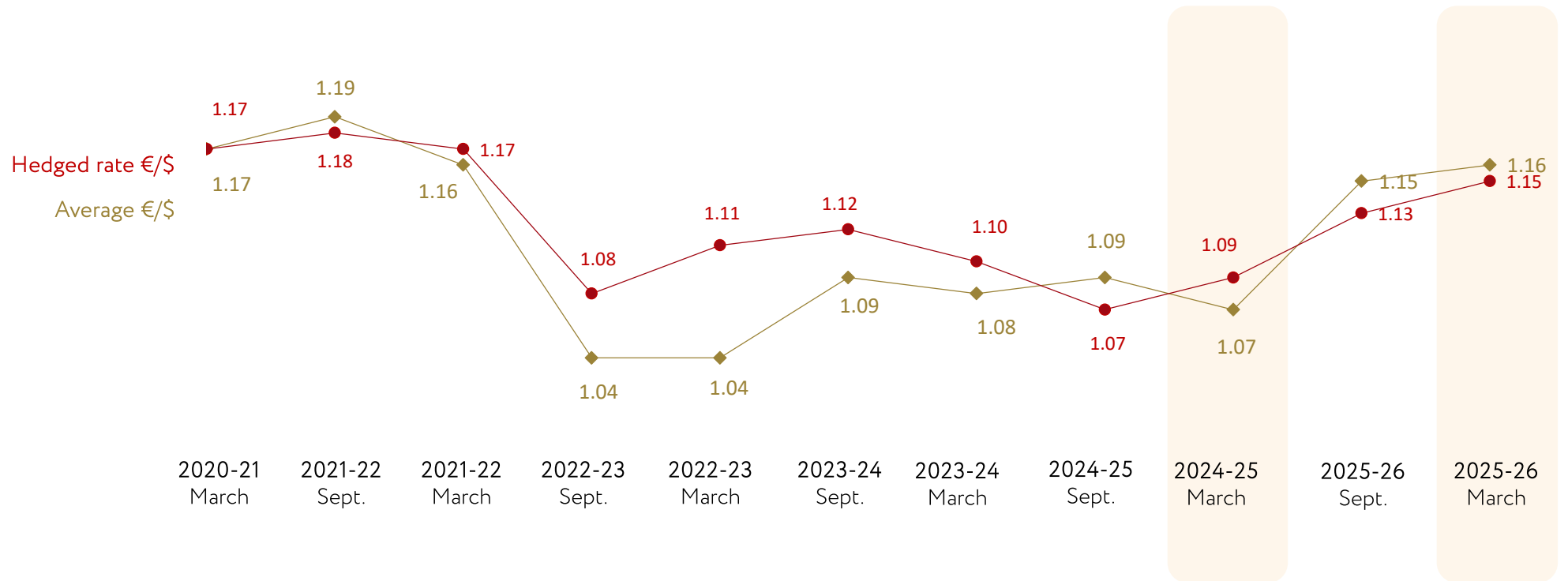
2025-26 Current Operating Margin by division

Liqueurs & Spirits: -3.1% organic decrease in COP

Sales	€346.1m
Organic change (%)	+2.8%
Volume / Price-Mix	+2.6% / +0.2%
<hr/>	
Current Operating Profit	€43.1m



Foreign exchange - Hedging impact



Key events during the year

April 9, 2025

Change in the Executive Management of Rémy Cointreau

The Board of Directors of Rémy Cointreau, chaired by Marie-Amélie de Leusse, announces 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 announces Franck Marilly's arrival as Group CEO

The Board of Directors announces the arrival of Franck Marilly as the Group's Chief Executive Officer. He will take office on June 25, 2025, succeeding Éric Vallat.

July 4, 2025

Price Undertaking Agreement in China for Rémy Cointreau

As part of the anti-dumping procedure initiated on January 5, 2024, by China's MOFCOM, Rémy Cointreau announces the conclusion of an agreement between the Chinese authorities and certain cognac producers regarding the "Price Undertaking Agreement" applicable to imports of grape-based spirits in containers of less than 200 liters originating from the EU. While the commercial terms of this agreement are less favorable than those that were in effect prior to the initiation of the investigation, they nonetheless represent a significantly more favorable outcome, or at the very least, a substantially less punitive alternative, compared to the imposition of definitive anti-dumping duties.

August 29, 2025

United States sets 15% tariffs on imports of European Wines & Spirits

Following the agreement reached between the United States and the European Union, establishing a 15% tariff rate as of August 1 (vs. the initially proposed 30%), Rémy Cointreau updates its assumptions for the 2025-26 fiscal year.

Post-closing events

October 20, 2025

Rémy Cointreau completes a €200 million Schuldschein private placement

Rémy Cointreau announces the completion of its first Schuldschein private placement, for a total amount of €200 million, split into two tranches of 3 and 5 years, with an average maturity of around 4 years.

April 8, 2026

Launch of RC Forward transformation plan and organizational changes

In a complex economic and geopolitical environment, Rémy Cointreau takes the offensive by launching an ambitious transformation plan. This plan marks a decisive shift, focused on regaining market share and maximizing the potential of its brands. At the same time, Rémy Cointreau announces changes to its organization to improve efficiency and agility. This includes the creation of a Steering Committee within the Executive Committee, comprised of five departments reporting directly to the CEO.

Upcoming financial publications

July 21, 2026

Shareholders' meeting

July 29, 2026

2026-27 Q1 Sales



Disclaimer

Certain information included in this presentation are not historical facts but are forward-looking statements. These forward-looking statements are based on current beliefs, expectations and assumptions, including, without limitation, assumptions regarding present and future business strategies and the environment in which Remy Cointreau operates, and involve known and unknown risks, uncertainties and other factors, which may cause actual results, performance or achievements, or industry results or other events, to be materially different from those expressed or implied by these forward-looking statements. These risks and uncertainties include those discussed or identified in Remy Cointreau's Universal Registration Document, filed with the French Financial Markets Authority (AMF), which is available on the website of Remy Cointreau (www.remy-cointreau.com) and of the AMF (www.amf-france.org). Forward-looking statements speak only as of the date of this presentation and are for illustrative purposes only. This presentation includes only summary information and does not purport to be comprehensive. No reliance should be placed on the accuracy or completeness of the information or opinions contained in this press release.

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RÉMY COINTREAU

Q&A